



Leading Others
COACHING YOUR TEAM
WORKBOOK

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N NORFLEET
INTEGRATED SOLUTIONS

MEET OUR FOUNDER AND CEO



Dr. Wendy Norfleet

As an engineer turned professional coach, Norfleet Integrated Solutions founder and CEO, Dr. Wendy Norfleet is passionate about building great teams.

Dr. Norfleet started Norfleet Integrated Solutions, Inc. in December 2016, but it was official in March 2017. She knew that she wanted to use her skills to help others.

When Dr. Norfleet took stock of her skills and abilities, she knew executive, leadership, and teach coaching would

play a big role in the way she built her business. Coaching was something she had been doing with her leadership team for over a dozen years to much success.

Dr. Norfleet shares her experience and compassion to help individuals and organizations achieve success.

Her compassion extends to her local community as well. She is an active community leader and serves on the board of Cathedral Arts Project, Synapse in Tampa, Women Business Owners of Northeast Florida, and Jacksonville Information Technology Council.

Dr. Norfleet has been honored with multiple leadership awards, recognized as one of the 2020 Women of Influence by the Jacksonville Business Journal, selected as a 2021 Small Business Leader of the Year, and awarded the 2021 Corporate Vision Award for Best Business Consulting and Coaching Company - North Florida.

Dr. Norfleet holds an undergraduate and graduate degree in Computer Information Systems, and a doctorate of philosophy degree in Instruction Technology from Wayne State University and a Diversity, Equity, and Inclusion in the Workplace Certification from the University of South Florida MUMA College of Business.

She lives in Jacksonville, Florida, with her family and is the host of Buzz TV On a Mission with Wendy Norfleet.

A background image showing three people (two men and one woman) looking down at a document or screen, suggesting a collaborative work environment. The image is framed by a dark blue border.

STRIVE FOR GREAT TEAMS

On good teams, coaches hold each team member accountable and work toward developing great teams. In great teams, team members hold each other accountable.



COACHING YOUR TEAM

Have you noticed that your team is not functioning at optimal performance? Do you have team members that are unproductive or disengaged? Did you hire a team member that looked better on paper? Are you trying to enhance your company culture? These are just a few reasons why coaching team members can be beneficial.

Coaching employees effectively develops higher productivity levels, increased engagement, better performance, improved skills, and higher competencies. Let's take a closer look at a few of these benefits of coaching team members.

Top 3 Benefits of Coaching Team Members

1. Increases employee engagement

Coaching and employee engagement often go hand-in-hand. It has been demonstrated that one of the most effective ways of engagement is regular, on-going coaching. This increased engagement benefits organizations in a few significant ways.

- Increases productivity. Engaged employees provide higher productivity.
- Improves employee retention. Engaged employees are less likely to leave the organization.
- Reduces financial loss. Engaged employees cost the organization less money.

2. Improves employee performance

Coaching your team impacts employee performance as it enhances individual skills, while often helping the team member better understand their role in the organization. Team members, like most people, perform better and at a higher level when they know what to do and why they are doing it.

3. Supports goal achievement

Most organizations have goals that must be achieved. To achieve more goals is a top reason for coaching your team. Developing a coaching culture not only help companies achieve more goals, but it also serves as a catalyst for team members setting and achieving personal and business goals. Coaching that support goal attainment should track team progress, goals, and performance.

Coaching is an investment in your team that provides many benefits. Using the worksheets within this mini team coaching workbook will help you successfully coach your team.

COACHING WITH GROW

CONCEPT

Coaching your team to greater performance levels is one of your most crucial responsibilities as a leader. By doing this, you'll enable them to advance their careers and make wiser judgments, problem-solve and learn new skills.

A straightforward yet effective structure for organizing your coaching is the GROW Model.

GROW is a quick and effective technique to assist your employee in deciding on a development area, putting it on paper as a goal, and then coming up with ideas for how to get there.

GROW MODEL

G

GOAL

What do you want to develop?

R

REALITY

Where are you now?

O

OPTIONS

What could you do?

W

WAY FORWARD

What will you do?

COACHING WITH GROW

WORKSHEET



STEP ONE: ESTABLISH THE GOAL

First, you and the team member need to examine the behaviour that needs to change and set a goal for achieving this change. Ensure the goal is SMART: Specific, Measurable, Attainable, Realistic, and Time-bound.

At this point, as a leader coach, you should pose exploratory, clarifying, and forward-looking questions. The goal should be to assist your coachee (team member) in choosing a target that is challenging enough to be fulfilling but also attainable enough to be inspiring.

Here are some useful questions you can ask to get the conversation started:

- What do you hope to accomplish?
- What goals do you have?
- How will you gauge your goals' success?
- How far along do you want to be?
- When would you like to see this issue resolved?
- Do you have any smaller goals you'd like to pursue?
- How will you feel when you accomplish your objective?
- Once you've attained your objective, how will you share your accomplishments with others?

COACHING WITH GROW

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STEP TWO: ASSESS REALITY

When your team member has a clear idea of where they want to go, it's time to help them understand where they are now. This phase calls for rounded, adventurous thought and questioning.

As a coach, you should use this phase to assist your team member in creating an accurate and thorough assessment of their current situation. This may entail requesting that people think more broadly, take into account previous feedback, or evaluate unbiased facts.

Here are some useful questions to get you started with the discussion:

- What is the situation right now?
- What position do you have right now?
- What responses have you received in regards to this?
- What supporting data do you have in light of the current circumstance?
- Who else is a party or involved?
- What would your peers say about your circumstance?

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STEP THREE: EXPLORE OPTIONS

The GROW Coaching Model's first two stages aid in a person's understanding of both where they are now and where they aspire to be. As a result, they are also aware of the distance they must close in order to succeed.

The GROW model's third stage encourages individuals to consider precisely how they may close the gap between their present situation and their ideal future one.

In this stage, as a leader coach, your job is to encourage your team member to think creatively, thoroughly, and constructively about all of the numerous things they could do to reach their objectives. At this point, there are no bad answers; the key is to come up with many of possibilities and get excited about them all at once.

Here are some useful questions you can use to help your team member brainstorm possibilities:

- Which alternatives do you have?
- How can your goals be met?
- How else might you accomplish your goals?
- Who could aid you in achieving your goals?
- What abilities do you have that will aid in your goal-achieving?
- What more could you do to accomplish your goals?
- What actions would your friends, peers, management, partner, parent, or child advise you to do to accomplish your objectives?

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STEP FOUR: ESTABLISH THE WAY FORWARD

The GROW Coaching Model's last stage is intended to assist the coachee in choosing a precise set of actions and making a commitment to them.

By eliminating possibilities, people are able to better picture the precise activities they will take to accomplish their objectives, increasing the likelihood that they will carry out those actions. The likelihood that they will carry out their actions also rises when they express them and make a commitment to them in a dialogue with a coach.

At this point, as a leader coach, your job is to assist the individual in developing genuine clarity on their precise next steps and in encouraging them to commit to taking them.

Here are some useful questions you can pose to get them started:

- What will you choose to do next given your options?
- What actions will you take specifically?
- When are you going to take them?
- How will you feel then?
- How will you ensure that the process is started?
- Will you inform anyone about this?
- When we next meet, what will you say to me about this?
- What should you do first, exactly?
- How will you mark each step of the way that you succeed?

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GROW - GOAL BRAINSTORMING

Imagine there are no limitations or restrictions on you. Identify all the goals you would like to achieve.

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Notes

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GROW - REALITY BRAINSTORMING

Discuss your current reality and brainstorm challenges and opportunities that may hinder or facilitate you achieving your goals.

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WORKSHEET

GROW - OPTIONS BRAINSTORMING

Imagine there are no limitations or restrictions on you. Identify all the options that could be available to you.

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Notes

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GROW - WAY FORWARD BRAINSTORMING

Identify all the actions you can take to reach your goals.

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Notes

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WORKSHEET

GROW COACHING PLANNER

Team Member Name _____

GROW	REFLECTIONS AND ACTIONS
GOAL	
REALITY	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
OPTIONS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
WAY FORWARD	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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GROW ACTION PLANNER

Team Member Name _____

WAY FORWARD	DETAILS
ACTIONS (What will you do?)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
TIMEFRAME (By when?)	
SUCCESS (Measures)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
RESOURCES (Support you will need)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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WORKSHEET

MY PRIORITY COMMITMENTS

Team Member Name _____

GOAL	
WHY IS THIS GOAL IMPORTANT? WHY IS IS A PRIORITY?	
WHAT CAN HAPPEN IF YOU DON'T DO IT?	
HOW WILL YOUR LIFE CHANGE NOW IF YOU ACHIEVE THIS GOAL?	

ACTIONS YOU CAN IMMEDIATELY TAKE

DATE:

DATE:

DATE:



Coaching your Team

Do you want great teams?

Contact Norfleet Integrated Solutions today! Let us help you! We can create a customized plan that works with your culture or provide the full workbook titled, **Developing Great Teams** at a 25% discount.

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