

## How to be a Goals Coach

A Goals Coach helps team members reach their fullest potential. This can be done one-on-one or in small groups. The Goals Coach first gets the goals clearly defined then works with the team to develop an implementation plan to make the goals happen.

What the effective Goals Coach does is grab onto the passions and ideas of team members in such a way that they get so excited they cannot resist moving forward to implement the goals. Each team member develops a feeling of ownership of the goals and is motivated to make them happen.

To get started, you must have faith that all you really need do is ask the right questions; this will bring out the goals and actions that need to be taken.

You must be willing to ask the hard questions that will take people down to their dissatisfaction. Some of the goals will be business, some personal. This is OK, since they interrelate.

You need to find out very clearly what the team member wants. Does the team member care enough about each of these goals to be willing to take action?

*The whole time maintain a high degree of enthusiasm for the goals.  
Enthusiasm sparks the mind to new ideas and solutions!*

### **The Goal-setting Process**

#### **Identify the Goals**

Meet with each team member. Explain that together you'll be setting some goals and defining some challenges. Then simply ask: "What do you see as your top five challenges in the next year?" Then pause and remain silent, allowing the person to think. Listen with all your heart and write down every response without comment or criticism:

- 1.
- 2.
- 3.

- 4.
- 5.

### **Prioritize the Goals**

After the challenges have been listed, have the team member prioritize them by asking, "Here are the challenges you've listed, what would you say is number 1?" and so on. Write the priority numbers next to the goals, replacing the original numbering. Already within this process, you have accomplished a tremendous amount.

### **Work On Each Goal**

Once the challenges are in priority order, say: "OK, you've picked xxx as the number one challenge. How are things going in that area now, and what would you like to see happen?"

Lose yourself in the other person. Focus like a laser beam with all energy directed to the team member. Listen -- listen -- listen. Write down everything that comes out. Focus on the other person to a degree they've never experienced before.

Build value and emotion for each goal by asking these questions:

Why is that important?

How would that help you in your situation?

How will you feel when you get this?

What's the value to you of accomplishing this?

It sounds like you are very serious about this item. Is that true?

Is this something worth taking action on?

How many of \_\_\_\_\_ do you wish to accomplish?

What are the action steps required to get \_\_\_\_\_?

### **Create an Action Plan for Each Goal**

Once you have clearly defined a goal, have built enthusiasm for it, and have established that it is worth doing, brainstorm the action plan. Ask, "What do you want to do to make this goal happen?" This is where creativity pours out.

We've talked about a lot of things and they are now clearly defined.  
What would you like to do first?  
How can we make this happen?  
What are obstacles that might hold you back?  
How soon do you want to start seeing results?  
What else can we do to make this happen?  
What action steps can we take this week to make the goal happen?

A plan of action starts to develop from this type of questioning. Write down all action steps for each of the goals with deadlines. Have this typed and distributed to the team members.

### **Implementation**

As a Goals Coach you work with the team member on an ongoing basis. Some of the goals will come quickly. Some will take time. All deserve attention.

Regularly follow up on the action steps identified with each team member. Ask this "How is \_\_\_\_\_ going?" "What has been happening with it?" "What have you felt good about?"

As you follow up, if they did what they said they were going to do, celebrate and congratulate them. If they have not made progress, ask questions to determine a plan of action to do so. Do this as part of a general, friendly conversation, to help keep your team member focused and enthusiastic with the goals and action steps. At the same time, you may need to be fairly demanding to keep the implementation moving.

### **The Ongoing Process**

**A key to success in goal setting is this: Once we accomplish a goal, celebrate the success and then set a new goal!**

Goals Coaching is an ongoing process. The key to success is developing long-term, trusting relationships with each team member. You do this by helping them overcome obstacles that are holding them back, and by celebrating their progress. You do this with faith in the unlimited potential of a human being to grow and improve