



# Coaching

Coaching is the process of letting people know that what they do matters to you

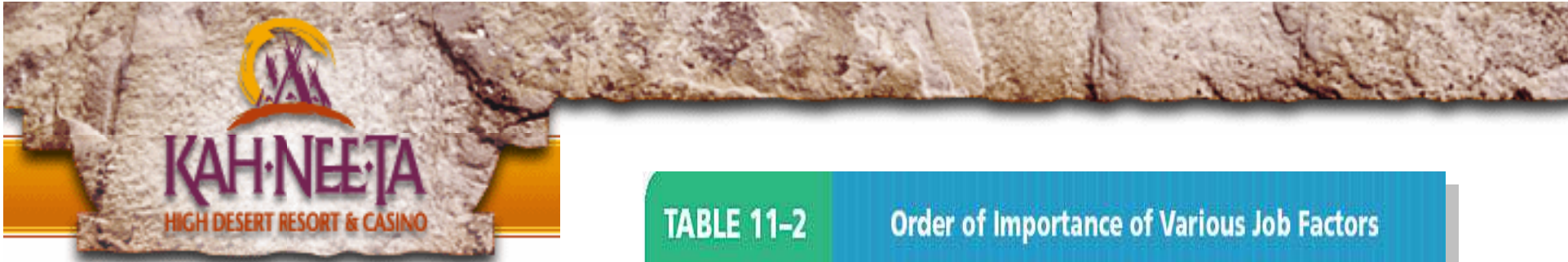




“If a group of people is to become a social entity and work (or live) together over time then they must: Trust one another, demonstrate courage, treat each other with fairness, respect, dignity and love, and be honest with one another.”

- Dr. Ian Macdonald





# What Job Factors are Important

**TABLE 11-2**

**Order of Importance of Various Job Factors**

Job Factors	Survey of Employees	Survey of Bosses
Full appreciation of work done	1	8
Feeling of being in on things	2	10
Sympathetic help on personal problems	3	9
Job security	4	2
Good wages	5	1
Interesting work	6	5
Promotional growth in organization	7	3
Personal loyalty to employees	8	6
Good working conditions	9	4
Tactful disciplining	10	7

Source: LeDue, A. I., Jr. (1980). *Motivation of Programmers*.



# Motivation

- ◆ The Need for Achievement
  - ◆ A predisposition to strive for success
  - ◆ Highly motivated to obtain the satisfaction that comes from accomplishing a challenging task or goal.
  - ◆ They prefer tasks that have a reasonable chance for success and is not too easy or too difficult.
- ◆ The Need for Power
  - ◆ A desire to influence others directly by making suggestions, giving opinions and evaluations, and trying to talk others into things.
  - ◆ They enjoy roles requiring persuasion, such as teaching.
  - ◆ Motivated by a regimented and regulated concern for influencing others
- ◆ The Need for Affiliation
  - ◆ The motivation to maintain strong, warm relationships with friends and relatives.
  - ◆ They try to establish friendly relationships, often agreeable or giving emotional support.





# True Leaders Inspire & Motivate their Team

- ◆ Set The Standard for your team
  - ◆ Sell the idea that we must work hard to achieve success
  - ◆ Team Member's "buy-in" for different reasons
    - ◆ Front and center
    - ◆ In the wings
    - ◆ Behind the scenes
  - ◆ Be a role model for a good work ethic
- ◆ Communicate clear and attainable vision of success
  - ◆ Involve your team in defining your vision
- ◆ Demonstrate your positive attitude
  - ◆ Be positive; you are on stage and are being watched





# Encourage Your Team

- ◆ Never let great work go unnoticed
  - ◆ Encourage team members in specific ways each day
  - ◆ When you see it, say it
  - ◆ Check in with team members regularly
- ◆ Make it safe to fail
  - ◆ The only real failure is the failure to try





# Encourage cont.

- ◆ Notice great work
  - ◆ With Applause
  - ◆ With Appreciation
  - ◆ With Access
- ◆ Give Real-Time constructive feedback
  - ◆ Let them know you appreciate a job well done
  - ◆ Offer encouragement to people who are sincerely trying to improve





# Challenge Your Team

- ◆ Never let poor work go unnoticed
  - ◆ Make it private and positive
- ◆ Check it out before you challenge
  - ◆ Did you communicate?
  - ◆ Were the conditions right?
  - ◆ Were there consequences?



# Challenge cont.

- ◆ Use the two minute challenge
  - ◆ For performance that needs to improve
  - ◆ For work habits that need to change
- ◆ Don't let defense techniques "Sidetrack" you
  - ◆ Stick to the steps of the challenge, and the facts of the situation at hand





# Tips for Great Coaching

- ◆ Inspire
  - ◆ Sell the idea of hard work
  - ◆ Provide a clear vision of success
- ◆ Encourage
  - ◆ Never let great work go unnoticed
  - ◆ Find a way to encourage each person each day
- ◆ Challenge
  - ◆ Never let poor work go unnoticed
  - ◆ Make your challenges private and positive
  - ◆ Be willing to challenge because you believe they can improve



# Learning

*“The quality of our learning process depends on the quality of the questions we ask. Clean, bold, and penetrating questions tend to open the social context for learning.”*

—Brown and Isaacs



# Coaching Conversation

- ◆ Ask the team member to tell you a story about what happened. Try to get the following:
  - ◆ What was the situation?
  - ◆ Who was involved?
  - ◆ What were you doing?
  - ◆ What were you thinking about the situation? About others?
  - ◆ What did you want to have happen? What were you trying to accomplish?
  - ◆ What did you do or say?
  - ◆ What was the outcome or result?



# Follow Feelings

- ◆ Dig subtly with questions like: how did that make you feel?
- ◆ Follow the feelings, more than anything else they will tell you how the team member is feeling and why they are feeling that way and what they are going to do.
- ◆ Without feelings: humans cannot make decisions. Emotions and feelings are additive to the decision-making process, not subtractive.
- ◆ You will begin to see the true dilemmas!





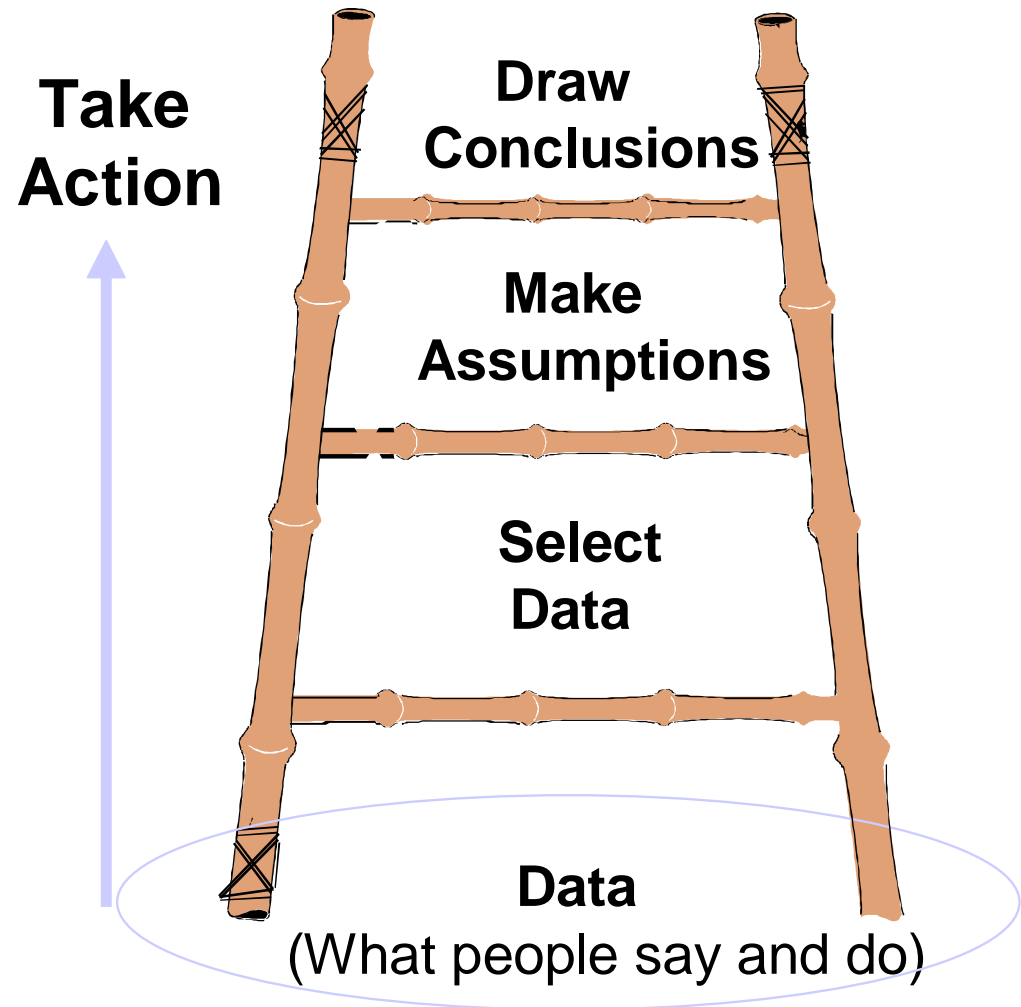
# Watch for Moods

- ◆ Confusion
- ◆ Perplexity
- ◆ Fear
- ◆ Anger
- ◆ Irritation
- ◆ Resignation
- ◆ Impatience





# The Ladder of Inference





# Conversation Process

- ◆ Are we talking honestly?
- ◆ Are we asking good questions?
- ◆ Who's talking?
- ◆ Who's not talking?
- ◆ Are we really listening?
- ◆ Are we being judgmental?
- ◆ Are we naming what is really happening here?
- ◆ Are we taking the time to think about what's important to us?



# Roadblocks/Resistance?

- ◆ Team members requests an excessive amount of detail/  
drowning you in **unnecessary details**
- ◆ Team member is **Silent**
- ◆ Team member simply **Complies**
- ◆ Team member is **Passive**
- ◆ Team member **Presses for solutions**



## Resistance? Cont.

- ◆ Team member says “**Everything’s fine**; there isn’t a problem or issue here.”
- ◆ Team members has **no Time** (constant interruptions, complaints about lack of time, etc.)
- ◆ Team member **Changes** the subject continually
- ◆ Team member **Avoids** responsibility
- ◆ Team member makes **Personal attacks**



# Post Conversation Questions

- ◆ Did I/they listen attentively?
- ◆ Did I/they communicate what I needed to?
- ◆ What is my/their perception of the other person's behavior during the conversation?
- ◆ Did we reach my intended outcome?
- ◆ Do I/they think our relationship improved?
- ◆ What did I/they learn?
- ◆ What did I/they commit to doing?
- ◆ How will we measure our follow through?
- ◆ How could the conversation have been even more "powerful?"  
Time (constant interruptions, complaints about lack of time, etc.)



# Smart Objectives

- ◆ SMART Objectives:
  - ◆ Specific
  - ◆ Measurable
  - ◆ Achievable
  - ◆ Realistic
  - ◆ Time-based
- ◆ Connected to the role description





# Correcting Poor Performance

- ◆ Describe unsatisfactory performance. Be specific.
- ◆ Describe the impact of that performance/behavior (on the organization, coworkers, division – safety, costs, efficiency, morale).
- ◆ Is it responsible or non-responsible behaviour?
- ◆ Describe expected performance (use SMART objectives).
- ◆ Make the employee aware of what the consequences will be if the performance has not improved.
- ◆ Establish the social contract. Ask for commitment.





# Correcting Poor Performance Cont.

- ◆ Involve the employee where possible in the action plan.
- ◆ Review the timelines for follow-up and required results.
- ◆ Based on your investigation of all the facts is discipline warranted? If so, to what degree?
- ◆ Review the clearing times of the discipline
- ◆ Offer help and support
  - ◆ EAP, HR, Training, Safety
- ◆ Document, Document, Document





# Is it Worth the Effort?

- ◆ Organizational Benefits... consistent, equitable, early intervention, better morale
- ◆ Supervisory Benefits... acknowledge good work, stop problems early, team building, retention
- ◆ Employee Benefits... team members know that they will be held accountable and are valuable to the organization





# Counseling Team Members

- ◆ Listen for the real problem
  - ◆ Use questioning and active listening
- ◆ Develop a plan to correct problem
  - ◆ Must have team member participate in plan
  - ◆ Must be an agreement
- ◆ Help the person consider options
  - ◆ What are the options available?
  - ◆ There is more than one path to an outcome

