



# HBR Guide to Coaching Employees (HBR Guide Series)

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## Help your employees help themselves.

As a manager in today's business world, you can't just tell your direct reports what to do: You need to help them make their own decisions, enable them to solve tough problems, and actively develop their skills on the job.

Whether you have a star on your team who's eager to advance, an underperformer who's dragging the group down, or a steady contributor who feels bored and neglected, you need to *coach* them: Help shape their goals—and support their efforts to achieve them.

In the **HBR Guide to Coaching Employees** you'll learn how to:

- Create realistic but inspiring plans for growth
- Ask the right questions to engage your employees in the development process
- Give them room to grapple with problems and discover solutions
- Allow them to make the most of their expertise while compelling them to stretch and grow
- Give them feedback they'll actually apply
- Balance coaching with the rest of your workload

*Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.*

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