



A Promote Coach Guide

**Best practice:
How to set goals
for long lasting
training effect**

Coach Guide - Goal-Setting Dialogue

All training and development provides more if there are goals connected with them – goals that are connected to the organization/department where the value should be added.

Many people think that goal setting is challenging, but the important thing is to not make it too complicated – instead make it simple and concrete. Your participant's goal setting will be much easier and more worthwhile if you are clear with your expectations and identify any potential connections to the daily operations of the organization/department.

It's better to have shorter and relatively 'simple' goals so that the participant feels as if things are moving forward instead of grander business plan goals that the participant will have a harder time relating to.

Following is an example of how you can more easily set relevant goals together. This dialogue can be a part of the Start-Up Meeting or could come after the first training event when the participant has gotten into the training a bit. Whichever you decide, you'll follow up on the goals and adjust them when necessary. The goals are entered in Promote® by the participant.

On the next page you will find an example of how this conversation might sound...

"I see the following needs..."

- You share your expectations. If you have more than one, take one at a time.

"Taking your role into account, what can you do to support this?" (Can include general goals).

- Ask what needs to be achieved in the participant's role in order to meet your expectations.

"How can we formulate this clearly?"

- With the aim of finding agreement and creating understanding.

"What do you need to do more or better in order to achieve that?" (now come the concrete goals!)

- Ask the participant. This is where the concrete routine goals they know about in their work come out.
- The more concrete tasks/issues the better - many clear goals.

"How do we know when you have achieved this?"

- Here we find ways to measure.

"When do you need to achieve this?"

- Here you connect the time element to each of the goals.

Then, connect activities to the goals by continuing the dialogue or by asking the participant to reflect on this and get back to you. Later, you'll find the activities in Promote® under each of the goals.

"What do you need to do first to be better at..?"

"What needs to happen next..?"

"And then..?" "Lastly..?"



Coaching Discussion – Example

Coaching helps individual get clarity on a situation – to more clearly see alternatives for action or to get energy and momentum before a decision-making situation.

- | | | |
|-------------------------------|--|---|
| 1. Decide on the topic | Get specific about the question so it is clear and manageable within the time available. | <ul style="list-style-type: none">• Can you describe the problem briefly?• What is the core of the issue?• What would you like to talk about?• What shall we start with? Shall we start with ‘this’ or ‘this’?• What do you want to achieve?• What would you like to leave with at the end of our conversation? |
| 2. Goal setting | What needs to be done – in both the short and/or long-term? | <ul style="list-style-type: none">• How can these results affect results in other areas?• What is most important about this issue? What order would you put them in?• What do you really want?• What do you see in the future?• What’s most important to you?• How much energy can you put toward this? Is that realistic?• What’s the situation status today?• What about this are you satisfied/dissatisfied with? |
| 3. Current situation | What needs to be done – in both the short and/or long-term? | <ul style="list-style-type: none">• What about this are you concerned or worried about? Is there something that concerns you/worries you?• Who else is affected by this besides you?• Do you feel as if you have control over the situation?• What have you done so far? What can you do?• What are you afraid of?• What’s stopping you from doing more? Is something stopping you ...?• How do you know that it’s a problem? |

4. Brainstorming

What are the alternatives?

- What opportunities/alternatives do you see?
- What different ways to solve [...] do you see that you have?
- What would you do if you could start over from the beginning? Is that possible today?
- What do you see as +/- with the suggestions?
- What can/will you start/end with?
- What would feel best to start with? What would this involve?
- What would you feel then?
- What could be the first, second ... step?

5. Motivation

What needs to be done, when and by whom?

- What alternatives will you choose?
- When will you start?
- What have you decided to do? What are you deciding?
- How will this satisfy your goals?
- Who do you need to involve, who can help you?
- What's your level of commitment on a scale from 1 to 10?
- What's your next step? When will you have taken it?
- How do you know when you've achieved the goal?
- How are you feeling now? What you are feeling now?
- What you taking with you from this conversation?

Follow-up Discussion – Example

1. Purpose of the meeting.

"Good – now it's time to see what we can learn from this"

"Time to follow up on how things are going so far"

2. Ask an open, neutral question. Listen actively.

"Good – now it's time to see what we can learn from this"

"Time to follow up on how things are going so far"

3. Steer the dialogue towards the positive areas. Create a dialogue.

"What are your strengths? What are you most satisfied with? Why is this important?"

Help with strengthening the positive by asking open questions. "How can you use that?"

4. Steer the dialogue towards those areas that can be worked on/developed. Create a dialogue.

"What areas could you/would you like to improve? What other areas would you like to improve/develop?"

Why is that important?"

5. Summarize the positive areas and those that can be worked on

"What areas could you/would you like to improve? What other areas would you like to improve/develop?"

Why is that important?"

6. Your personal view

– What I see is/my personal view on this is ...

| Positive areas | Areas to develop/improve |
|----------------|--------------------------|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |

7. Guidance/advice to help the person develop

– What do you suggest? How could you improve...?

– Ex. My advice to you is...

8. Summarize, make the goals concrete and create an action plan

Formulate, repeat and take notes together of what actions you've come up with

To think about during feedback/evaluation/review

- Let the person you're reviewing speak first. Ask a neutral first question (no judgments).
- Make a clear separation between the positive areas and those to be developed/worked on. Be clear, concrete and structured.
- (no "stories" with jumps between the positive and those areas to be developed.)



About Promote

Promote® - The Learning Transfer Platform drives and supports the training initiative toward the desired results.

At Promote International, our mission is the success of your training activities. You can significantly elevate the effectiveness of your corporate training initiatives by using our learning transfer platform Promote®. The development of Promote® started with the global training company Mindset, who identified a gap in the industry. Promote® is unique in addressing the fundamentals in how to create learning transfer and results from training.

We do this by supporting effective training, visible application and management involvement.

Promote® is used all over the world in training initiatives for behavioral change. Join companies like the World Bank, Samsung, PwC, Johnson & Johnson, Volvo Cars and Electrolux in the quest to create long lasting effects of training.