

**L.E.A.D.**

P R E S E N T A T I O N



**THE ART OF ONE-ON-ONE COACHING**



**WHAT'S YOUR  
FAVORITE SPORT?**



WFTS







# **WHAT DOES IT TAKE TO BE A WORLD CHAMPION?**




# THE THREE TRAITS OF CHAMPIONSHIP TEAMS

○ RIGHT PLAYERS ON THE TEAM

○ A CHAMPIONS MINDSET

○ PLAY WITH DISCIPLINE





**WHAT WOULD IT LOOK LIKE  
FOR YOUR ORGANIZATION,  
DEPARTMENT, OR TEAM  
TO BE CONSIDERED  
CHAMPIONSHIP CALIBER?**

# WHAT DO THE TRAITS OF WORLD CHAMPIONS HAVE IN COMMON?

**A GREAT  
COACH**

- RIGHT PLAYERS ON THE TEAM
- A CHAMPIONS MINDSET
- PLAY WITH DISCIPLINE



# GOOGLE MANAGER BEHAVIORS FROM RE:WORK

1

Is a good coach

2

Empowers team and does not micromanage

3

Creates an inclusive team environment, showing concern for success and well-being

4

Is productive and results-oriented

5

Is a good communicator – listens and shares information

6

Supports career development and discusses performance

7

Has a clear vision/strategy for the team

8

Has key technical skills to help advise the team

9

Collaborates across Google

10

Is a strong decision maker

→ #1 "A GOOD COACH"






**WHAT IS YOUR DEFINITION  
OF A GOOD COACH?**



**“TO HELP PEOPLE BE  
THE BEST THEY CAN BE  
IN THEIR ROLE.”**







**“MAKING OTHERS BETTER  
AS A RESULT OF YOUR  
PRESENCE. AND MAKING IT  
LAST IN YOUR ABSENCE.”**

**-FRANCES FREI**

# WHY EVERYONE NEEDS A COACH

## PERSPECTIVE

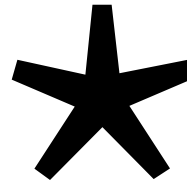
A COACH CAN SEE THINGS  
THE STUDENT CAN'T SEE  
OR DOESN'T WANT TO SEE

## VISION

THE COACH SEES THE BIG PICTURE  
VISION OF HOW EACH PLAYER  
FITS INTO THE STRATEGY

## EXPERIENCE

A COACH HAS BEEN THERE  
BEFORE AND CAN SHARE  
VALUABLE EXPERIENCES



## SKILLS

A COACH KNOWS THE TOOLS  
AND TECHNIQUES TO ACHIEVE  
THE STUDENT'S GOALS

## MOTIVATION

TO REMIND THE STUDENT  
OF THEIR GOALS AND  
MOTIVATE THEM

# GOOGLE MANAGER BEHAVIORS: A GOOD COACH

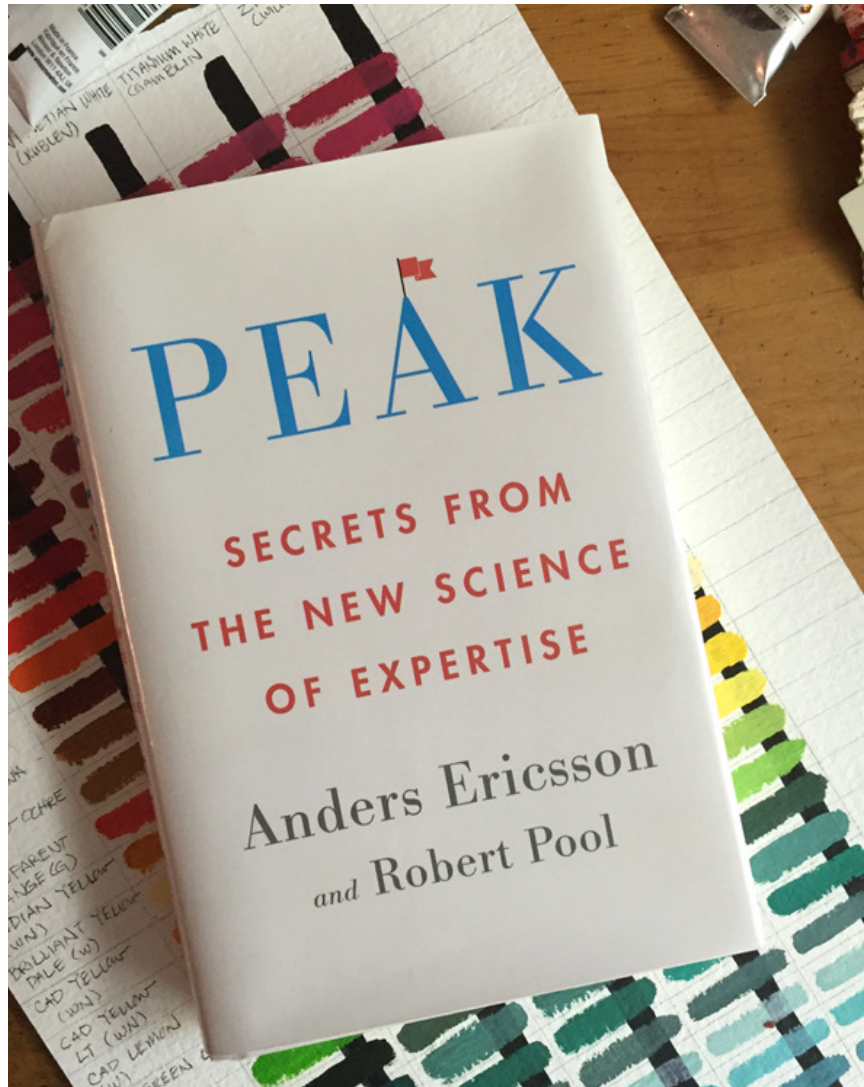
- **Have regular 1:1s with your team member and be fully present and focused on the team member**
  - **Be aware of your own mindset and that of the team member**
  - **Practice active listening and ask open-ended questions to facilitate the team member's own insight (questions that start with "what" and "how" encourage expansive thinking)**
- **Provide specific and timely feedback**
  - **Balance positive (motivational) and negative (constructive) feedback and understand the unique strengths and development areas of each team member**





# **#1 COACHING TOOL: FEEDBACK**





- **PUSH PEOPLE TO GET OUTSIDE THEIR COMFORT ZONES**
- **PROVIDE IMMEDIATE FEEDBACK ON PERFORMANCE**
- **IDENTIFY THE BEST PERFORMERS AND TEACH THE TEAM THEIR SKILLS**
- **ESTABLISH WAYS TO 'PRACTICE' SKILLS**



# **L.E.A.D. ONE-ON-ONE COACHING**

# ONE-ON-ONE FUNDAMENTALS

- **BI-WEEKLY**
- **50-MINUTES LONG**
- **CONSISTENT SCHEDULE**

- **EVERYONE COMES PREPARED**
- **6-8 DIRECT REPORTS**
- **2 TO 3 MEASURABLE ACTIONS**

# ONE-ON-ONE SUPPORT TOOLS

ONE-ON-ONE  
AGENDA



ONE-ON-ONE  
TEMPLATE



SCORECARD  
TOOL



ONE-ON-ONE  
CHAPTER





# L.E.A.D. AGENDA

## LIFE REFLECTIONS

- Personal High and Low
- Professional High and Low

## ASK QUESTIONS

- Parking Lot
- Coaching Questions

## EVALUATE THE GAME FILM

- Review the Last Game Plan
- Key Performance Indicators (KPIs)
- Quarterly Rocks

## DEVELOP A GAME PLAN

- Capture Action Items
- Confirm Next Meeting Date & Time

# L.E.A.D. AGENDA

## LIFE REFLECTIONS



- Personal High and Low
- Professional High and Low

# LIFE REFLECTIONS

## 1. PERSONAL HIGH AND PERSONAL LOW [3 Minutes]

- BUILD TRUST
- GENUINE CONNECTION
- CONTEXT AND UNDERSTANDING

**L.E.A.D. — ONE-ON-ONE COACHING TEMPLATE**

NAME: \_\_\_\_\_ COACH: \_\_\_\_\_ TODAY'S DATE: \_\_\_\_\_ NEXT MEETING: \_\_\_\_\_

**REFLECTIONS — SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR**

**PERSONAL:**

**HIGH:** \_\_\_\_\_

**LOW:** \_\_\_\_\_

**PROFESSIONAL:**

**HIGH:** \_\_\_\_\_

**LOW:** \_\_\_\_\_

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**

☐ YES ☐ NO (Discuss Concerns)

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators	Current #	Target #	Lagging Indicators	Current #	Target #
1.			1.		
2.			2.		
3.			3.		

**INDIVIDUAL QUARTERLY PRIORITIES**

Priority Items \_\_\_\_\_ (M1, Q1 of Y1)

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**PARKING LOT: TOPICS TO DISCUSS TODAY**

What's on your mind? \_\_\_\_\_ What, if any, obstacles are preventing you from accomplishing your goals? \_\_\_\_\_

**GAME PLAN**

**ACTION ITEM** \_\_\_\_\_ **Due Date** \_\_\_\_\_

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

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L.E.A.D. — ONE-ON-ONE COACHING TEMPLATE

# LIFE REFLECTIONS

## 2. PROFESSIONAL HIGH AND PERSONAL LOW [3 Minutes]

- WHAT DO THEY LOVE?
- WHAT DO THEY DISLIKE?
- DEEPER UNDERSTANDING

The diagram illustrates the 'PROFESSIONAL' section of the coaching template, which is divided into 'HIGH' and 'LOW' categories. A red star is placed next to the 'HIGH' section. An arrow points from this section to a full view of the template on the right, which also has a red star in the 'PERSONAL' section.

**PROFESSIONAL:**

**HIGH:**

**LOW:**

**L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE**

NAME: \_\_\_\_\_ COACH: \_\_\_\_\_ TODAY'S DATE: \_\_\_\_\_ NEXT MEETING: \_\_\_\_\_

**REFLECTIONS – SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR**

**PERSONAL:** **PROFESSIONAL:**

NOTES: \_\_\_\_\_ NOTES: \_\_\_\_\_

LEAD: \_\_\_\_\_ LEAD: \_\_\_\_\_

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**

☐ YES ☐ NO (Leave Blank)

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators	Current #	Target #	Lagging Indicators	Current #	Target #
1.			1.		
2.			2.		
3.			3.		

**INDIVIDUAL QUARTERLY PRIORITIES**

Priority Items: \_\_\_\_\_ KPI (1 of 3)

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**PARKING LOT: TOPICS TO DISCUSS TODAY**

What's on your mind? \_\_\_\_\_ What, if any, obstacles are preventing you from accomplishing your goals? \_\_\_\_\_

**GAME PLAN**

ACTION ITEM \_\_\_\_\_ Due Date \_\_\_\_\_

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

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L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE

# L.E.A.D. AGENDA

## LIFE REFLECTIONS

- Personal High and Low
- Professional High and Low

## EVALUATE THE GAME FILM

- Review the Last Game Plan
- Key Performance Indicators (KPIs)
- Quarterly Rocks

# EVALUATE THE GAME FILM

## 3. REVIEW THE LAST GAME FILM [4 Minutes]

- ACCOUNTABILITY
- COACHING
- LESSONS LEARNED

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**  
☐ YES ☐ NO Lessons Learned:

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators:	Current #	Target #	Lagging I
			1

**L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE**

NAME: \_\_\_\_\_ COACH: \_\_\_\_\_ TODAY'S DATE: \_\_\_\_\_ NEXT MEETING: \_\_\_\_\_

**REFLECTIONS – SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR**

PERSONAL:	PROFESSIONAL:
PROB:	PROB:
LEAD:	LEAD:

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**  
☐ YES ☐ NO (Lesson Learned)

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators:	Current #	Target #	Lagging Indicators:	Current #	Target #
1.			1.		
2.			2.		
3.			3.		

**INDIVIDUAL QUARTERLY PRIORITIES**

Priority Dates: \_\_\_\_\_ BY (Y, M, D)

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

**PARKING LOT TOPICS TO DISCUSS TODAY**

What's on your mind? \_\_\_\_\_ What, if any, obstacles are preventing you from accomplishing your goals? \_\_\_\_\_

**GAME PLAN**

ACTION ITEM \_\_\_\_\_ Due Date \_\_\_\_\_

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_  
4. \_\_\_\_\_  
5. \_\_\_\_\_

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L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE

# EVALUATE THE GAME FILM

## 4. KEY PERFORMANCE INDICATORS (KPIs) [10 Minutes]

- LAGGING INDICATORS
- LEADING INDICATORS
- SKILLS
- RESPONSIBILITIES

COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?

☐ YES ☐ NO Lessons Learned:

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators:	Current #	Target #	Lagging Indicators
1.			1.
2.			2.
3.			3.

**INDIVIDUAL QUARTERLY PRIORITIES**

NAME: \_\_\_\_\_

**REFLECTIONS – SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR**

**PERSONAL:** \_\_\_\_\_

**PROFESSIONAL:** \_\_\_\_\_

**LEAD:** \_\_\_\_\_

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**

☐ YES ☐ NO

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators:	Current #	Target #	Lagging Indicators	Current #	Target #
1.			1.		
2.			2.		
3.			3.		

**INDIVIDUAL QUARTERLY PRIORITIES**

Priority Items: \_\_\_\_\_

**PARKING LOT TOPICS TO DISCUSS TODAY**

What's on your mind? \_\_\_\_\_ What, if any, obstacles are preventing you from accomplishing your goals? \_\_\_\_\_

**GAME PLAN**

**ACTION ITEM** \_\_\_\_\_ **Due Date** \_\_\_\_\_

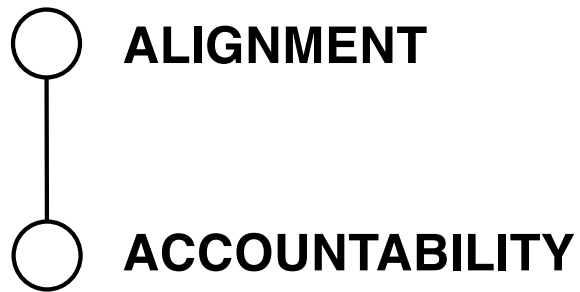
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L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE



# EVALUATE THE GAME FILM

## 5. QUARTERLY ROCKS/PRIORITIES [4 Minutes]



The magnified view shows the "INDIVIDUAL QUARTERLY PRIORITIES" section of the coaching template. It includes a "Priority Name:" field and a list of three priorities (1, 2, 3). Below this is a "PARKING LOT: TOPICS TO DISCUSS TODAY" section. The full template on the right includes sections for "REFLECTIONS - SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR", "PERSONAL", "PROFESSIONAL", "LEAD", "LIFE", "GOALS", "SCORECARD", "PERFORMANCE INDICATORS (KPIs)", "INDIVIDUAL QUARTERLY PRIORITIES", "PARKING LOT: TOPICS TO DISCUSS TODAY", "GAME PLAN", and "ACTION ITEM". A red star is visible in the top right corner of the template.

# L.E.A.D. AGENDA

## LIFE REFLECTIONS

- Personal High and Low
- Professional High and Low

## ASK QUESTIONS

- Parking Lot
- Coaching Questions

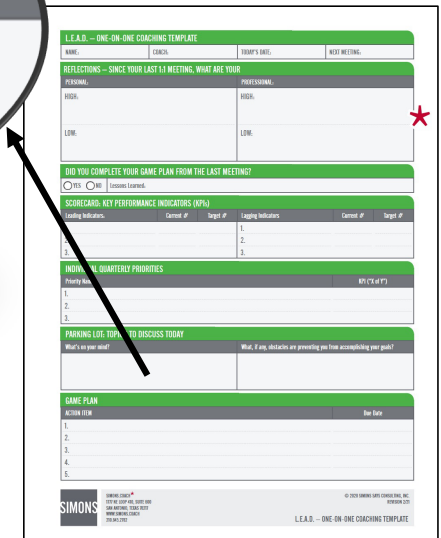
## EVALUATE THE GAME FILM

- Review the Last Game Plan
- Key Performance Indicators (KPIs)
- Quarterly Rocks

# ASK QUESTIONS

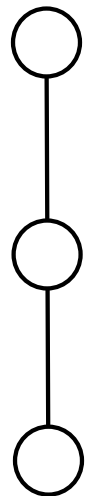
## 6. PARKING LOT [10 Minutes]

- “WHAT’S ON YOUR MIND?”
- “AND WHAT ELSE?”
- THE POWER OF THE PARKING LOT



# ASK QUESTIONS

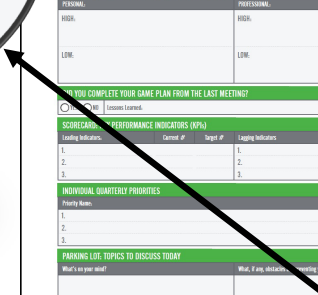

## 7. COACHING QUESTIONS [5 Minutes]



**“WHAT OBSTACLES ARE PREVENTING YOU FROM ACCOMPLISHING YOUR GOALS?”**

**“WHAT CONCERNS DO YOU HAVE ABOUT COMMUNICATIONS”**

**“IS THERE ANYTHING ELSE?”**



L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE			
NAME:	COACH:	TOPIC'S NAME:	MEETING DATE:
REFLECTIONS – SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR			
PERSONAL:		PROFESSIONAL:	
IDEAS:		IDEAS:	
LEADS:		LEADS:	
DO YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?			
<input type="checkbox"/> Yes <input type="checkbox"/> No (Explain: _____)			
SCORECARD – PERFORMANCE INDICATORS (KPIs)			
Leading Indicators:	Current #	Target #	Lagging Indicators
1.			1.
2.			2.
3.			3.
INDIVIDUAL QUARTERLY PRIORITIES			
Priority Name:			BY (Y, Q, Y)
1.			
2.			
3.			
PARKING LOT: TOPICS TO DISCUSS TODAY			
What's on your mind?	What, if any, obstacles are preventing you from accomplishing your goals?		
GAME PLAN			
ACTION ITEM			Due Date
1.			
2.			
3.			
4.			
5.			

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L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE

# L.E.A.D. AGENDA

## LIFE REFLECTIONS

- Personal High and Low
- Professional High and Low

## ASK QUESTIONS

- Parking Lot
- Coaching Questions

## EVALUATE THE GAME FILM

- Review the Last Game Plan
- Key Performance Indicators (KPIs)
- Quarterly Rocks

## DEVELOP A GAME PLAN

- Capture Action Items
- Confirm Next Meeting Date & Time

# DEVELOP A GAME PLAN

## 8. CAPTURE ACTION ITEMS [10 Minutes]

- OUTCOME OF THE ONE-ON-ONE MEETING
- THREE ACTION ITEMS

**GAME PLAN**

ACTION ITEM
1.
2.
3.
4.
5.

**L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE**

NAME: \_\_\_\_\_ COACH: \_\_\_\_\_ TODAY'S DATE: \_\_\_\_\_ NEXT MEETING: \_\_\_\_\_

**REFLECTIONS – SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR**

**PERSONAL:** \_\_\_\_\_ **PROFESSIONAL:** \_\_\_\_\_

**LEAD:** \_\_\_\_\_ **LEAD:** \_\_\_\_\_

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**

☐ YES ☐ NO (Explain: \_\_\_\_\_)

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Key Indicators	Current #	Target #	Key Indicators	Current #	Target #
1.			1.		
2.			2.		
3.			3.		

**INDIVIDUAL PRIORITY PRIORITIES**

Priority Items: \_\_\_\_\_ (M, T, W, T, F, S, S)

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**PARKING LOT: TOPICS TO DISCUSS TODAY**

What's on your mind? \_\_\_\_\_ What, if any, obstacles are preventing you from accomplishing your goals? \_\_\_\_\_

**GAME PLAN**

**ACTION ITEM** \_\_\_\_\_ **Due Date** \_\_\_\_\_

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

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L.E.A.D. – ONE-ON-ONE COACHING TEMPLATE

# DEVELOP A GAME PLAN

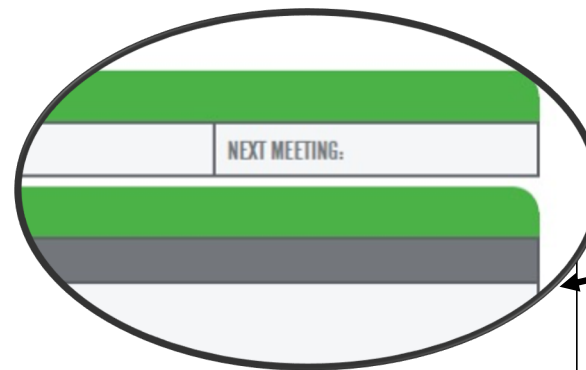
## 9. CONFIRM NEXT MEETING [1 Minutes]



CLARITY



ACCOUNTABILITY



**L.E.A.D.S. - ONE-ON-ONE COACHING TEMPLATE**

NAME: \_\_\_\_\_ COACH: \_\_\_\_\_ COACH'S EMAIL: \_\_\_\_\_ NEXT MEETING: \_\_\_\_\_

**REFLECTIONS - SINCE YOUR LAST 1:1 MEETING, WHAT ARE YOUR:**

PERSONAL:	PROFESSIONAL:
WON:	WON:
LOST:	LOST:

**DID YOU COMPLETE YOUR GAME PLAN FROM THE LAST MEETING?**  
☐ YES ☐ NO (Consider Coaching)

**SCORECARD: KEY PERFORMANCE INDICATORS (KPIs)**

Leading Indicators	Current #	Target #	Lagging Indicators	Current #	Target #
1.			1.		
2.			2.		
3.			3.		

**INDIVIDUAL QUARTERLY PRIORITIES**

Priority #1: \_\_\_\_\_ KPI: (1 of 3)

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

**PARKING LOT: TOPICS TO DISCUSS TODAY**

What's on your mind? \_\_\_\_\_ What, if any, obstacles are preventing you from accomplishing your goals? \_\_\_\_\_

**GAME PLAN**

ACTION ITEM \_\_\_\_\_ Due Date \_\_\_\_\_

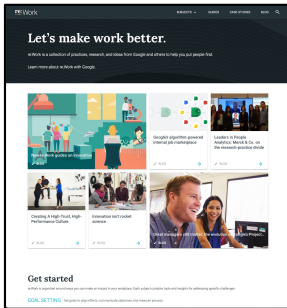
1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_  
4. \_\_\_\_\_  
5. \_\_\_\_\_

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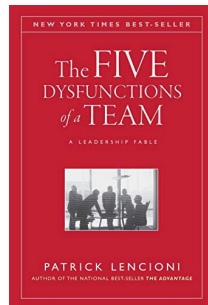
L.E.A.D.S. - ONE-ON-ONE COACHING TEMPLATE



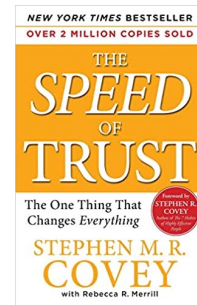
# RESOURCES



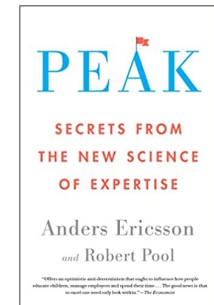
***rework.withgoogle.com***



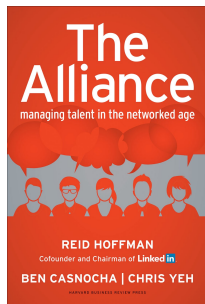
***“The Five Dysfunctions of a Team”  
by Pat Lencioni***



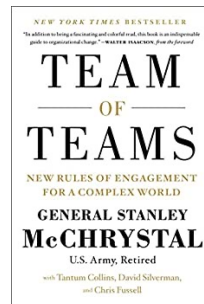
***“The Speed of Trust”  
by Stephen M.R. Covey***



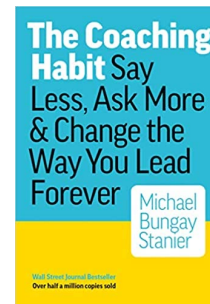
***“PEAK: Secrets From The  
New Science of Expertise”  
by Anderson Ericsson***



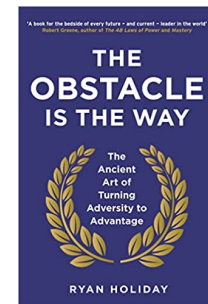
***“The Alliance”  
by Reid Hoffman***



***“Team of Teams”  
by General Stanley McChrystal***



***“The Coaching Habit”  
by Michael Bungay Stanier***



***“The Obstacle is the Way”  
by Ryan Holiday***

# ONE-ON-ONE SUPPORT TOOLS

ONE-ON-ONE  
AGENDA



ONE-ON-ONE  
TEMPLATE



SCORECARD  
TOOL



ONE-ON-ONE  
CHAPTER



# Q&A



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# L.E.A.D.



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