

# Performance Management

## Coaching

Think of it this way:

Employees want to be developed. They look to their managers to do that.

Employees will leave that manager if the need is not met (or if they perceive they are treading water or going backwards in professional development).

Each time an employee leaves, poor managers cost CWU enormous amounts of money.

Managers must **develop** employees as well as provide the basics: Direction, Appreciation, Respect and Tools.

Development of employees does not happen unless the manager can increase Aptitude and Attitude.

Attitude is best developed through COACHING.

# Performance Management Coaching

A Coach is someone who:

Helps an employee

(Is concerned and wants to see the employee)

Reach higher levels of effectiveness

(be better in all areas of work)

By creating dialogue

(by asking questions, listening and offering support)

That leads to Awareness

(and helps the employee discover for self how her attitude is hindering her Level of Success so that)

And Action!

(the employee can do something different to be more effective in all areas of work.)

Coaching helps develop confidence, motivation and drive.

# Performance Management

## Coaching

### Is Coaching the Right Tool?

Is the issue Aptitude?	→	TEACH the Skill
Is the issue Tools?	→	Find the RESOURCE
Is the Issue Attitude?	→	COACH

**(Confidence, Commitment,  
Frustration, Enthusiasm, Focus?)**



What if it's none of the above?

All of the above?

# **Performance Management**

## **Step by Step Coaching**



1. **C**reate Awareness
2. **O**pen the Dialogue to Discover Wants
3. **A**ssess Courses of Action
4. **C**arve out the Plan
5. **H**elp the Employee Take Charge

**AND AFFIRM OVER AND OVER!**

Would you rather spend your time asking coaching questions or having to come up with all the answer to solve all the issues and the concerns of every employee?

Competent coaching cuts down on time spent on corrective and disciplinary action, and results in happier, more motivated and productive employees.

# **Performance Management**

## **Step by Step Coaching**

### **Step 1: Create Awareness**

At this stage, it is important to

- Not offer solutions or try to fix it
- Not be judgmental
- Be curious and try to make it fun
- Encourage the employee to step back and look at the bigger picture
- Help the employee explore the underlying issues

Sample questions:

1. What is stopping you from dealing with the situation?
2. What is the consequence of not dealing with it?
3. What is the real reason you are having a hard time dealing with this person or situation?
4. How is this situation out of line with what you want to happen?
5. What worries you most about this?
6. So what is really going on?
7. In what ways are you your biggest obstacle?
8. What would you have to say no to in order to have the time you need?
9. How does this situation manage you instead of you managing it?
10. What is it about this that makes you lose sleep?
11. Which of your buttons are really getting pushed?
12. What might your blind spot be in the situation?
13. What is your gut telling you about the situation?

# **Performance Management**

## **Step by Step Coaching**

### **Step 2: Open Dialogue to Discover Wants**

At this stage, it is important to

- Help the employee identify wants
- Develop a vision for resolution

Sample questions:

1. If this situation was resolved, what would be different at work?
2. How do you want this to play out?
3. What would a real resolution look like?
4. What would it take to make you feel really successful in this situation?
5. How would you like people to describe how you moved forward in this situation?
6. If you could do anything you wanted to resolve this, what would you do? What would it get you?
7. What do you value that you are not willing to compromise to resolve this?
8. How would this have to play out for you to feel good about your part in it?
9. What does success look like in this situation?
10. What qualities will you have to demonstrate to have this turn out the way you want?
11. What other ideas do you have about what you want?

# **Performance Management**

## **Step by Step Coaching**

### **Step 3: Assess Courses of Action**

At this stage, it is important to

- Encourage possible solutions and choices
- Brainstorm ideas but not details
- Don't move on until you have identified 3-5 good, possible actions

Start by saying something like, "Sounds like you are off to a great start already and you have a good idea of where you want to go with this. Let's talk about what that looks like."

Sample questions:

1. What are some possible solutions
2. What are angles to consider?
3. What is the easiest thing to do here? What if you do that?  
What if you don't?
4. What conversations do you need to have to get what you want? What conversations haven't you had that might be helpful?
5. What might be another way to solve this?
6. What would happen if you chose that solution?
7. What have you tried so far that has (has not) worked?
8. What would be the hardest road to take?
9. What might get in the way of your solution?
10. What would this look like if it was easy and fun?
11. What solution do you want to avoid and why?

# Performance Management

## Step by Step Coaching

### Step 4: Carve out the Plan

At this stage, it is important to

- Help the employee develop a realistic plan
- Make sure the plan is doable

Start by saying something like, “You have identified some great possibilities. How about we narrow it down to one and talk about how to really make it happen?”

**Then *always* ask these two questions:**

**Which solution gets you closest to what you want?**

**Which one do you think you should pursue?**

Sample questions:

1. What is the most important part of the plan to execute?
2. Who else could you bring in to help execute the plan? What would that person add?
3. What information don't you have that you will need? Where will you get it and from whom?
4. What do you need to know about your solution that you don't know already?
5. What are you going to do to start moving forward?
6. What ripples might your solution create? How will you deal with them?
7. What worries you about your solution? How will you deal with that?
8. How can you make this as easy as possible?

# Performance Management

## Step by Step Coaching

### Step 4: Carve out the Plan, Continued

9. How will you tell others about it?
10. How will you know it is a great success?
11. How will you get feedback? What will you do if the feedback is less than positive? What will that tell you?
12. What is the first step?
13. In what ways does that get you what you want?

Remember to

- Keep asking until a clear plan emerges.
- Take notes.
- And **AFFIRM** along the way.

*Affirming* is the act of acknowledging what the employee says and does, and offering support and validation during the coaching process. It can be used anytime to inspire, encourage and motivate!

Example:

I know this has been a stretch for you, and you have really stepped up to the challenge. You are determined and persistent, and it is paying off. Those are qualities of a good leader. Keep it up!

Besides asking questions and listening, take notes. You will help hold the employee accountable for the plan.

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## **Step by Step Coaching**

### **Step 5: Help the Employee Take Charge**

At this stage, it is important to

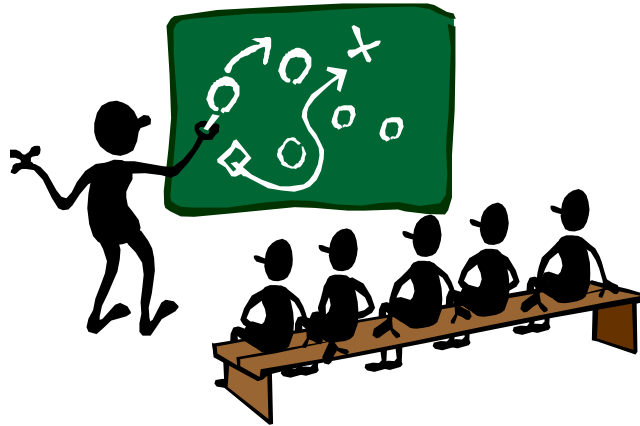
- Help the employee follow through and keep commitments
- Have the employee identify how he will take charge of the Action Plan, and how you can help

Sample questions:

1. How will you ensure you stay on task?
2. How will you let me know your progress?
3. What should I do if I don't see you taking action?
4. How will you motivate yourself to move forward?
5. At what stage do you tend to lose motivation? What will you do to make sure that doesn't happen?
6. What will you do if an obstacle you have not anticipated comes up?
7. What resources do you need to be successful?
8. How can I best support/run defense for you?
9. How often and when should we check in together?
10. How will you know if you are successful?
11. What will you have to say no to in order to make this happen?
12. What is the best way I can motivate you?
13. Who else can you talk to who will help hold you accountable to your plan?

**End with: What will you do, by when, and how will I know?**

# Performance Management Coaching



## Successful Coaches:

- Rely on instinct
- Believe the employee can succeed
- Stay unattached but supportive
- Keep asking questions
- Don't know the answer
- Never try to fix it
- Do follow up with the employee
- Think fun, fun, fun!
- Don't move to action until you're sure the employee has a strong awareness of the underlying issues.
- Affirm, affirm, affirm!

"You do not lead by hitting people over the head – that's assault, not leadership."

- Dwight D. Eisenhower

## GO COACH! YEAH TEAM!