

Goals – Coaching Conversations

Set the employee at ease by scheduling the meeting well in advance. Goals conversations should be planned and efficiently carried out, as well as respectful, constructive, and collaborative. The outcome of these conversations is to ensure employees are setting new goals that cascade from unit/department objectives and organizational strategies. Goals are discussed and reviewed against SMART criteria. New goals are confirmed and appropriate resources are in place so employee feels supported to be successful. New goals and expectations serve as a powerful motivator and communicate employee value.

The GROW Model guides your conversation so it is purposeful and two-way. The use of open-ended questions helps conversation flow. Employees feel heard and valued because they share their thoughts, insights and are receptive to feedback. The GROW model helps to build trust, is supportive and empowering of others. It's all about the conversation.

GOAL



REALITY



OPTIONS



WILL



Agree on the topic and specific objective of session; set long term aim if appropriate

Invite employee self-assessment; offer specific feedback with examples; avoid or check any assumptions

Brainstorm options; invite suggestions from employee; offer suggestions carefully; ensure choices are made

Commit to action; identify any barriers and solutions; make steps specific with timelines; agree to support

Modify as it fits your speaking voice, communication style and relationship with your employees.

Sample Conversation Starters

Thanks for preparing your goals for the coming year. Let's review them together to ensure they are setting you up for success.

- How does that work for you?
- Is there anything else you would like to add?

Sample Conversation Starters

Manager recaps unit / department priorities and University strategy for context. Consider new initiatives, current or new role accountabilities.

- How do you want to contribute this year's unit / department priorities?
- How will that work with your current workload?
- How do the goals relate to your interests and strengths?
- In what way do your goals provide stretch?

Sample Conversation Starters

Each goal is reviewed and discussed against SMART criteria.

- Walk me through each goal and review the SMART criteria?
 - Specific
 - Measureable
 - Achievable
 - Realistic
 - Timely
- Can you clarify your objective for goal ----?
- What resources and support will you need to accomplish this?
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Sample Conversation Starters

Tell me how you will proceed with this.

- How will you chart your progress?
- What measures will you use?
- How will you know when you get there?
- What is your action plan?
- What could get in the way?
- How will you deal with this?
- I think the goals you have identified are very well aligned with the team and department objectives.
- What do you need from me to support your success?

Topic and objective of discussion is confirmed.

Goals are reviewed against priorities and employee role and capabilities.

Set and confirm goals for next cycle.

Commitment and action plan is confirmed.