



5 COACH & ENGAGE

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Our leaders coach & engage both their direct reports and others across our team. - We cultivate a continuous learning environment. - We have the conversations necessary to deliver & improve our business.



WHY THIS IS A PBS LEADERSHIP FUNDAMENTAL?

Great leaders go beyond simply managing - they actively coach and engage their teams, inspiring them to achieve their full potential. Coaching is not about telling people what to do but helping them discover their own solutions, develop their skills, and build confidence. Engaging your team fosters a deeper connection to their work, aligning individual goals with the broader mission of the organization. This leads to increased motivation, better performance, and a strong sense of ownership.

GUIDANCE TO SUCCEED

- ✓ **Shift to a Coaching Mindset:** Move away from a directive, "tell-and-do" approach. Focus on empowering others through guidance, support, and encouragement. Coaching involves asking the right questions and listening actively.
- ✓ **Encourage Self-Reflection:** Inspire critical thinking and self-awareness. When individuals reflect on their actions and decisions, they take ownership of their growth. Self-discovery is a powerful tool for building long-term success.
- ✓ **Adapt Your Coaching Style:** Recognize that each person is unique, with different needs and learning styles. Tailor your coaching approach accordingly to meet individuals where they are.
- ✓ **Connect Work to Purpose:** Help your team see the bigger picture. When people understand how their daily tasks contribute to the overall mission, it ignites passion and commitment to their roles.

TACTICS TO COACH & ENGAGE

- 📌 **Open-Ended Questions:** Use questions that promote thinking and problem-solving. For example, ask, "What do you think would work best?" This encourages ownership of decisions and develops decision-making skills.
- 📌 **Growth through Challenge:** Give your team members opportunities to step out of their comfort zone. Delegate challenging tasks that encourage growth, build resilience, and develop new skills.
- 📌 **Regular One-on-One Sessions:** Schedule consistent one-on-one meetings focused on personal and professional development. These sessions should be a safe space for discussing goals, challenges and progress.
- 📌 **Celebrate Progress:** Recognize and celebrate incremental progress, not just the end result. Acknowledge small wins and the effort behind them to boost morale and reinforce a growth mindset.
- 📌 **Use the GROW Model:** Structure coaching conversations with the GROW model to provide clarity and direction:
 - **Goals** - What do you want to achieve?
 - **Reality** - What's the current situation?
 - **Options** - What are your options to move forward?
 - **When** - When will you take action?

This model guides individuals to think critically about their development and lays out clear steps to success.

By focusing on coaching and engagement, leaders build trust, boost performance, and develop the next generation of leaders within their teams. When individuals feel supported, challenged, and connected to the larger purpose, they are more likely to take initiative, contribute meaningfully, and perform at their best

