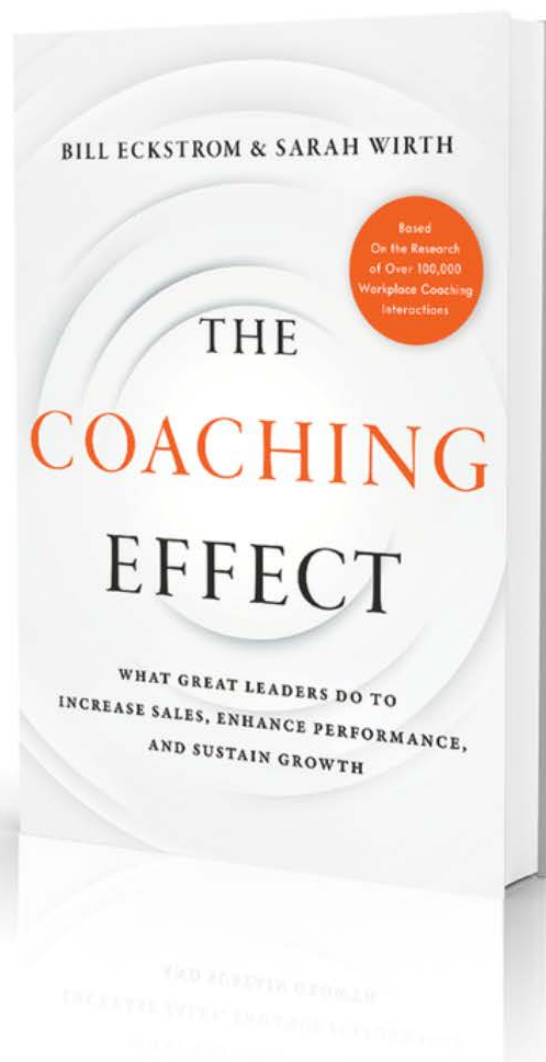


THE COACHING EFFECT

OFFICIAL BOOK STUDY GUIDE



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INTRODUCTION: THE COACHING EFFECT

How would you describe the difference between a coach and a manager?

How did you respond to this question: **What does it feel like to be coached by you?** In what ways were you satisfied or dissatisfied with your response to this question?

CHAPTER ONE: THE GROWTH RINGS

What does it feel like to be in...

Stagnation

Order

Complexity

Chaos

Which growth ring do you feel you are in right now?

Which growth ring do you feel you were in a year ago?

CHAPTER ONE: THE GROWTH RINGS

Would you like to change the growth ring you are in? How would you like to change it?

Do you think you have to be in discomfort in order to grow? When has being in discomfort helped you grow?

CHAPTER TWO: COACHING REDEFINED

Do you or your organization measure manager effectiveness?
If not, how could you measure it?

What was your takeaway from the story about Barb?

CHAPTER TWO: COACHING REDEFINED

How would you define discretionary effort?

How does building a relationship with someone impact discretionary effort?

CHAPTER THREE:

COACHING QUALITY & QUANTITY

Do you know how **consistently** you are coaching your team?
How could you or your organization better measure your coaching quantity?

Do you know how **effectively** you are coaching your team?
How could you or your organization better measure your coaching quality?

CHAPTER THREE:

COACHING QUALITY & QUANTITY

What do you think would happen if you started measuring the quantity and quality of your coaching?

Of the eight coaching themes...

Which ones would be your strengths?

With which ones would you struggle?

CHAPTER FOUR: ONE-TO-ONE MEETINGS

How often do you think you should do one-to-one meetings with your team?

What did you think of the recommended agenda for one-to-one meetings?
How would you change it for your team?

To you, what is the most important aspect of an effective one-to-one meeting?

CHAPTER FIVE: TEAM MEETINGS

What do you think is the right frequency for team meetings for your team?

What did you think of the recommended agenda for team meetings?
Which aspects might or might not work for your team?

After reading this chapter, what is one thing you want to change about your team meetings?

CHAPTER SIX: PERFORMANCE FEEDBACK

Do you think you should give more verbal feedback? How about more written feedback?

How do you feel about the recommendation to document feedback and rate skills from time to time? Would that approach work well with your team members?

What are some questions you could ask to have a better feedback conversation?

CHAPTER SEVEN: CAREER DEVELOPMENT

Why do you think most managers don't have career discussions as often as they should?

Which of the suggested questions would you like to ask in a career discussion?

Looking at the 10 suggested career development ideas, which ones could work for some of your team members? Are there additional ideas you have?

CHAPTER EIGHT: CONCLUSION

THE FOUR-STEP COACHING PROCESS

How do you feel about the four different steps to implement a coaching process?

Of the four steps...

Which ones would work well for you or for your organization?

Which ones would be more difficult to implement?

CHAPTER EIGHT: CONCLUSION

THE FOUR-STEP COACHING PROCESS

After reading this book, how would you answer this question:
What **should** it feel like to be coached by you?

How does your response differ from what you wrote in chapter one?

OVERALL QUESTIONS

What did you like most about the book?

What did you like least about the book?

What surprised you the most in what you read?

OVERALL QUESTIONS

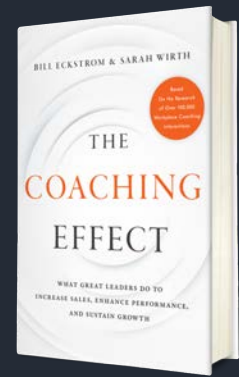
Which of your opinions or beliefs were challenged by the book?

What ideas were the most memorable to you?

Which ideas do you plan to implement with your own team?

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