



ENCOURAGE EXERCISE #42

Facilitating an “Alignment Discussion”

Often times, individuals lose motivation in their work because of discrepancies between their goals and the organizational goals. This exercise can help you as a coach or manager help your team through clarifying what their goals, ambitions, and motivations are in order to identify discrepancies and create an alignment between manager and employees. This exercise can be useful during performance review conversations.

Where is our organization headed? Start the discussion with a overview of the company’s short-term and long-term direction.

Where are you headed? Now that you have painted a picture of what the company is headed, you want to ask your coachee/employee short term and long term plans in terms of his or her career.

What are your signature strengths that add value? What are those strengths that you see as redeeming in him or her? How has it added value to the organization?

What are your development opportunities? It’s a good idea to ask your employees to identify and think about the knowledge, skills, or abilities needed to fill gap in terms of where they are where they want to be.

How can I support you to reach your goals? Ask your employee how you they can enroll you in their development process.

What can I do more, less, or differently as your manager/coach? Ask you employee/coachee for their feedback on your management approach or coaching style?