9-Steps to Coaching – Job Aid

1. Initiation
   Coaching initiated as per work plan (for planned coaching) or in response to coaching request from geography (for on-demand coaching)

2. Building rapport
   Establishing a relationship based on values of mutual respect, trust and confidentiality (if required). Coach plays a role of a guide, while enabling coachee to be in-charge of decisions and actions

3. Problem Identification
   Active listening of problems identified by coachee(s), further probing using guiding questions* to better understand the challenges and context, and drawing out both short and long-term perspectives

4. Objective Setting
   Setting of SMART objectives for the coaching session and or coaching sessions based on the need/problem(s) identified

5. Exploring Potential Solutions
   Joint exploration of approaches or tools from the TCI-U website with guidance on applying them. Other interventions/tools/resources can also be explored to address identified needs/problems

6. Action Planning
   Identification of action steps the coachee can take when the coaching session has ended and areas of further support from the coach

7. Establishing Measures of Progress
   Establishing agreed measures through which the coachee and coach will know if the action steps were implemented and successful in addressing the need/problem

8. Identifying Additional Learning Needs
   Identification of additional learning needs and matching of the most effective learning tools/activities with individual learning needs and styles

9. Wrap-Up
   Reiteration of next steps coachee will take to implement solution/TCI approach and/or tool. Agreement on follow-up plan. Documentation and Mutual Assessment of the coaching session.
Probing Questions to Aid Problem Identification

If the coachee is having difficulty defining the need or problem, try the some of the probing questions below to get the conversation going:

- Is the issue in relation to the initiation of a new project, intervention, service or approach? (Or an existing one?)
- What is the focus/problem?
- Who are the people effected by the need/problem?
- Who are the other stakeholders?
- Is there/What is the expectation or desired performance?
- What is the actual performance? As it been assessed?
- What is the gap between them?
- What are the root causes of that gap?
- What solutions have been tried