



# The COEC Conversation Model

## A Leaders Guide: Learning and development conversations



### Connect

Cultivate trust and psychological safety

- Build and sustain meaningful relationships by valuing and including people and their ideas.
- Show genuine interest, care and respect. Be transparent about your own experience, feelings and challenges.
- Recognize how your position and power may impact others.
- Hold others in the same positive regard as you wish to be held.

#### Supporting Questions & Prompts

- I appreciate that we have carved out time for this conversation.
- Is there anything you need to attend to before we get started?
- How are you really doing?
- What is new since we last connected?
- I wanted to share...
- What has been a recent highlight, learning or discovery for you?
- What is a word that describes how you are feeling about this conversation together?
- My word would be...
- Is there anything else you want to share with me before we dive in?
- I'm committed to having a productive and useful conversation with you. If we need more time we can arrange that.
- How would you like to get started?
- What would make for a great performance conversation for you?
- Do you have any questions for me?

### Open

Co-create purposeful dialogue

- Identify the purpose, focus and boundaries of the conversation.
- Ask clarifying questions on what needs to be accomplished.
- Collaborate and confirm the desired outcomes and what success looks like.
- Establish shared understanding and embrace the potential for you both to learn something new.

#### Supporting Questions & Prompts

- Let's re-clarify the meeting's purpose and desired outcomes.
- What are you hoping to achieve from this conversation? (Add your thoughts too)
- What can we explore together that is going to be of most value to you? (add your thought too)
- Our conversation might look back on past performance and learning, but I hope too that we can be quite forward and future oriented.
- What do you need me to know that would help me prepare for what we want to explore together?
- What leadership development or performance areas do you want to focus on? Anything else?
- I want to share some specific feedback and observations with you. How would you like me to incorporate that into our discussion today?
- How do you want to capture the key points and commitments from our discussion?

### Explore

Generate possibilities through creative discovery

- Engage in a creative process of discovery, collaborative dialogue, perspective taking, divergent and system thinking.
- Pay attention to the whole person: their thoughts, feelings, needs and overall state of well-being.
- Activate your listening and curiosity and be willing to learn something new.
- Suspend premature advice or assumptions until ideas have been fully explored

#### Supporting Questions & Prompts

- How has your work gone over these past weeks, months? What updates can you share?
- What are you most proud of? What examples can you share with me?
- What strengths, skills, or knowledge are you using lately? Tell me more...
- What have been your biggest challenge(s)? How are you dealing with them?
- What existing skills or knowledge can you build upon?
- I would like to share what I see working well and what I would like to see you continue/focus on moving forward.
- What are your performance goals moving forward? Is there something you are especially excited about?
- Are we ready to move on? Have we left any learning and development ideas off the table?
- How would you like to feel about things the next time we meet?
- I want to share something I have noticed about one of your strengths...

### Close

Confirm insights, actions and commitments

- Check in on desired outcomes and ensure mutual understanding about key takeaways, commitments and accountabilities.
- Acknowledge and celebrate the mutual learnings
- Reinforce the genuine care and respect established when you first connected.
- Plan next steps, expected timelines, future conversations and check-ins.

#### Supporting Questions & Prompts

- Can you summarize your key takeaways?
- What supports do you need to be most successful?
- What might get in the way of your performance and development goals? How might this be overcome?
- How do you want to track and share the outcomes of today's conversation?
- When can we revisit your learning and development goals?
- What might get in the way of moving these ideas forward?
- What support do you need from me at this time?
- What has been of most value or surprised you in this conversation? What did you learn? (Here is what I learned about you, the work, myself as a manager)
- Your wellbeing and success are important to me, is there anything we didn't get to today that needs attention?
- How would you like to be acknowledged for your efforts and successes going forward?