



LASER Coaching Six STEPS – Guidelines for the Coach

This document outlines and gives an example for conducting an effective Laser Coaching Session.

Laser coaching is a onetime focused goal-oriented session. It's typically less than an hour and can be as short as ten minutes in duration. It uses coaching and project management techniques while allowing each coach to adapt and use their own personal style of coaching.

If possible, prior to the laser coaching determine if there is an active sponsor, usually HR or their manager. Ensure the correct goals and wording for the coaching session is clear. If you are doing this as a coaching demo make sure you determine what the coachee needs before starting, such as: confidentiality, quiet from audience, and things to not discuss.

- 1. Outcome (Goal of the Conversation)** - Get really clear and specific on what the coachee wants (top challenge, goal, outcome and what is motivating them). It's ok to spend as much time as needed here. **(10-15 minutes)**

For example:

- I want to influence better.
- I want to influence senior executives better.
- I want to influence Pam better.
- I want to get Pam to delay her project by 1.5 months, so I can upgrade the system.
- This upgrade is costing 10K per day and delaying my promotion because I can't focus on X.

Get situational specific: Figure out **who** and **what** situation they want to influence better in.

- Pam is a direct, funny, talkative, high energy person. I'm not, it's hard to get a word in.
- Pam disrespects me because she doesn't listen. She turns her head away when I talk.
- Have them "paint" a picture visually and what would be said or done if this goal was achieved.

- 2. Known** - Ask the coachee what they have already tried and know. **(10 – 15 minutes)**

This can be an opportunity to explore:

- How they learn and process information
- What skills they have or don't have
- Their beliefs, perspectives and values

- 3. New** - Ask and/or suggest a skill, approach or behavior. Diagnose a non-working one. **(5 minutes)**

Let's explore one of these approaches that you can apply:

- Teach compelling messages to influence
- Teach how to interrupt respectfully
- Show how to create a better trusting connection
- Give some examples of being more assertive
- Try alternate beliefs, perspectives
- Be aware of when they are triggers and keep a log

Based on their energy and answers, ask them to pick one (maybe two) to try and apply.

4. Role Play or Teach the skill or technique. **(5-10 minutes)**

As you teach the skill or technique, provide the generic steps/technique and apply it directly to their situation. Make sure they understand it. Try relating a story to the skill.

5. Apply the skill. **(10 -15 minutes)**

Have a deeper conversation – exactly what they would say and do and when they would do it to get to their answer in #1 (goal).

Before committing, validate if the initial outcome and goal is still true. If there is no excitement, suggest a new skill to try or reset the initial goal.

6. Commit to trying something new. (5 minutes)

End by asking and having the coachee:

- a. Commit to an action
- b. Letting you know when they have done it
- c. How they will let you know (email, phone, visit)

Sample questions

- We have 5 minutes left. What did you learn from this session?
- What will you do next?
- When will you do it and how will I know you've done it?
- Instruct them to complete an Action Plan before the next session
- If there are sponsors, assign the Coachee to give an update to sponsor

If it's a shorter duration, spend most of your time in Step 1/Outcome.

It's ok to end with actions as simple as, "Let me know by x, when you've validated this is the correct goal"

Going Beyond One Session

If they wish to continue coaching, at the next session YOU must ASK if they tried it and how it went (accountability) and then repeat above.

Note: This is a guideline only! Focus on connecting and developing a relationship with the individual.

Reference: Making Intangibles Tangible: <https://starleadership.com/wp-content/uploads/2013/07/FinalPMIPaper2013NewOrleans.pdf>