

## Session #6: Coaching for Performance

### Objectives:

- Understand conditions needed for positive performance.
- Understand the skills needed to be an effective coach.
- Learn a coaching model for use in a variety of situations.
- Learn when to apply various forms of coaching.

*Understand how to prepare for and deliver a coaching conversation*

### Concept:

Effectively coaching one's team is an integral part of being a leader. Forms of coaching are below:

1. **General Coaching:** On-going coaching in one's current role – providing guidance, encouraging learning, prompting insights and awareness.
2. **Coaching for Development:** Coaching to grow someone for a future role. Providing stretch assignments and challenges with the intention of advancement.
3. **Coaching for Improvement:** Coaching that focuses on changing or improving a specific area of performance. Continued coaching may need to increase in intensity.
4. **Counseling:** A more serious or urgent issue, or performance that hasn't improved after continued coaching. Increased urgency in the employee making a change. Greater consequences exist. Manager takes a more directive approach.

**Class Activity:** During class, participants went through a detailed approach to planning and delivering a coaching conversation. As part of the planning for a coaching conversation, a leader needs to gather specific examples of the behavior that needs to be changed. One's behavior has an impact on others. We discussed the importance of giving specific objective feedback and noting the impact the behavior has.

**Manager Follow-up:** To continue the learning, please ask the participant a few of the questions below around this topic.

- Why is it important to plan our coaching conversations?
- What is an example of subjective vs objective observations?
- What is the importance of asking good questions?
- How do you end a coaching conversation?

