

# FOUR KEYS COACHING GUIDE

For:

Date:

**USED BY:**

manager and associate

**HOW OFTEN:**

annually or as needed

**PURPOSE:**

help the manager and associate increase productivity through improved understanding of the associate's strengths, limitations, styles, needs, and aspirations

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## PURPOSE

The Four Keys Coaching Guide is a tool designed to help you increase the productivity of each person you manage. This process involves interviewing, analyzing, and individually understanding a person's strengths, limitations, style, needs, and aspirations. The Four Keys Coaching Guide helps you turn the four keys with each person you manage.

## INTERVIEW INTRODUCTION

I have some specific questions to ask you so I can be more effective in supporting you and helping you achieve your goals. I will ask the questions exactly as they are written. Although I won't interpret the questions, I will repeat a question at any time, if that is helpful. This interview includes some questions that will help me learn more about your strengths, what you enjoy most about your work, what motivates you, what goals you're focused on, and your expectations of me.

Please be candid. Please be sure to answer what is right for you rather than what you think I might want to hear. After the interview, we'll set a time to talk further about this.

If you are ready, we can get started.

*(Interviewer note: Stop at each asterisk \* and listen.)*

## TALENT

KEY 1: TALENT	NOTES
<b>1</b> What are your strengths? What do you do best?*	
<b>2</b> What are the positive words people who know you well would use to describe you?*	
<b>3</b> (Only ask if the associate has taken the Clifton StrengthsFinder) Would you please share the Signature Themes you received as a result of taking the Clifton StrengthsFinder?*	
<b>4</b> (Only ask if the associate has taken the Clifton StrengthsFinder) We want to narrow our initial focus by concentrating on developing two of your Signature Themes. Of these five themes, which two do you feel best describe you?*	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

How clear is this associate about his or her strengths?

What similarities are there between this associate's perception of his or her strengths and what you see?

What could be done to further develop the two Signature Themes this associate chose to focus on? If this associate has not taken the Clifton StrengthsFinder, consider other descriptors he or she used to describe his or her strengths.

## TALENT

KEY 1: TALENT		NOTES
5	What do you enjoy most in your current role?*	
6	What strengths do you use in your current role?*	
7	Do you have strengths that you think you could use more often?*	
8	Is there anything else you like to do that we have not talked about?*	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

Have you seen this associate demonstrate these strengths in his or her current role?

If yes, are there more ways he or she could use these strengths?

If no, have you observed strengths this associate did not mention?

## SETTING EXPECTATIONS

KEY 2: SETTING EXPECTATIONS	NOTES
<p><b>9</b> What do you believe you get paid to do?*</p> <p>To help us know if you are hitting your targets, how should we measure what you get paid to do?*</p>	
<p><b>10</b> What do you want to accomplish in the next month?*</p>	
<p><b>11</b> What do you want to accomplish in the next six months?*</p>	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

How does this associate's understanding of what he or she gets paid to do compare with what you think?

How clear is this associate about what he or she wants to accomplish in the next month and in the next six months? How realistic are these goals?

How could you support this associate in reaching his or her goals?

## SETTING EXPECTATIONS

KEY 2: SETTING EXPECTATIONS	NOTES
<p><b>12</b> What do you think I expect of you this year?*</p> <p>How can we determine whether you are meeting these expectations?*</p>	
<p><b>13</b> What do you expect of me this year?*</p>	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

Does this associate accurately understand what you expect? Explain.

Are this associate's expectations of you clear and realistic? Explain.

How can you help this associate measure the outcomes of these expectations?

## MOTIVATING

KEY 3: MOTIVATING		NOTES
14	What do you find most satisfying about your work?*	
15	What about your work motivates you the most?*	
16	Tell me about the best recognition you have ever received.* Why was it the best?*	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

How can you link this associate's motivators and satisfiers to recognition?

What strengths led to the achievement for which this associate received his or her best recognition ever?

What steps can you take to ensure that this associate receives recognition that honors his or her individual needs and expresses appreciation for his or her unique strengths?



## MOTIVATING

KEY 3: MOTIVATING	NOTES
<b>17</b> When you achieve your goals, how would you like to be recognized?*	
<b>18</b> When you are successful, whom do you want to know it? Think about people in and outside of work.*	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

How can you, as this associate's manager, make sure the people he or she mentioned know when he or she is successful?

What are some methods for communicating this associate's successes to these significant people?

How can you learn more about the significant people this associate mentioned and the roles they play in supporting his or her efforts?

## DEVELOPING

KEY 4: DEVELOPING	NOTES
<b>19</b> Is there a particular skill you would like to acquire?*(If the associate's answer is yes, ask) What is the best way for you to acquire it?*	
<b>20</b> (Only ask if the associate has taken the Clifton StrengthsFinder) We have already talked about two Signature Themes you want to focus on. Are there other Signature Themes you would like to build on?*	
<b>21</b> How often do you think you and I should get together to discuss how things are going?*	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

How does the skill (or how do the skills) mentioned relate to this associate's strengths and/or Signature Themes?

How can you help this associate create opportunities to acquire the skills he or she has identified?

Will you be able to meet with this associate as often as he or she would like? If not, how will you work with this associate to determine a realistic schedule?

## DEVELOPING

KEY 4: DEVELOPING	NOTES
<p>22 Whom would you like to learn from and what would you like to learn from him or her?*</p>	
<p>23 What is the best way for us to measure your progress? How can we track your development?*</p> <p>In conclusion, is there anything else you would like to add that would help me know you better?*</p>	

### ANALYSIS AND DISCUSSION: QUESTIONS FOR THE INTERVIEWER TO CONSIDER

What can you do to help this associate learn from the people he or she mentioned?

How do/could you define this associate's progress through clear numbers and measurement?

How can you help this associate feel continually successful without experiencing a promotion? How could you create "levels" of achievement within his or her existing role?

What actions will you take to enhance this associate's productivity and engagement?

## QUARTERLY FOLLOW-UP QUESTIONS

QUARTER 2	NOTES
1 What is your main focus for the next three months?	
2 What strengths strategies will you use?	
3 What two things can I do to help you?	

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