Coaching for Improved Work Performance

How to get better results from your employees.
Believing the Right Things

- Purpose: learn how to be more successful as “manager” of people
- Specifically: to learn how to get better at face-to-face interventions = COACHING
Management Coaching Concepts

1. Assessment – Where you are now
2. Understanding Behavior
3. Improving Communications
4. Coaching Analysis
5. Problem Resolution
6. Your coaching system
7. Employee Performance Review
Performance Assessment

- List all employee performance issues that come to mind

- What would you say is the root cause of these issues?

- How do you currently handle performance issues?
Measuring Performance

- How do you measure employee performance?

- How do you measure your performance “managing” your people?
Management

- What is your definition of management?

- How / when did you become a manager?

- What type of “management” training have you had? What was the emphasis of that training?
What is Management?

“When you do things yourself you are a technician, when you get things done through others you are a manager.”

Lawrence Appley
Former President
American Management Association
What is Management?

Getting results through others

“Management is a system of interventions, things you do to get things done through others.”

Ferdinand Fournies
When Did You Become a Manager?

- When you started your business.

- “Entrepreneurial – Myth”

- Most business owners are technicians suffering from an entrepreneurial seizure
“Managers” Role

- To get results through others

- How?
  - Clear Direction
  - Documented Systems
  - Developing employees
    - Education and Training
    - Mentoring
    - Coaching
What Makes Companies Perform Well?

Based on 2007 McKinsey research, they found the one winning combination:

- **Accountability** - clear roles for employees
- **Direction** - a compelling vision
- **Culture** - an environment that encourages openness, trust, and challenge

Nothing else came close in improving performance.
Coaching and Mentoring

Is there a difference between coaching and mentoring?

- Define coaching?
- Define mentoring?
Coaching and Mentoring

- **Coaching Process**
  - Purpose: Behavioral focused

- **Mentoring Process**
  - Purpose: Goal, life, and career focused
Face-to-Face

Most important part of the coaching process?
- Face-to-Face meeting manager and employee

Weakest part of the coaching process?
- Face-to-Face meeting manager and employee
Manager Interventions

- People management (or coaching) is a collection of interventions having a cause-effect relationship on employees.
  - Pilot making course corrections on way to final destination
  - Sports coach adjusting the game plan to win the game
Why Managers Fail as Coaches

Doing vs. Managing

- We are used to frequently changing roles between doing things and getting things done through others.

- We can *fail* because too much doing and not enough through others.
3 Facts

1. Management is the intervention of getting things done through others.
2. You need your employees more than they need you.
3. You get paid for what your employees do, not what you do.

You succeed only when your people succeed
Management Performance

- Based on the success or failure of your people

*You succeed only when your people succeed*

- What about poor performance caused by inherent limitations?
Self-Destructive Behavior (or limiting beliefs)

- Do you have any self-destructive behaviors?

- A few examples:
  - Doing what comes naturally
  - Do not recognize people as business resources
  - Belief in self-development
  - Not fully appreciating the cost to replace employees
Employee Replacement Cost

- Do you calculate the cost replace someone before you fire them?

- What does it cost to replace an employee?
Motivational Theories

- Hierarchy of Needs
- Theory X and Theory Y
- Satisfaction and Dissatisfaction
Satisfaction and Dissatisfaction

**Dissatisfiers**
- Company Policies
- Supervision
- Work Conditions
- Salary

**Satisfiers**
- Achievement
- Recognition
- Work itself
- Responsibility
“Motivation”

- Motivators increase an individual's performance
- Satisfiers are considered as actual influences to motivate people
- The elimination of dissatisfiers does not provide satisfaction
Achievement

- Is the single strongest motivator
- People are not motivated by failure
- Small achievements act as motivators to go on

What is Achievement?
Achievement

- Achievement is the perception they have done something better or for the first time.
Recognition

- The second strongest motivator
- When someone else recognizes our achievements
Productivity

- One effective way to increase productivity would be to provide more opportunities in each job for achievement to occur.

- Which would give the manager more opportunities to apply recognition.
Productivity

- What are you doing to facilitate achievement?
- What are you doing to recognize your employees' achievement?
Recognizing what has been achieved to this point encourages to strive harder towards the goal.

Management

Doing something during the race to influence performance.
Attitude

Do you assume people do good or bad work based on their attitude? (positive vs. negative)

How do you know their attitude?

We can observe behavior not attitude
Understanding Behavior

- Why do people do the things they do?

- Can you change someone's behavior?
Behavior

- All behavior is a function of consequences

- Behavior modification: not only can you change behavior regardless of attitude, after the change attitude usually follows

- There are only two possible categories of consequences: positive and negative
Behaviors

As coaches, we must focus on behaviors, not people. People are in charge of their behavior.

People have the ability to change behaviors based on the importance to the individual.
Behavior

- Behavior that is followed by a positive consequence (to the individual) will tend to repeat itself

- If you do something and the result is a pleasant experience to you, isn’t it likely you are going to do that something again?
Any consequence that occurs after an action and increases the frequency of that action is called a *positive reinforcer*.
Positive Reinforcer

- Herzberg's defined **achievement** and **recognition** as motivators

- What they really are is positive reinforcer
Negative Consequence

- Behavior that is followed by a negative consequence or a painful event will decrease in frequency

- Does punishment work?

- Misbehaving on purpose = attention
Attention

- Do you only meet one-on-one with employees when they have done something wrong?
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## Behavior Quiz

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The dictionary says that behaviors “...pertain to a person's actions as they constitute a means of evaluation by others”

- Behaviors must be observable & measurable
- “Labels” represent a set of behaviors
- Behaviors can be positive or negative
- Your interventions have the greatest influence over your employees
3 Sources of Reward & Punishment

1. The work

2. Fellow workers

3. The manager
The RIGHT Things for Success

- Believing the wrong things about your people lead to self-destructive behavior

- Believing the wrong things about employees is the basis for doing the wrong things
The Management Function

- Your employees are your score card – their success or failure reflects upon you.

- A manager's only reason for being is to do everything to help your employees be as successful as you need them to be.
Why Behavior?

- When you employ someone you are renting their behavior.
- You will want to manage and change behavior within your restricted work environment.
- Include standard for behaviors on your job descriptions.
Why Behavior?

- You can see it when it is wrong
- You can measure it
- You can talk about it unemotionally
- You can see it when it changes
Communication Problems?

- Do you have feel you have communication problems with your employees?
- Do you blame your people for those problems?
- What is your definition of communication?
Communication Problems?

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Communications

With communications there must be a:

- Sender
- Receiver
- Transmission
Transmission

- What is the primary function of the mind?
- The mind is at least 6 times faster than we can speak.
- The mind receives information so fast that it is reacting before the message is complete.
Communication Transmission

- The listener will hear it, but think something else.

- Therefore, successful communication is a function of thought transmission.

- What is an example of thought transmission?
Feedback

- What is feedback?
- Why is feedback important?
- What are some examples of feedback you currently supply?
Feedback

- Feedback is one of the most critical requirements for sustained high-level performance.
- Feedback permits you to see the results of your actions.
- It helps you make effective corrections.
Feedback

- It is estimated that approximately 50% of nonperformance problems occur because the lack of feedback.

- If your employees have no idea how they are doing they have no reason to change.
Feedback

- Lack of specific and frequent feedback is one of the most common causes of inappropriate behavior and performance.

- Giving specific feedback is the quickest, cheapest, and most effective intervention for improving performance.
What are the three types of feedback?

- Neutral
- Positive
- Negative

These descriptions refer to the manner in which the feedback is delivered.
Delivering Feedback

- If workers believe they are doing what they are supposed to do, why do anything differently?

- Feedback should be:
  - Immediate
  - Neutral or Positive
  - Specific (quantification)
  - Refer to expected performance - “show what finished looks like”

- You can eliminate a lot of performance problems by giving feedback on a one-time basis
Delivering Feedback

- How often do you need to deliver feedback?
- Think about creating your feedback system.
- It should operate between the worker and the work; not have to pass through you.
Feedback Systems

- What feedback systems do you need?
- Who will be accountable?
- When do they need to be created by?
Feedback System Examples

- Scoreboard
- Forms and reports
- Huddles and Numbers (Metrics)
Feedback System

- For non-routine or repetitive jobs
- How do you measure performance?
- Doesn’t mean can’t be measured; just means you don’t know how yet
Understanding Employees

- Why don’t people do what they are supposed to do?

- What problem are you trying to fix?
Results vs. Behavior

- Can you manage results?

- If it did not happen yet it is a goal, objective or expectation

- Once it happens it is history

- **You can only manage the things people do; their behavior that produce the results**
Results vs. Behavior

- Results = End of a race

- The only way to influence an outcome of a race is during the race

- Management intervention during the day will influence the day's outcomes

- Management intervention at the end of the day has no influence over that day's work
Performance

- Define Performance

- The employee’s performance is the behavior you rent that is expected to produce desired results

- Rarely do worker perform the way we want right off the street

- We have to give them tools and then guide the quality, quantity and appropriateness of their actions
Consequences

- People do what they do because of the consequences to them for what they do.

- Why didn’t they do what they were suppose to?:
  - Negative consequences
  - Positive consequences

- If they have the ability and training, but consequences are not reinforced, you can expect performance not to occur.
Coaching

- Coaching using a 4-Step process:
  - Step 1. Neutral Feedback
  - Step 2. Neutral Feedback
  - Step 3. Coaching Analysis
  - Step 4. Coaching Discussions

- Neutral Feedback = asking questions in a non-judgmental way
Coaching Analysis

- The first step of the analysis is the most important:
  - What is influencing performance?

- Identify the Unsatisfactory performance
Coaching Discussion

The coaching discussion will not be effective if nonperformance is occurring because of one or more of the reasons given in the coaching analysis. The coaching discussion is effective in redirecting behavior only when the other reasons have been removed.
Coaching Discussion

- Use this tool to determine in advance of the coaching discussion what behavior change you desire. If you cannot determine the desired change, that means any discussion with the employee are for the purpose of collecting more information to find out what is going on.
Coaching Discussion