



# FOSTERING CAREER GROWTH

Coaching employees to maximum potential

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A business of Marsh McLennan

**ACTUARIAL CONSULTING**

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# 1 | UNDERSTANDING THE PSYCHOLOGY

Does your direct report feel threatened or open? Believe growth is possible? Proceed with your idea or theirs?

## SCARF



**S**tatus  
**C**ertainty  
**A**utonomy  
**R**elatedness  
**F**airness

## GROWTH MINDSET



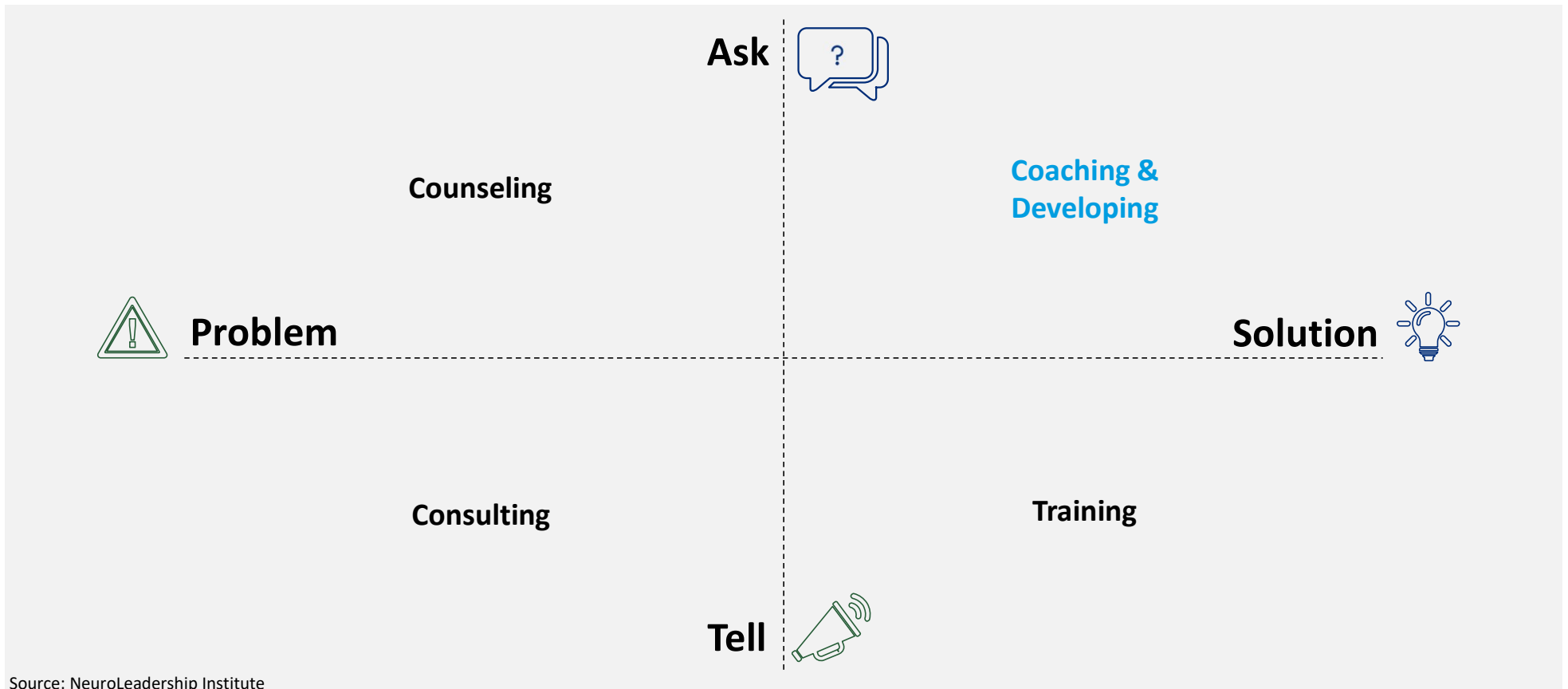
Do they believe they can  
grow, develop, change,  
evolve?

## INSIGHT



Making a **deep connection** will create  
lasting change

## 2 | WHAT DOES THE SITUATION NEED? TELL? ASK? FOCUS ON THE PROBLEM OR SOLUTION



Source: NeuroLeadership Institute

## 2 | COACHING IN ACTION: GROW

1

### GOAL

- What is the topic/issue?
- What are you trying to achieve?
- What is your **goal**?
- What happens if you don't achieve your **goal**?

2

### REALITY

- What's been happening?
- What have you tried? Results?
- Any obstacles?
- What is your **reality**? Is your goal realistic?



3

### OPTIONS

- Ideas to proceed? What are your **options**?
- What would [another person] suggest?
- Want my suggestions?

4

### WAY

### FORWARD

- Which of these options do you want to try?
- What is your **way forward**? Next step?
- What if you hit an obstacle?

Source: NeuroLeadership Institute

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## 2 | COACHING IN ACTION: UNSOLICITED FEEDBACK AND CHALLENGING CONVERSATIONS

1

### GOAL

- I have something I need to discuss with you. Is now a good time?
- The situation involves...now still a good time?
- I'd like to tell you how this appears to me and understand how this appears to you.
- I want to understand what is happening.
- I want to work with you.



4

### WAY FORWARD

- [If willing, follow prior slide.]
- [If not willing, follow through with *ramification.*]

3

### OPTIONS

- I'd like to resolve in the most positive way possible.
- Can we work together on plan?
- [If needed] But if we don't resolve, [*ramification.*]

2

### REALITY

- Here is my impression/perception...
- What is your perception of this?
- [Paraphrasing] So what you are saying is? What you are feeling is...?
- Have I understood this correctly?

Source: NeuroLeadership Institute

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## 2 | COACHING IN ACTION: SWEET AND SIMPLE



**What went well?**



**Anything go wrong?**



**What would you do differently?**

What else?



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