

# Coaching guide for managers

What's different in coaching underrepresented minorities? While not always true, many underrepresented minorities are first-generation college students or first-generation accountants. However, many minority employees at some point in their journey grapple with discrimination, harassment and even micro-inequities, in and out of the workplace. These may not be obvious or experienced by the coach but nonetheless are disruptive to the employee's overall success. This guide outlines the execution of coaching conversation with your employee or mentee. Different than giving directives or advice, coaching asks questions to help the employee come up with the answers and supports them through the exploration and commitment phases. The following are sample questions and can be modified to meet your needs.

## The set up

If this isn't the first time you've met with the employee in a coaching capacity, ask the following to ensure commitment and accountability of the previous session.

1. **First-time coaching sessions can begin with this question, but all coaching sessions should also include this question.**

What (THE TOPIC: action item, road block or project) would you like to focus on today?

2. What progress did you make against the action from our last meeting? It's important to acknowledge any progress even if all action items from the previous meeting were not accomplished.
3. What insights or revelations did you have? This is where the most valuable learnings can be shared. Spend time talking about what the person learned about themselves, others, and the process they were following.

## The exploration

1. What's going well with the topic to be discussed?
2. What do you find challenging with the topic being discussed?
3. What are the next steps you are considering taking?
4. Which one of these would you have the greatest impact?
5. What would get in your way to making the greatest impact? How might you overcome them?

## The commitment and close

1. What steps will you commit to between now and our next meeting?
2. What could get in the way of you keeping this commitment? What plans can you put in place to overcome each of them?
3. How will you stay committed to these steps? What assistance might you need from me or others?

**Close the session by repeating the steps that the employee has committed to taking before the next meeting. Agree on the next time you will meet and recognize the time and effort they are putting into their career and development.**