



COACHING MODEL: AN OVERVIEW

O.F.T.E.N.

OPEN

FOCUS

TRANSITION

EXECUTE

NEXT STEPS

PLANNING

- Identify what aspect of current performance you most need to address.
- Form a hypothesis about why Employee is or is not getting desired results.
- Decide on a coaching approach for discussion.
- Contact additional resources like HRBP when appropriate.

FACE-TO-FACE COACHING

- The steps above provide a general road map that you can adapt to make sure your coaching conversations are focused and facilitate the behaviors and changes you expect.
- Be prepared to conduct each coaching conversation somewhat differently, depending on how the Employee likes to be coached and his or her specific performance issue.
- See reverse side for how these five steps would vary, depending on whether you are using a Directive, Participative, or Empowering style.

FOLLOW UP

- Monitor Employee efforts.
- Revisit agreements and review progress with Employee.
- Provide positive reinforcement, as appropriate.
- Decide if further coaching or corrective action is needed.



STEPS IN THE COACHING DISCUSSION

		DIRECTIVE STYLE	PARTICIPATIVE STYLE	EMPOWERING STYLE
O	OPEN	Identify the problem and clearly state why performance needs to improve.	Identify the performance issue you want to Focus upon and why.	Identify high-performance behaviors and their positive impact on achieving business goals.
F	FOCUS	Review performance expectations and gain agreement that a problem exists.	Review performance expectations and gain agreement that there is an opportunity to improve or develop further.	Review behaviors that are exceeding performance expectations and note any current or future challenges.
T	TRANSITION	Ask open-ended questions that will prompt the Employee to share the cause of the problem and develop action plans.	Ask questions to discover what and how the Employee has been getting results; solicit his/her ideas for improvement and support them when possible.	Learn more about how the Employee is getting the desired results and develop possible solutions to any challenges.
E	EXECUTE	Develop a plan of action for what the Employee will do to improve and how you will follow up.	Negotiate a plan of action for what and how the Employee will sustain satisfactory performance and make improvements and how you will follow up.	Negotiate a plan of action for what you and the Employee will do to sustain high performance and how you will follow up.
N	NEXT STEPS	Have the Employee summarize what he or she will do next and encourage improved performance.	Have the Employee summarize what he or she will do next; offer appreciation for current results and encourage continued development.	Have the Employee summarize what he or she will do next; encourage high performance to continue.