

Fast Track Performance with Coaching to Redirect

Participant Guide
Web Workshop

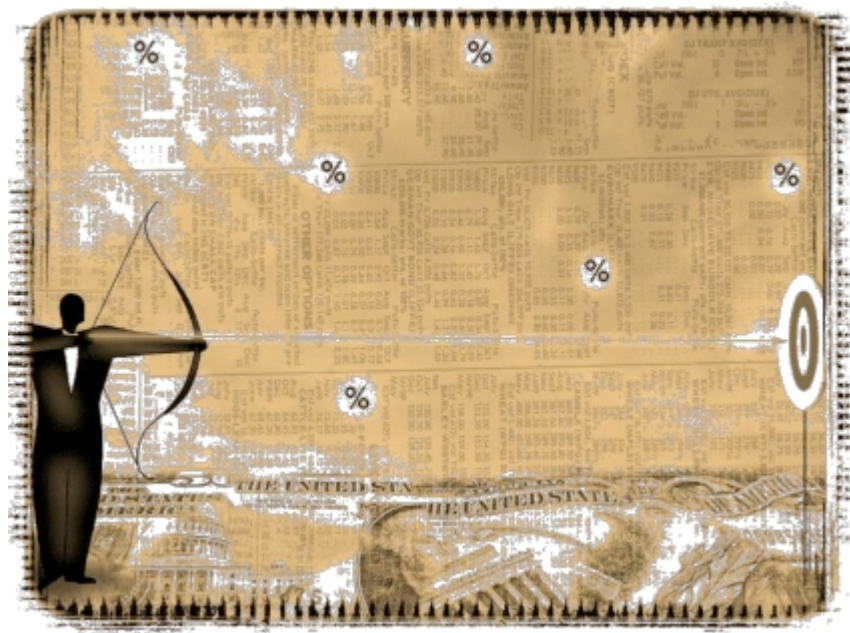
Purpose

One of the greatest contributions a manager can make to an organization is helping the individuals on the team accomplish critical work goals. Great managers understand that employees are in various stages of development and may require ongoing coaching and feedback in order to develop the skills needed to meet these goals. The purpose of this module is to assist you in developing the skills you need to coach others as they work to meet job expectations and goals.

Learning Goals

When you've completed this module, you will be able to:

- Give constructive feedback so that it can be heard and acted upon
- Take ownership of your observations to reduce defensiveness
- Recognize and appreciate performance improvement



The Employee Development Path



Elements of a constructive coaching environment:

The leader:

1. Gives constructive feedback that can be heard and acted upon
2. Takes ownership of his/her observations to reduce defensiveness
3. Recognizes and appreciates performance improvement

Employee productivity, retention, and satisfaction are enhanced when managers are able to provide solid coaching to redirect employees.

Key Element 1: Give constructive feedback that can be heard and acted upon.

When coaching to redirect, the leader makes sure that the feedback is:

- Developmental
- Descriptive and Neutral
- Well-Timed

Good Feedback Is Developmental

Successful coaches recognize that all employees are in a constant process of improvement. Each person has skills, talents, and areas that challenge them. Coaching to redirect allows the manager to bring to the surface and discuss the employee’s strengths and challenges. To be good at giving feedback, you must understand your own strengths and weaknesses.



I’m a Work in Progress Too

Things I do well	
<i>Day-to-day details</i>	<i>Grasping the big picture</i>

Coaching to Redirect

Self-Assessment

Read each of the statements below and consider how well it describes your coaching approach. Use the scale from 1 (Disagree) to 3 (Agree) to indicate your level of agreement with each statement.

Developmental Feedback	Disagree	Neutral	Agree
I recognize that each of my employees is in a state of improvement or development.	1	2	3
I believe that everyone has strengths and challenges.	1	2	3
I have a good grasp of my own strengths and weaknesses.	1	2	3

Descriptive Feedback	Disagree	Neutral	Agree
I provide specific examples of behavior when I give feedback.	1	2	3
I use language that is neutral and objective.	1	2	3
I give feedback in an open, non-judgmental way.	1	2	3

Well-Timed Feedback	Disagree	Neutral	Agree
I give feedback at a time convenient to the employee.	1	2	3
I give feedback as soon after the problem behavior as possible.	1	2	3
I give feedback in alignment with the preferences and needs of the employee.	1	2	3



Key Element 2: Take ownership of your observations to reduce defensiveness.

One of the most challenging aspects of coaching others is providing feedback that does not create defensiveness. It's easy to become protective or defensive when you feel misunderstood, blamed, or under attack.

Some simple techniques to reduce defensiveness include making sure that the feedback:

- Is given in the first person (sometimes known as “I” language)
- Considers the differences between your work style and the employee’s work style
- Links the impact of the behavior to the system

**First Person**

- Give feedback in the first person (“I” language)

**Style**

- Consider the differences in style

**Impact**

- Link the impact of the behavior to the system

Give Feedback in the First Person

One way to reduce defensiveness is to take responsibility for your own observations. Talking in the language of personal observation and preference engages an employee in a mutual dialogue about the problem or behavior. Instead of saying, “You treated that customer badly,” which points the finger of blame at the individual, try saying, “I noticed that you didn’t greet the last customer. I’m concerned that he felt ignored.”



Consider the Differences in Working Styles

Personal Working Styles Evaluation

Check the phrase that best describes your personal work style, then transfer the bolded word to the appropriate number below.



Would you generally characterize yourself as someone who:

1. ___ is **structured** or ___ is **spontaneous**?
2. ___ likes to work **alone** or ___ likes to work with **people** around?
3. ___ is a **detail** person or ___ is a **big picture** person?
4. ___ likes to **analyze** or ___ likes to consider **feelings**?

1. _____ 2. _____ 3. _____ 4. _____

Key Element 2: Take ownership of your observations to reduce defensiveness.

Link the Impact of the Behavior to the System.

Evaluate the problem from a systems perspective. Consider how the behavior or problem affects the team, the organization, and the work process. When coaching the individual, frame it using a systems perspective. Doing so will help them take responsibility for their impact on the system and demonstrate that the feedback is not personal but practical.



Example:

Instead of saying: "I don't want you coming in late anymore. It really irritates me and your team is upset too."

Try this: "Stephanie, I noticed that when you don't communicate about being late to your team members, they can't prepare for your absence. As a result we don't have adequate coverage at the counter. This causes a longer wait time for our customers."



Speed Bumps

Watch out for:

- *Too many "you" statements, finger pointing, and blaming*
- *Focusing on the negative*
- *Avoiding or distancing from someone, then blowing up*
- *Personalizing the issue*

Coaching to Redirect Model

1. State your positive purpose for coaching.
2. Describe the specific behavior, issue, or situation.
3. Ask for the employee's input or suggestions.
4. Provide additional coaching as needed.
5. Agree on a plan for improvement.
6. Set a check-in date.

Example:

Step 1. It's important to me that our department maintains its reputation for quality customer service.

Step 2. I would like to talk with you about some problems we've been having with inaccurate orders. In the last few weeks, I've received three complaints that customers are not receiving the correct supplies. This morning a customer returned these supplies along with this work order that you signed here as complete.

Step 3. Would you take some time to look this over with me and think about what might be happening? What are your thoughts about this situation? What suggestions do you have for correcting the problem?

Step 4. I like your idea to check in with Ron; he's the most accurate counter rep that we have and he might have some good suggestions for you. In addition, I'd like you to develop a check sheet to double-check your orders before sending them out. That may help you find your errors before our customers do.

Step 5. So, to summarize your action plan, you will consult with Ron to learn his techniques. You will also draft a check sheet to double-check your orders.

Step 6. Let's meet in a week to see how things are progressing for you.

Coaching to Redirect

Preparation and Planning

1. State your positive purpose for coaching.
What is your constructive reason for offering feedback?
2. Describe the specific behavior, issue, or situation.
What is the specific issue that needs to be addressed? What behaviors are important? What is the impact of these behaviors on the system?
3. Ask for the employee's input or suggestions.
*What questions will you ask to solicit the employee's perspective on the current situation?
What questions will you ask to gain their suggestions?*
4. Provide additional coaching as needed.
What suggestions do you have to improve the situation?
5. Agree on a plan for improvement.
How will you make sure that you have a plan?
6. Set a check-in date.
When should you check in to follow up?

Key Element 3: The leader recognizes and appreciates performance improvement.

Make Daily Recognition a Consistent Leadership Practice.

If we've taken the time to coach someone, we must also acknowledge the performance improvement we've seen. Consistently recognizing an employee's development results in higher performance and greater commitment. We all want to know that our efforts to improve are noticed and appreciated.



Action Plan

What current on-the-job situations require you to redirect through coaching?
Identify at least one situation, and plan to coach to redirect.

Team Member	Behavior or Situation	What Result I Want to Achieve	When I Will Coach Him/Her



