

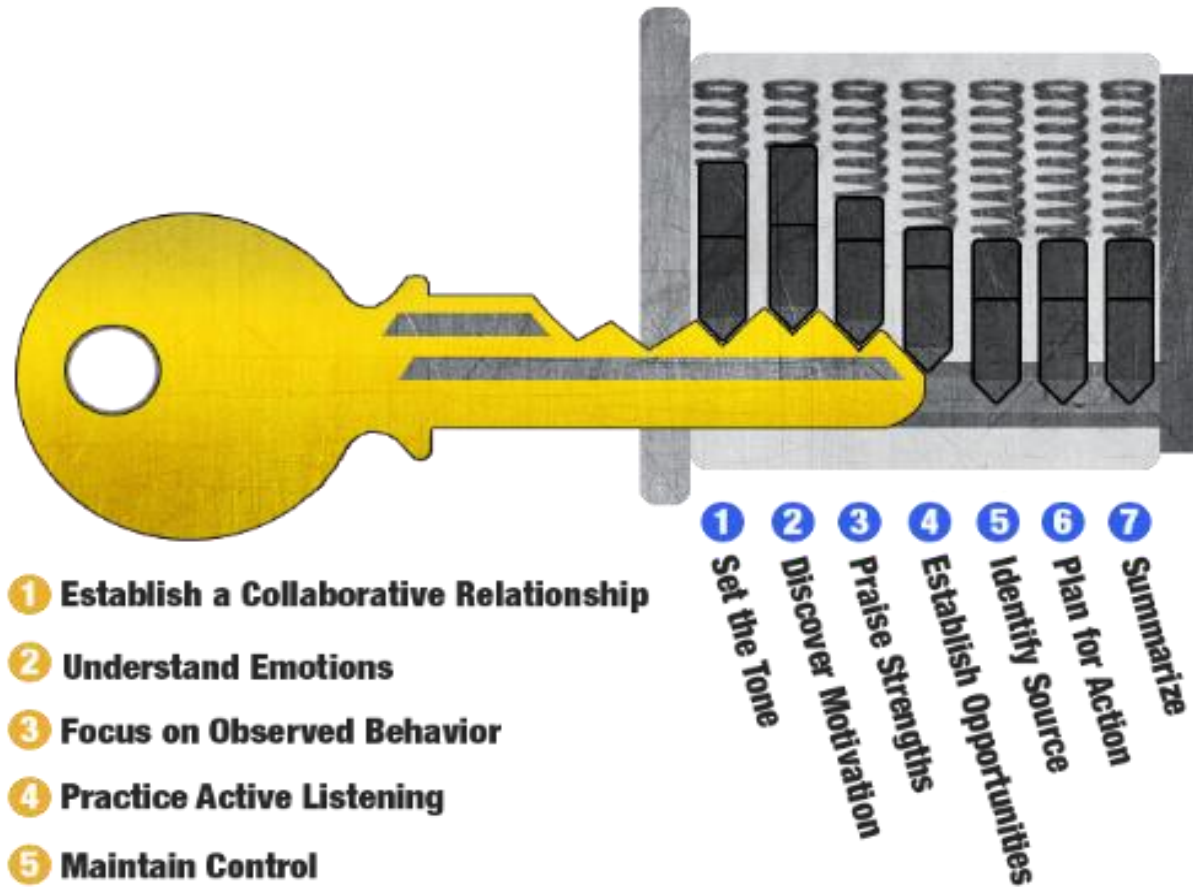
# Coaching for Improved Performance An Overview

# Coaching for Improved Performance

- **Goal:** When coaching, make employees feel that you are helping them rather than just being critical.
- **Method:** Practice coaching your role-player Brooke Lerner
  - Use the 5 - 7 Model whose elements are like those in most other coaching models
  - Practice with Brooke will increase your retention and build your skills



# Coaching Five Keys and Seven Steps



# The Experiential Learning Scenario

- Brooke Learner (26 years old)
  - Has only been your subordinate for three months, but worked for your company for two years
  - Is great with outside customers
- Brooke is underperforming
  - Disrupting **meetings**
  - Missing **deadlines**
- Coaching her is never the same twice



# The Case

- Brooke has six distinct personalities
  1. Argumentative alpha
  2. Passive aggressive victim
  3. Angry histrionic
  4. Apathetic underachiever
  5. Sensitive sycophant
  6. Blaming incompetent
- You will be provided with a wide variety of experiences, ranging over situations like those listed



# Seven Steps

## Step 1: Set the Tone

- State the purpose of the conversation.
- Set the tone by saying something positive; for example, *“Good to see you, Brooke. I appreciate you taking the time to sit down with me.”*

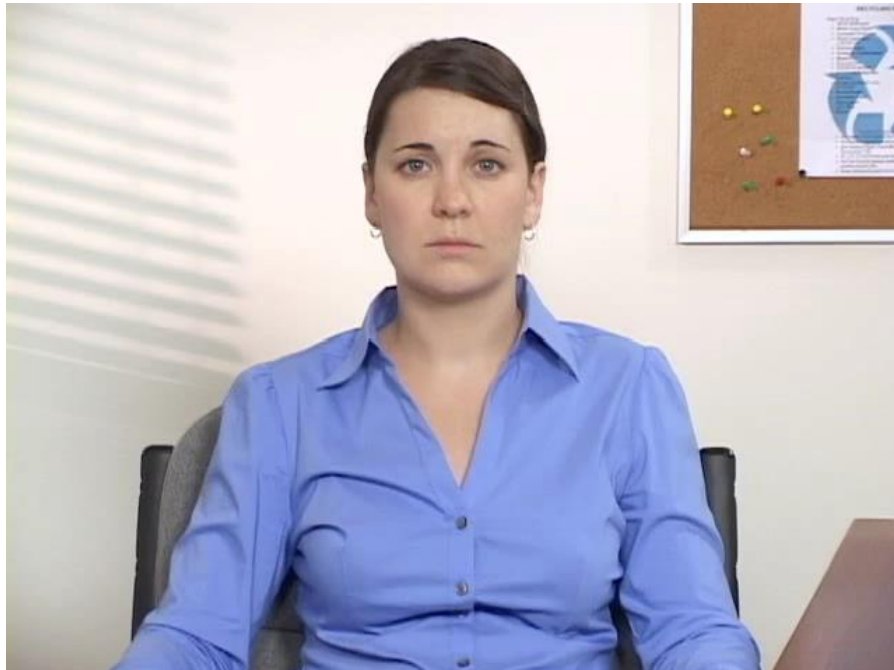


Click the picture to hear one of Brooke's Response

# Seven Steps

## Step 2: Discover Motivation

- Ask about career goals and/or what motivates her at work.



## Step 3: Praise Strengths

- Ask Brooke what she sees as her greatest strength or identify and confirm her strengths.
- Ask about other strengths.

Click the pictures to hear two of Brooke's responses

# Seven Steps

## Step 4: Establish Opportunities

- Ask Brooke to identify opportunities for improvement.
- Discuss the **deadline** problem that you have observed.
- Discuss the **meeting** participation problem that you have observed.



Click the pictures to hear two of Brooke's responses



# Seven Steps

## Step 5: Identify Source

- Ask Brooke to try to determine the source of her missed **deadlines**.
- Confirm or help Brooke discover the source of her missed **deadlines**.
- Ask Brooke to try to determine the source of her performance issue in team **meetings**.
- Confirm or help Brooke discover the source of her performance issue in team **meetings**.



Click the pictures to hear two of Brooke's responses

# Seven Steps

## Step 6: Plan for action

- Ask for Brooke's help in creating a plan to meet more **deadlines**.
- Ask for Brooke's help in creating a plan to improve her performance in team **meetings**.



Click the picture to hear one of Brooke's responses

# Seven Steps

## Step 7: Summarize

- Confirm a mutually agreed-upon plan to help Brooke meet more **deadlines**.
- Confirmed a mutually agreed-upon plan to help Brooke improve her performance in team **meetings**.
- Gain Brooke's buy-in that she is committed to improving her performance.
- Summarize what you and Brooke discussed and agreed upon.
- Scheduled a follow up meeting with Brooke to discuss her progress.



Click the picture to hear one of Brooke's responses

# Five Keys

## 1. Establish a Collaborative Relationship.

- Asking for Brooke's input and feedback during a discussion will give her a greater sense of value and improve her morale
- Include Brooke in both the discovery and decision-making phases of the session and frequently ask for her input

*"I'd like you to think about ways in which you could be an even stronger team member."*

*"I'd like you to feel like you can contribute to the meetings in a more positive way. What could we do to make you more engaged?"*

# Five Keys

## 2. Understand Emotions.

- No one likes to hear that they are not doing a good job. Brooke may display more emotions during a coaching discussion than she displays on a typical day at work
- Be prepared for Brooke to be defensive, withdrawn, angry, or even show superficial acceptance
- Be sure to validate Brooke's emotions and utilize them to engage her in further discussions



Click the picture to hear one of Brooke's responses

# Five Keys

## 3. Focus on Observed Behavior.

- Limit the conversation to objective behaviors you saw or heard yourself, even if you gathered information from other employees
- Sharing information provided by others may make Brooke defensive
- Utilize examples from your own observations and be careful not to make judgments about those behaviors

*“I've picked up on some problematic behavior in our team meetings. Do you know what I'm referring to?”*



Click the picture to hear one of Brooke's responses

# Five Keys

## 4. Practice Active Listening.

- Everyone likes to know that what they have to say matters. This means that, as a manager, you must demonstrate to Brooke that you heard and understood what she said
- Use techniques such as summarizing, paraphrasing, reflecting, and clarifying to convey your understanding

*“What I'm hearing from you is that you're making an effort to fit in with your new team by showing them that you agree with their ideas in meetings.”*

# Five Keys

## 5. Maintain Control

- Maintain control throughout the session to:
  - Ensure that all your talking points are addressed
  - Help the employee manage her emotions.
- Be sure to:
  - Follow your original agenda
  - Avoid unnecessary tangents
  - Manage confrontations appropriately
  - Validate emotions without allowing them to derail you



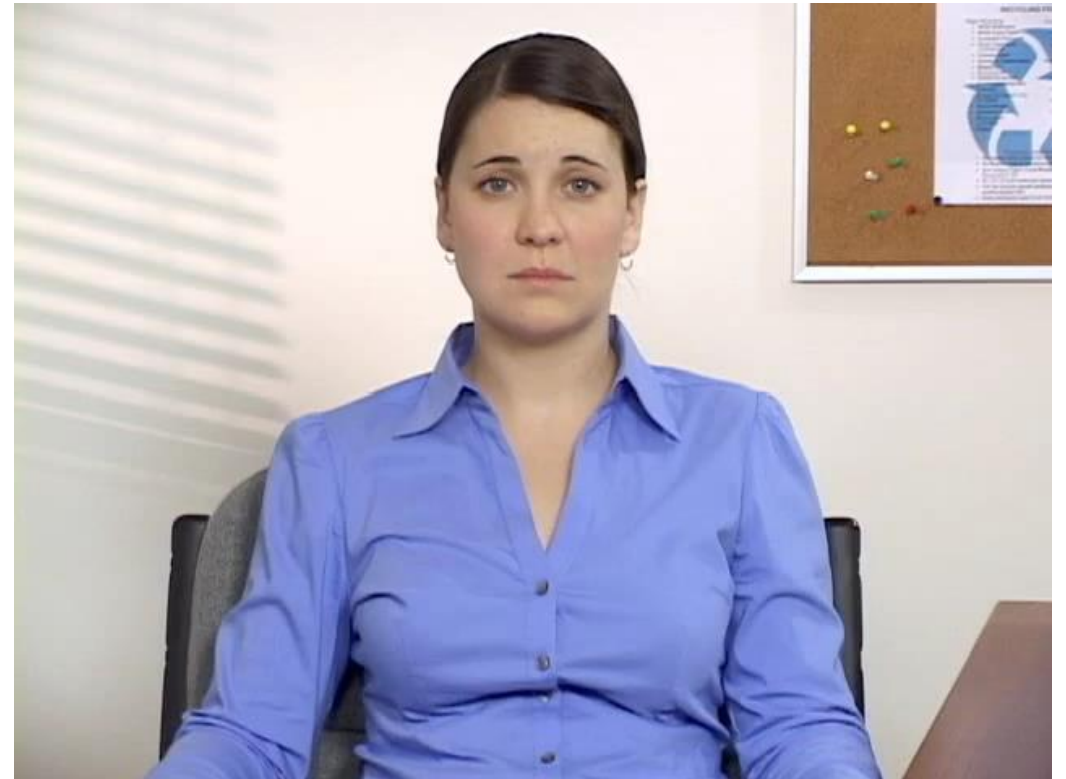
Click the picture to hear one of Brooke's responses



# Coaching 5 -7 Model

Applying the Five Keys and Seven Steps will:

- Improve employee performance
- Improve corporate morale in the long term



Click the picture to hear one of Brooke's responses

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