**Instructions:**

**Using the concepts of the *Practical Coach* and using the *2 Minute Challenge* process, you will submit documentation outlining your performance conversation with one of your team from the *Ametros* Simulation.**

**TO DO: Use the attached *2 Minute Coaching Process* to outline how you would present a performance improvement document or have a conversation with one of your Ametros team members after your meeting debrief with Ava.**

**This is your chance to practice how to be a coach, your answers need to include the actual dialogue between you and a member of your Redwood team.**

**BE SURE TO READ THE INSTRUCTIONS AND REVIEW THE RUBRIC TO ENSURE YOU ARE INCLUDING ALL OF THE REQUIRED ELEMENTS IN YOUR WORK.**

**Link:** [**http://training.hr.ufl.edu/resources/LeadershipToolkit/job\_aids/2-minute.pdf**](http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/2-minute.pdf)

**The above link is for a process called *“The 2 Minute Coaching Challenge”* which is used by the *University of Florida’s Training & Organizational Development Department***

The ***2 Minute Challenge*** is part of being a ***‘Practical Coach’*** as we discussed in **module** **11**. Coaching takes an inclusive strategy to improve the performance of all team members and enhance all stakeholder’s experiences with your organization. During your meeting with your new team in the simulation, it became clear that not everyone was on the same page or had the same expectations about the other members of the team. You received feedback from Ava and the simulation about how you dealt with personalities in the meeting but now you want to ensure you have set clear expectations by following up one on one with your team now that the meeting is over. (The 2 minute challenge, n.d.)

Answer the following questions:

1. Who are you having the coaching conversation with? **(1 Mark)**

* I’m having coaching conversation is primarily with Tom Markovic, as he expressed concerns about feeling excluded and unheard during team discussions.

1. ***Step 1: State what you have observed.*** Using information about how to handle poor work (**Module 11, Slide 22**) & **inclusive** **communication** be sure to clearly outline what behaviours you are looking to correct. **(3 Marks)**

* I've observed that Tom Markovic has been hesitant to share his innovative ideas during team meetings, potentially due to feeling his contributions might not be valued as much as those from other team members. This observation aligns with the need to correct the behavior of not sharing valuable insights, which is crucial for our team's collaborative success. Addressing this behavior directly supports our goal of fostering an inclusive environment where every member feels confident and encouraged to contribute openly.
* The specific behaviors needing correction include:

1. **Hesitation to Speak Up:** Tom's noticeable reluctance to voice his ideas during discussions, even when prompted.
2. **Lack of Participation:** A discernible pattern of minimal participation in brainstorming sessions and discussions, contributing to a lack of diversity in our team's creative process.
3. **Withholding Insights:** By not sharing his innovative thoughts, Tom is inadvertently holding back potential solutions and perspectives that could drive our team forward.
4. ***Step 2: Anticipate a response.*** Using the ‘Be Aware’ section at the bottom of the 2 Minute Coaching Challenge, what answer might you expect to come from your associate and why? **(2 Marks)**

* Given the 'Be Aware' section's guidance, I anticipate Tom might employ defense mechanisms such as sidetracking with statements like, "I'm really trying my best here; it's just been a tough time for me personally," or "I feel like others dominate the conversation, so it's hard to get a word in." This kind of response could stem from Tom feeling vulnerable or uncomfortable being directly addressed about his participation, leading him to divert the conversation away from his performance issues. These responses are typical examples of sidetracks—deflecting the issue to avoid addressing the core problem of his lack of participation. The reason behind anticipating such responses is grounded in understanding that discussing performance can trigger discomfort or stress, leading individuals to defensively protect their self-image or to point out external factors affecting their behavior.

1. ***Step 3: Remind of the goal.*** Think back to your meeting agenda and what you had hoped to accomplish. How can you use the concepts of humility, vulnerability & safety to reinforce the right message to the associate you are choosing to coach? **(6 Marks)**

* Tom, during our team meetings and through our agenda, we've emphasized the importance of creating an environment where every team member feels empowered to share and contribute. The core of our discussion today is not about pinpointing faults but about acknowledging where we can grow and support each other more effectively. It's about acknowledging that it's okay to feel vulnerable about sharing ideas and that it's a sign of strength to express our thoughts openly, even if they're not fully formed or if we feel they might not be as impactful as those of others. This is a safe space, and your voice is crucial to our collective intelligence and success.
* I bring this up with humility, understanding that I, too, need to ensure our meetings facilitate this kind of openness and that maybe we haven't fully achieved this yet. It's also a reminder to all of us that creating a culture of mutual respect and collaboration requires continuous effort and vulnerability from everyone, myself included.
* Let's use this opportunity to reset our expectations and commitment to one another. How can we, together, ensure that our team environment is one where everyone feels heard, valued, and safe to share? Your insights here are incredibly valuable, and I want to work with you to make sure we are all moving towards this goal.

1. ***Step 4: Ask for a solution.*** What would you say to inspire your chosen team member to work towards their own solution to your identified poor behaviour? **(2 Marks)**

* Considering your unique perspective and experience, Tom, what steps do you think we can take to help you feel more comfortable and confident in sharing your ideas with the team? I'm here to support you, but I also believe in your ability to identify what changes could make a significant difference for you. Let's brainstorm solutions that align with your needs and how we can implement them effectively.

1. ***Step 5: Agree together.*** Provide your agreed to solution moving forward. Your answer needs to clearly show how both you and your team member contribute to the desired behaviour. **(4 Marks)**

* Based on our conversation, we agreed to implement a 'round-robin' meeting approach. This method ensures equitable participation by providing each team member, including yourself, with an equal opportunity to share ideas during our discussions. Your lively involvement in this choice underscores our shared dedication to fostering inclusivity and making sure that each group member feels valued and empowered to contribute. Together, we are taking proactive steps to domesticate a culture of collaboration and mutual appreciate, wherein the input of every person performs a pivotal position in driving our collective achievement. This structured approach addresses the poor behavior of non-participation by fostering an inclusive and supportive team culture, encourages self-driven solutions, and commits both the team members and Tom to actionable steps that promote desired behaviors.

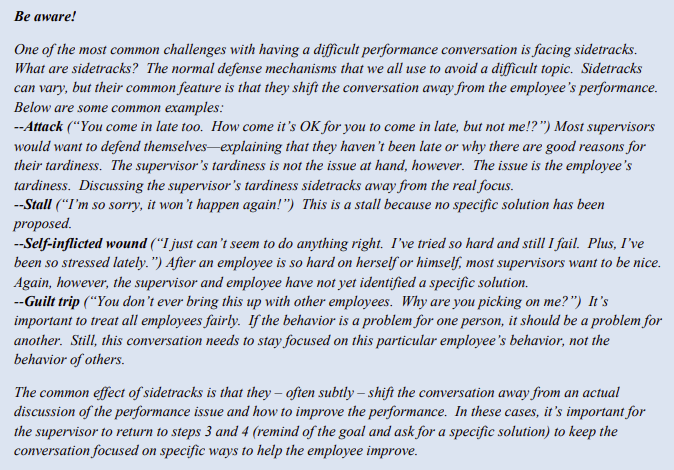
1. ***Step 6: Follow Up.*** Provide your plan to follow up with your **chosen** team member. Your plan should include who you are following up with, why and when. Be sure to think of ***‘Inclusive Team Effectiveness’*** and how an inclusive leader assesses individual performance for team work. **(Module 7, Slide 15) (2 Marks)**

* In just multiple weeks, we can meet once more for a comply-up assembly to study the effect of the changes applied. It’s important that each member of our group feels valued and covered in our conversations. This upcoming session will serve as a platform to address any necessary modifications or enhancements to ensure everyone's involvement and appreciation. Your input will be instrumental in guiding our ongoing efforts to foster diversity and teamwork within our organization.

1. As discussed in Module 11, summarize the difference between how a traditional and inclusive manager would handle the situation. Be sure to make clear connections to the course concepts and relate your reasons to what you have learned in the course material. **(5 Marks)**

* Drawing from Module 11 in the course materials, the disparity in how a traditional manager versus an inclusive manager handles situations can be succinctly outlined:
* **Traditional Manager:**
* Emphasizes external factors such as compensation, bonuses, and tangible benefits to drive employee success, assuming financial rewards are the primary motivators.
* Typically adopts a top-down approach, minimizing employee input and focusing on enforcing company policies to achieve desired results. Feedback tends to be infrequent and formalized, often reserved for performance reviews or troubleshooting situations.
* May resort to fear-based motivation, using consequences to ensure compliance with expectations.
* **Inclusive Manager:**
* Recognizes that motivation stems from intrinsic sources and places a significant emphasis on empowerment in fostering both pleasure and performance. They provide resources, authority, and opportunities for employees to take ownership of their work.
* Values open and authentic communication, embraces diverse perspectives, encourages others' contributions, and demonstrates empathy and inspiration. This approach cultivates a sense of belonging and value, resulting in a more motivated workforce.
* Prioritizes intrinsic rewards such as appreciation, meaningful tasks, a supportive and flexible work environment, and personal growth, understanding these as more potent motivators than monetary incentives alone.
* Strives to establish a culture of fairness, recognition, trust, and inspiration, where motivation arises naturally from the inclusive environment rather than being imposed as a management directive.
* The course material highlights that inclusive leadership is not just about achieving short-term objectives but also about building a sustainable and resilient organizational culture. Inclusive managers prioritize empathy, fairness, and transparency, growing a psychologically secure environment where diverse voices are heard and valued. By embracing inclusivity, agencies can leverage the collective capabilities and perspectives of their body of workers, using innovation, creativity, and ultimately, long-term achievement. However, it's crucial to observe that traditional managerial styles have their very own strengths, which includes clean route and shape, which can be effective in positive contexts. Thus, the difference among conventional and inclusive managerial tactics lies not simplest in their on the spot consequences but additionally in their profound implications for organizational way of life and performance.

**Total: 25 Marks**

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**(Image:** [**http://training.hr.ufl.edu/resources/LeadershipToolkit/job\_aids/2-minute.pdf**](http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/2-minute.pdf)**)**

**Be sure to cite and reference any external sources & course material using the proper APA format.**

**Ametros Assignment 2: *Effective Coaching Feedback* is worth 10% of your total course grade**

**References**

The 2 minute challenge. (n.d.) University of Florida Human Resources Department

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