



## 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 one-time focused, goal-oriented session. It's typically less than an hour and can be as short as ten minutes. It uses coaching and project management techniques while allowing each coach to adapt and use their style of coaching.

If possible, before 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 the audience, and things to not discuss.

**1. Outcome (Goal of the Conversation)** - Get clear and specific on what the coachee wants (top challenge, goal, outcome, and what is motivating them). It's okay to spend as much time here as needed. **(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 costs 10K daily and delays my promotion because I can't focus on X.

Get situational specific: Determine **who** and **what** situation they want to influence better.

- 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 do 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 triggered 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 about 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 the 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 repeat the above. You should also ask about large goals, vision, and values.

**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>