

# SPROUTS COACHING DISCUSSION PLANNER

## COACHING AND DEVELOPING OTHERS



Through coaching, we will deliver great results today, and develop the leaders we need for the future.

Also, through coaching and feedback, we will:

- achieve results
- strengthen our talent bench
- support our goal of being a Best Place to Work

COACHING IS NOT THE SAME AS CORRECTIVE ACTION.  
PROVIDING FEEDBACK SUPPORTS COACHING EFFORTS.



Engaging team members and teams in developing and committing to individual development plans that target specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities; planning and supporting the development of individual skills and abilities.

### KEY ACTIONS

- Clarifies performance expectations and implications
- Provides timely feedback
- Evaluates misalignment
- Fosters and facilitates development
- Manages conflict

### Preparing for the discussion:

1. Think about the topic of discussion - are you preparing to help someone improve their performance, be more successful in their role today, and/or supporting a team member (TM) who wants to promote?
2. If you need to document a performance or conduct concern - start a corrective action in MyHR/Workday.
3. Be clear about the most important information and feedback to share during the coaching discussion.
4. If this is ongoing coaching, refer to your past coaching planners for what you agreed to and where to check in.



Team Member Name \_\_\_\_\_  
 Leader Name \_\_\_\_\_  
 Coaching Topic \_\_\_\_\_  
 Date \_\_\_\_\_

### OPEN - Before the discussion:

1. Write down:
  - a. one sentence discussion purpose
  - b. how you will open the conversation
  - c. bullet points for what you will share
2. Note how you plan to make the TM feel supported at the close

### DEVELOP - Before the discussion:

1. Note different suggestions for improvement/resolution
2. Write down what you will ask to prompt the TM to recommend solutions

### DEVELOP - During the discussion:

1. Take notes on what the TM says and their ideas

### CLOSE - After the discussion:

1. Take notes about:
  - a. how the discussion went
  - b. the TM's reaction
  - c. what to follow up on in the next check in

SPROUTS COACHING DISCUSSION PLANNER	
<b>OPEN:</b> Use CARE as you open the conversation and understand where the team member is on the <i>Account Elevator</i> . Share the reason for the discussion. Clearly describe the opportunity or need for improvement. Be specific about any observed skills, behaviors and/or actions that relate to the coaching.	
<b>CLARIFY:</b> Ask questions to understand and share information about concerns. <i>Assume Positive Intent</i> . Describe how improvement will impact the team member's success. Share feedback: "What I appreciate about you is.../I feel you could be even more effective if...". Give the team member an opportunity to share how they'd like to be more effective. Ask questions to assess where the team member is on the <i>Accountability Ladder</i> .	
<b>DEVELOP:</b> Discuss ideas and help the team member consider different approaches and solutions. Ask for their point of view and encourage <i>Possibility Thinking</i> . Be prepared to share resources to support development.	
<b>AGREE:</b> Work alongside the team member to come up with next steps. Agree and be specific. Be clear about how you'll measure and track success and share expectations for success. Own IT and use <i>I will</i> statements for accountability. <b>If you do not agree - return to CLARIFY and discuss further.</b>	
<b>CLOSE:</b> Reinforce what you each agreed to. Make sure the team member feels confident about owning the plan and next steps - return to <b>CLARIFY</b> if needed. Provide recognition for Owning It and schedule a 1:1 to check in on progress, provide additional coaching and gauge success.	

### CLARIFY - Before the discussion:

1. Write down the feedback to be shared
2. Plan accountability questions to ask

### CLARIFY - During the discussion:

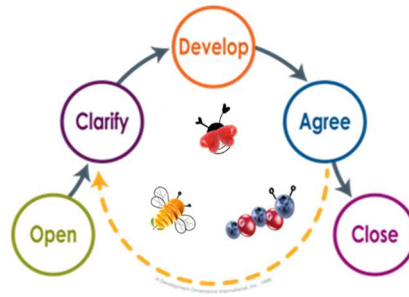
1. Be curious
2. Take note of the TM's concerns and how they take the feedback

### AGREE - During the discussion:

1. Take notes about what you & the TM agree upon.
2. Write down the specific ways to measure progress: what metrics apply?
3. Write down how commit to support the TM
4. Agree on when you will meet to check in on progress

### Remember:

- This form is for you to prepare for the discussion and to take notes.
- Do not use this form in place of corrective action forms.
- Keep your discussion planners as part of your notes and **do not** give the planner to the team member.
- You **DO NOT** need to have the team member sign the discussion planner.



Team Member Name \_\_\_\_\_  
 Leader Name \_\_\_\_\_  
 Coaching Topic \_\_\_\_\_  
 Date \_\_\_\_\_

## SPROUTS COACHING DISCUSSION PLANNER

**OPEN:** Use CARE as you open the conversation and understand where the team member is on the *Mood Elevator*. Share the reason for the discussion. Clearly describe the opportunity or need for improvement. Be specific about any observed skills, behaviors and/or actions that relate to the coaching.

**CLARIFY:** Ask questions to understand and share information about concerns. *Assume Positive Intent*. Describe how improvement will impact the team member's success. Share feedback "*What I appreciate about you is...I feel you could be even more effective if...*" Give the team member an opportunity to share how they'd like to be more effective. Ask questions to assess where the team member is on the *Accountability Ladder*.

**DEVELOP:** Discuss ideas and help the team member consider different approaches and solutions. Ask for their point of view and encourage *Possibility Thinking*. Be prepared to share resources to support development.

**AGREE:** Work alongside the team member to come up with next steps. Agree and be specific. Be clear about how you'll measure and track success and share expectations for success. OWN IT and use *I will* statements for accountability. **If you do not agree - return to CLARIFY and discuss further.**

**CLOSE:** Reinforce what you each agreed to. Make sure the team member feels confident about owning the plan and next steps - return to **CLARIFY** if needed. Provide recognition for *Owning It* and schedule a 1:1 to check in on progress, provide additional coaching and gauge success.