

# HBR GUIDE TO COACHING EMPLOYEES (HBR GUIDE SERIES) BY HARVARD BUSINESS REVIEW



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SMARTER THAN THE AVERAGE GUIDE

# HBR Guide to

# Coaching Employees

**Give effective feedback**  
**Foster steady growth**  
**Motivate star performers**



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**REVIEW**

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Help your employees help themselves.

As a manager in today's business world, you can't just tell your direct reports what to do: You need to help them make their own decisions, enable them to solve tough problems, and actively develop their skills on the job.

Whether you have a star on your team who's eager to advance, an underperformer who's dragging the group down, or a steady contributor who feels bored and neglected, you need to coach them: Help shape their goals—and support their efforts to achieve them.

In the HBR Guide to Coaching Employees you'll learn how to:

- Create realistic but inspiring plans for growth
- Ask the right questions to engage your employees in the development process
- Give them room to grapple with problems and discover solutions
- Allow them to make the most of their expertise while compelling them to stretch and grow
- Give them feedback they'll actually apply
- Balance coaching with the rest of your workload

Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

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6 of 6 people found the following review helpful.

Great Ideas and Approaches for Managers and Leaders

By Mike Manoske

A great book if you want to really work with your staff but aren't sure how to approach it. Having a variety of authors providing spot on, real-world examples, you'll walk away with new tools and approaches.

Coaching is about listening, asking penetrating questions and developing mutually agreed upon action plans. The authors honor coaching, and show how to apply these methods in very common situations.

Highly recommend the book and the ideas. It's especially good for new managers and leaders.

2 of 2 people found the following review helpful.

Essential guide

By Autamme\_dot\_com

This is a short but sweet guide in how to hopefully make the most out of your employees or direct reports. Shouting and threatening them is no longer enough!

Today's employees can be empowered, given some freedoms, encouraged to grow and develop and generally work for the best of the company. All employees are different and you as a manager or supervisor might have been thrown into this seemingly impossible job at the deep end. Most managers and supervisors are not as accomplished at people management than they may think. We all have room to improve. This coaching guide might give a few hints, tips and underline existing knowledge.

Think of it another way. You might have a top-of-the-range sports car or a rusty old banger. Yet both vehicles are capable of being tuned to make them run even better, more efficiently, more effortlessly and to make the most of their individual potential. This is the same with staff at all levels within a company.

This book is the sum of combined thoughts of many experts in the field. It seamlessly manages to get under your skin, getting you thinking and considering matters in a non-threatening manner. One senior leader noted how being coached helped him understand that he could make the biggest difference by doing more than everyone else but by empowering other people to do more and motivating them to do their best, letting go of certain responsibilities and recognizing the limits of his expertise. As a leader, he said, "I didn't need to have all the answers; I just needed to ask the right questions." That is the sign of confidence and leadership maturity.

Yet so many don't seem to get the benefits of coaching, it is said. Many companies view and use coaching as an investment or perk for the senior staff, others view it as a corrective measure for those who don't perform. Coaching can be and should be for all. It can create challenges and change within a company yet when harnessed correctly it should be a positive catalyst rather than a threat.

Reading this book is not onerous. Each standalone chapter is capable of being read quickly. Digesting and implementing the ideas will take longer. The tone and style encouraged you consider the arguments, selling you to their benefits and underlining the reasons why you might want and need change.

It is a great little book. Of course there are no shortage of such coaching resources yet this is a good composite of many ideas and thoughts, parceled up into a very accessible, ready reference type of book. Whether you are thinking of taking your first steps along the route to coaching or you are already an old pro sold on the idea, this could be a great little companion!



1 of 1 people found the following review helpful.

Very useful! A must read for all leadership coaches

By Greg Hawod

Giving feedback or coaching is one of the most important skills our managers and leaders need to learn for their respective organizations to flourish and succeed. I've seen countless of articles, books, videos as well as audio materials catering to the development of this important competency in our leadership. Nevertheless, the campaign to make our leaders better in coaching is far from over since this is a skill that needs to be continuously honed no matter how seasoned our leaders are.

Harvard Business Review has recently published the book entitled HBR Guide to Coaching Employees. This is part of the HBR Guide Series of books which delves into the important skills our business leaders need to hone to be effective in delivering results.

This particular book on coaching is written like a compilation of articles written by different experts on the field of leadership coaching. You will get to feel the different styles in writing for each individual as they contribute to the development of the ideas in the book.

Some of the things that readers may particularly appreciate are the following:

1. Includes great insights on coaching which many are violating most of the time. All throughout the book, experts sight many important things to consider when coaching that are usually violated such as inability to make a follow up; not setting aside time for coaching; and, etc. More importantly the book provides numerous ways on how to do it right.
2. Different perspectives. Since many experts contributed to this book, readers will see different perspectives which put the subject into a more holistic way. Different writing styles also make reading more engaging.
3. Most importantly, this book acknowledges the fact that individual differences are important considerations on how one coach.

There are many important lessons here in this book. I am sure that for those who are engaged in developing individuals not just from the rank-and-file employee level but more importantly in leadership level, this book is a must read.

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