

Coaching is one of the most valuable things leaders can do for their team. Through coaching, we can:

- ✓ Teach team members new skills, provide valuable insights, and offer mentorship - leading to more engaged and satisfied team members
- ✓ Grow team members skills today, helping us deliver great results
- ✓ Develop the leaders we need for the future

Coaching happens through intentional **coaching conversations**. These conversations should happen often and can take place in one-on-ones, performance reviews, and even on the sales floor. Coaching conversations are positive and meant to build relationships and grow team members abilities from a place of Care.



At Sprouts, we have a **coaching framework**. This is a simple process that prepares a leader for a coaching conversation from start to finish. Three critical components of our coaching framework are:

1. Start by celebrating strengths with “What I appreciate about you is...”
Why? Starting with a positive observation helps establish a supportive and encouraging environment, allowing team members to be more receptive to feedback.
2. Then, deliver feedback through “AND I feel you could be even more effective if”
Why? There are a few key words here. Using “AND” helps maintain a positive and constructive tone whereas using the word “BUT” when delivering feedback overshadows the appreciation you just shared. Using the words “I feel” establishes that this is your personal opinion, encouraging openness and honesty. Also, saying “you could be even more effective” implies the team member is already somewhat effective, that you’re helping them grow from “good” to “great.”
3. Ask open ended questions to invite your team member to come up with solutions.
Why? Unlike closed-ended questions that can be answered with a simple “yes” or “no,” open-ended questions encourage team members to reflect on their experience and share their perspective. It’s critical that you **listen to understand** their thought process and reasoning.

COACHING TOOLS: Not only do we need to **be** great coaches, we need to **teach** our teams to be great coaches. Here are two tools you can use to get started having coaching conversations:

SPROUTS COACHING DISCUSSION PLANNER

OPEN: Use CARE as you open the conversation and understand where the team member is on the About Director. 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 you want to support and engage the team member's success. Share feedback "What I appreciate about you is..." for 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 "Healthy" Thinking. Be prepared to share resources to support development.

Coaching Discussion Planner

- ✓ Helpful tool to prepare for a **longer coaching discussion, like a difficult conversation**

SOC COACHING CARD NAME: _____ DATE: _____

STOP GO to the sales floor — SELECT a team member — WATCH the interaction

OBSERVE Did they...
 Make eye contact
 Acknowledge the customer
 Greet & Ask the customer
 Suggest an item and/or offer a sample
 Say parting comment

COACH Follow these steps to deliver feedback and develop team members.
 In a positive tone, invite the team member to have a coaching conversation.
 Start by celebrating strengths "What I appreciate about you is _____"
 Then deliver feedback "AND I feel you could be even more effective if _____"
 Ask open ended questions to invite the team member to come up with solutions. For example: "What are some things you can do to engage customers?"
 Share how customer service impacts the customer's experience.
 Agree on next steps, offer support, then close the conversation on a positive note.

Stop, Observe, Coach (SOC) Card

- ✓ Helpful for **spot-coaching in the moment on the sales floor. Don't wait, when you see it, coach it!**



ACTION: Use the tools above to start having daily coaching conversations with your team AND train your managers to have coaching conversations with their team.

Note: These tools do NOT need to be signed and retained electronically. These are tools to help leaders practice and prepare for coaching conversations.