

A close-up photograph of a person's hands, wearing a dark suit jacket and a light blue shirt, carefully placing a wooden block on top of a tall, narrow stack of similar blocks. The background is softly blurred, showing a striped tie. A diagonal purple-to-orange gradient overlay covers the right side of the image. The word 'COACHING' is written in large, white, sans-serif capital letters across the middle of the stack. Below the text is a thin white horizontal line with a small dark purple circle in the center. At the bottom right, the website address 'readyssetpresent.com' is written in a smaller white font.

# COACHING

[readyssetpresent.com](http://readyssetpresent.com)

# Coaching Program Objectives

( 1 of 3 )



Identify specific ways to build a coaching atmosphere.



Understand the importance of the communication, participation, and good work climate factors of coaching to improve your impact and effectiveness as a team leader.



Discover techniques for introducing critical coaching aspects into your management style.

# Coaching Program Objectives

( 2 of 3 )



Develop motivation and communication skills that support your role as a coach.



Assess your present coaching style and its strengths and weaknesses.



Utilize coaching steps to create a work climate in which excellence becomes the norm with your employees.

# Coaching for excellence - Objectives

( 3 of 3 )



Explore the importance of coaching as a management skill.



Uncover your strengths as a coach.



Describe the techniques to improve performance effectively.



Demonstrate how to coach an employee.

# A CHALLENGE



Please Write A  
One Sentence Definition For  
COACHING

# Coaching

## Definitions

### **Coaching:**

A directive process by a manager to train and orient an employee to the realities of the workplace and to help the employee remove barriers to optimum work performance.



### **Counseling:**

A supportive process facilitated by a manager to help an employee define and work through personal problems that affect job performance.







The word “coach” came from the Middle French word, “coche,” the German word “kotsche,” and the Hungarian word, “kocsi” in the 1550’s.



The word was named after Kocs, the village in which it was first made.




The original meaning was a “large kind of carriage.”



The meaning “instructor/trainer” is Oxford University slang for a tutor.



The athletic sense of the word is from 1861.



The word “coach” has recently been applied to the workplace.



# Coaching

## An Untraditional Approach

(1 of 2)

Coaching is an untraditional approach to management.

Coaching uses influence and leadership for management.

Coaching embodies:

- Trust and confidence in the knowledge and decision-making skills of employees.
- Acceptance of employees as valuable, contributing members of the organization.

# An Untraditional Approach

Coaching  
(2 of 2)

The traditional approach uses management to direct activities.

The traditional approach embodies:

- The belief that management has all of the knowledge and decision-making rights.
- The belief that employees exist to follow the orders of the management.

Coaching combines management with guidance.

# Coaching is Used for

(1 of 2)

Providing support and encouragement.

Reviewing experiences.

Discussing feelings and frustrations.

Checking perceptions.

Fine-tuning skills and strategies.

Analyzing behavior and decision-making skills.

Adapting skills and strategies.

# Coaching

## Coaching is Used for

(2 of 2)

Providing guidance  
for employees in  
need of assistance



Helping employees  
adapt to the  
workplace.



Discouraging negative  
behaviors while  
encouraging positive ones.





# Opportunities For Training



Procedural changes.



Shifted/changed responsibilities.



Reallocation of employees.



New tools and equipment.



# Opportunities For Counseling



Emotional outbursts.



Tardiness or absences.



Erratic behavior.

# Opportunities For Coaching



Appearing unmotivated.



Excessive errors.



Missing deadlines.



Falling below standards.



Displaying need to fine-tune skills.

# Can Coaching Effectiveness Be Measured?

The effectiveness of coaching can be measured when it is compared to set pre-defined criteria.



Effective coaching should lead to changed behavior and improved work performance, while providing support for the employee.



Criteria should be defined before coaching begins, and results should be analyzed based on that criteria.



# BENEFITS OF COACHING

A high-angle, close-up photograph of several hands of different skin tones stacked together in a circle, symbolizing teamwork and support. The hands are positioned over a desk with a laptop and various business documents. The text 'BENEFITS OF COACHING' is overlaid in white on a semi-transparent dark band across the top of the image.



# Coaching Benefits of Coaching

Coaching is the most effective way to develop employees.



Coaching is the key to managing multiple priorities.



Coaching leads to improved employee performance, which leads to increased productivity and bottom-line results.



Coaching increases employees' self-esteem and job satisfaction.





# Coaching

## Benefits of Coaching

Coaching is not in the new manager's tool box. ☐

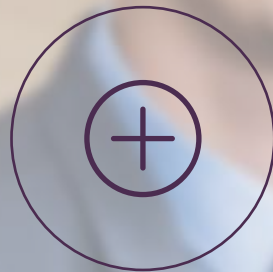
Coaching is too time consuming. ☐

Coaching is taxing, as it requires patience. ☐

Coaching is left up to each employee. ☐

# Response to Coaching

Some employees may respond enthusiastically to coaching, when problems are pointed out.



Some employees may have a defensive response to coaching, when problems are pointed out.



# Why Employees Challenge

Coaches encounter employees who:



Resist change.



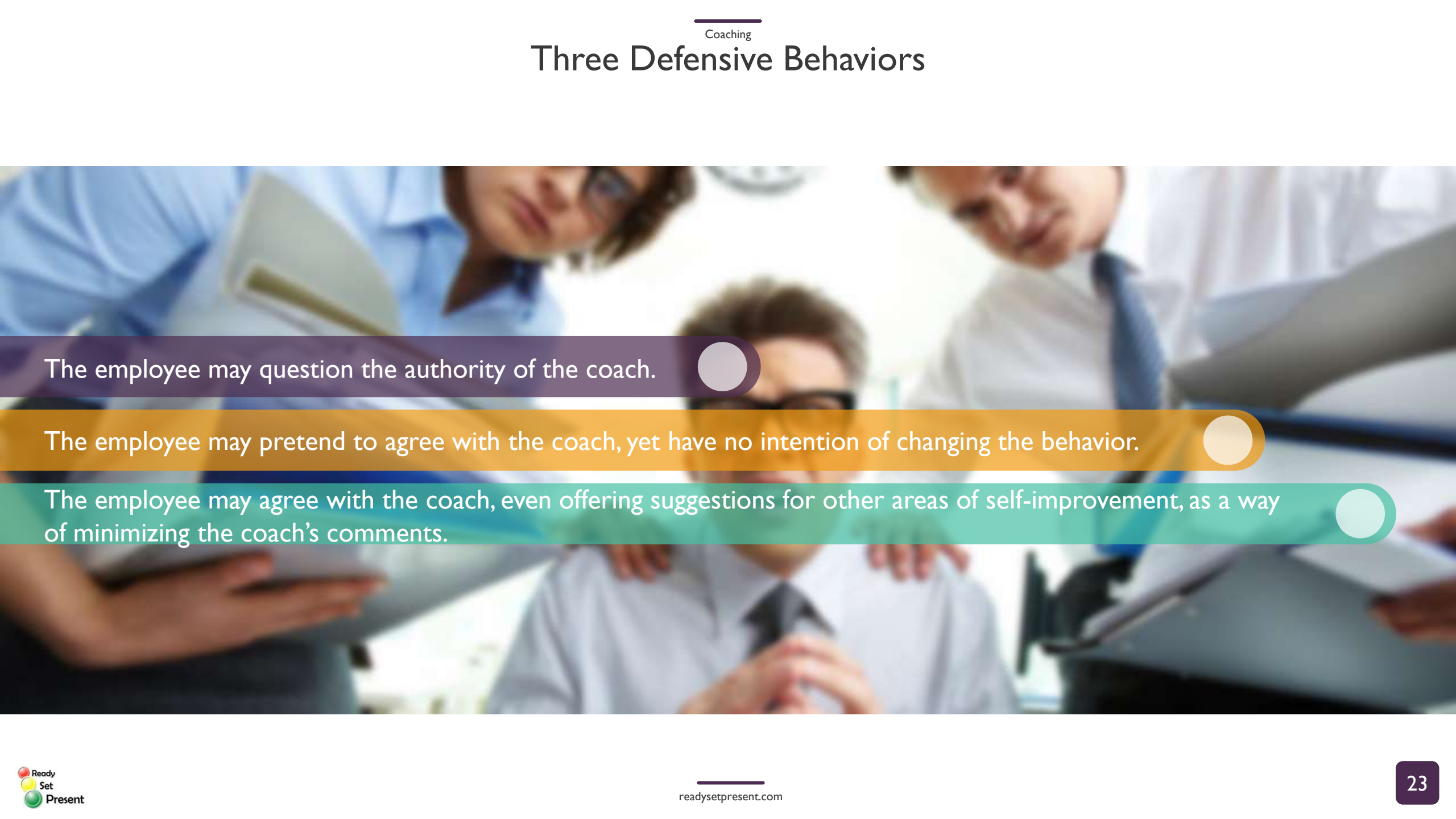
Know it all.

# THREE DEFENSIVE BEHAVIOURS





# Three Defensive Behaviors



The employee may question the authority of the coach.

The employee may pretend to agree with the coach, yet have no intention of changing the behavior.

The employee may agree with the coach, even offering suggestions for other areas of self-improvement, as a way of minimizing the coach's comments.



# Coaching

## Coaching is

The most successful when it is  
voluntary.

1

2

An ongoing process.

A collaborative  
relationship.

3

# Coaching is



Dependent on trust.

4

5

Executed through role-modeling.

# Coaching is



6

Intended to improve behaviors.

7

Successful when done effectively.

# Coaching

## Characteristics of a Coach

(1 of 3)

**Enthusiasm** – Show enthusiasm to employees.

**Empathy** – Be able to walk in the shoes of employees.

**Consistency** – Be consistent in expectations and in behavior.

**Patience** – Be understanding and willing to listen.

# Characteristics of a Coach

(2 of 3)

**Honesty and Integrity** – Be a leader by doing the right thing.

**Self-Confidence** – Be confident in yourself, and others will too.

**Friendliness** – Be a people magnet.

**Flexibility** – Be able to adapt to new situations.



# Characteristics of a Coach

(3 of 3)

**Genuine concern for others** – Be caring and concerned for everyone.

**Fairness** – Be fair because it commands respect and loyalty.

**Resourcefulness** – Be able to get the job done, or know who to ask.

# Skills of an Effective Coach



Effectively communicates



Listens



Asks questions



Sets objectives and goals



Establishes priorities



Analyzes



Plans



Organizes

# Causes of Poor Performance

(1 of 2)

The employee may not have sufficient training.



The employee may have conflicting priorities.



The employee may have an attitude problem.



The employee may not see performance as a priority.



# Causes of Poor Performance

(2 of 2)

The company's infrastructure may prevent the employee from meeting the standard.



The employee may not have the incentive to improve his or her performance.



The employee may not understand the consequences of not improving his or her performance.





# COACHING CANDIDATES

A photograph of four business professionals (three men and one woman) sitting in a row, facing right. They are all wearing dark blue business suits. The man in the center is smiling at the camera. The woman next to him is looking down at a clipboard. The man next to her is also looking down at a clipboard. The woman on the far right is looking forward. They are in a brightly lit room with large windows in the background.

# Coaching Candidates

Coaching

(1 of 2)

Employees must be receptive to coaching, or the coaching will be ineffective. The employees must be:

Open to feedback.



Eager to improve.



Aware of their need.



Aware of the possible consequences of not improving their performance.



Able to commit time to being coached.



# Coaching Candidates

Coaching  
(2 of 2)

Coaches be:

Supportive.



Knowledgeable.



Willing to share knowledge.



Tactful and able to give constructive criticism.



Able to handle difficult employees.



Able to stress consequences without threatening.



Able to commit time to coaching.



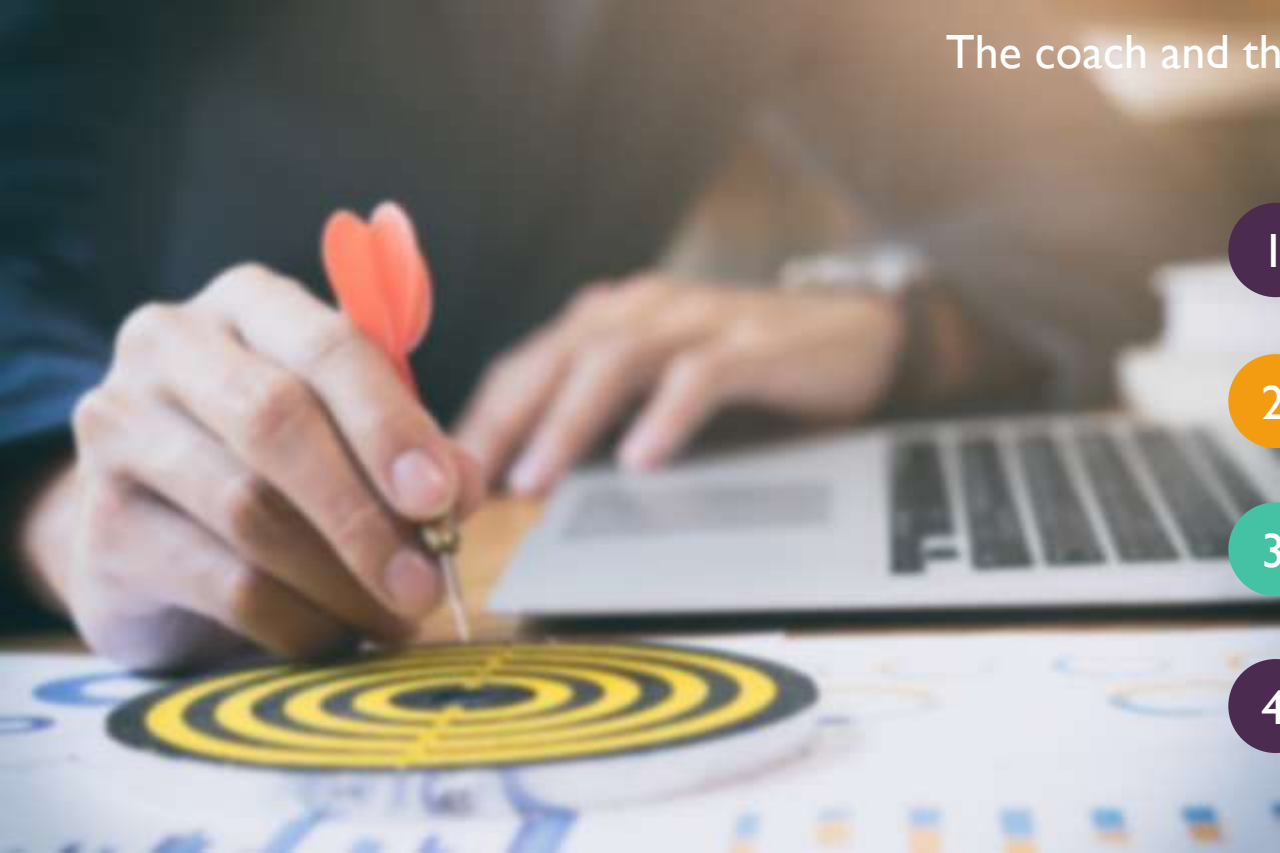


# Coaching Setting Goals

In order for coaching to be successful, goals must be set.

The coach and the employee must

- 1 Identify how the situation is currently.
- 2 Identify how the situation would ideally be in the future.
- 3 Define the changes that need to be made to reach the ideal future situation.
- 4 Commit to the goal for the future.





# Kirkpatrick's Coaching Model

Coaching

How did the employee react to/feel about the coaching?

Level 1  
**REACTIONS**

What did the employee learn through coaching?

Level 2  
**LEARNING**

What behaviors, learning, and skills were applied to the job after the coaching?

Level 3  
**BEHAVIOUR**

What changes have occurred due to the coaching, and what results have been observed?

Level 4  
**RESULTS**

A photograph of two men in conversation. The man on the left is wearing a dark suit, white shirt, and patterned tie, with glasses. The man on the right is wearing a red and white plaid shirt and a dark cap. A semi-transparent dark purple horizontal band across the middle of the image contains the text "WE NEED TO TALK" in white, bold, sans-serif capital letters.

WE NEED TO TALK

Coaching

# We Need To Talk

(1 of 12)

Prepare for the meeting.

1

2

Focus on the issues.

Explore causes.

3

Coaching

# We Need To Talk

(2 of 11)

Explore options.

4

5

Agree on a plan.

Review the meeting.

6



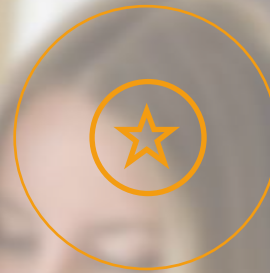
# We Need To Talk

(3 of 11)

## Prepare for the Meeting

Identify the  
performance or  
behavior to address.

Keep an open mind,  
and don't prejudge.



Coaching

# We Need To Talk

(4 of 11)

## Prepare for the Meeting

Define your objectives.



Define a range of acceptable behaviors for the position.



Set a positive tone.



Make note of the specific things the employee does well – respect his or her self-esteem.



# We Need To Talk

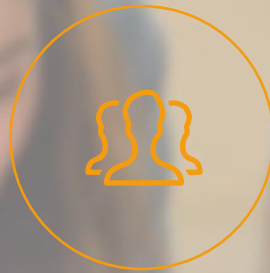
(5 of 11)

## Prepare for the Meeting

Allow the employee time to prepare for the meeting.



Create a positive, private atmosphere for both you and the employee.



Set time aside – let the employee know his or her performance is important to you.

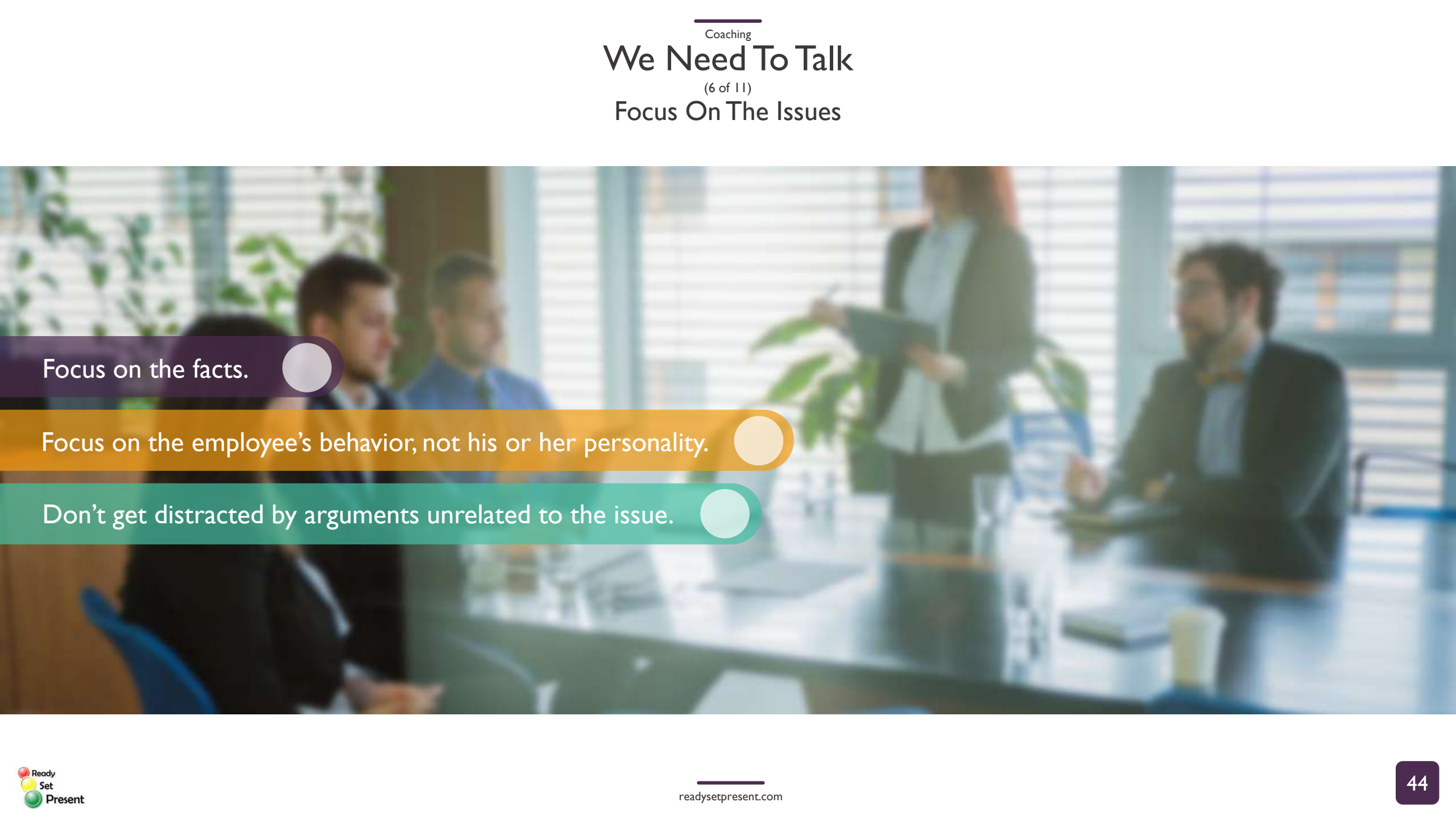


Coaching

# We Need To Talk

(6 of 11)

## Focus On The Issues



Focus on the facts.

Focus on the employee's behavior, not his or her personality.

Don't get distracted by arguments unrelated to the issue.



# We Need To Talk

(7 of 11)

## Focus On The Issues

Encourage self-analysis by the employee to identify the problem.



Ask the employee to restate the problem in his or her own words.





# We Need To Talk

(8 of 11)

## Explore Causes

Assume the best.



Ask open-ended questions aimed at uncovering the reasons for poor performance.



Coaching

# We Need To Talk

(9 of 11)

## Explore Options



Involve the employee  
in identifying the issue.

Coaching

# We Need To Talk

(10 of 11)

## Agree On a Plan



The employee who assists in developing his or her own action plan will be more committed to following through with improved performance.

Coaching

# We Need To Talk

(11 of 11)

## Review The Meeting

(1 of 2)

Review your own performance. How was your attitude?



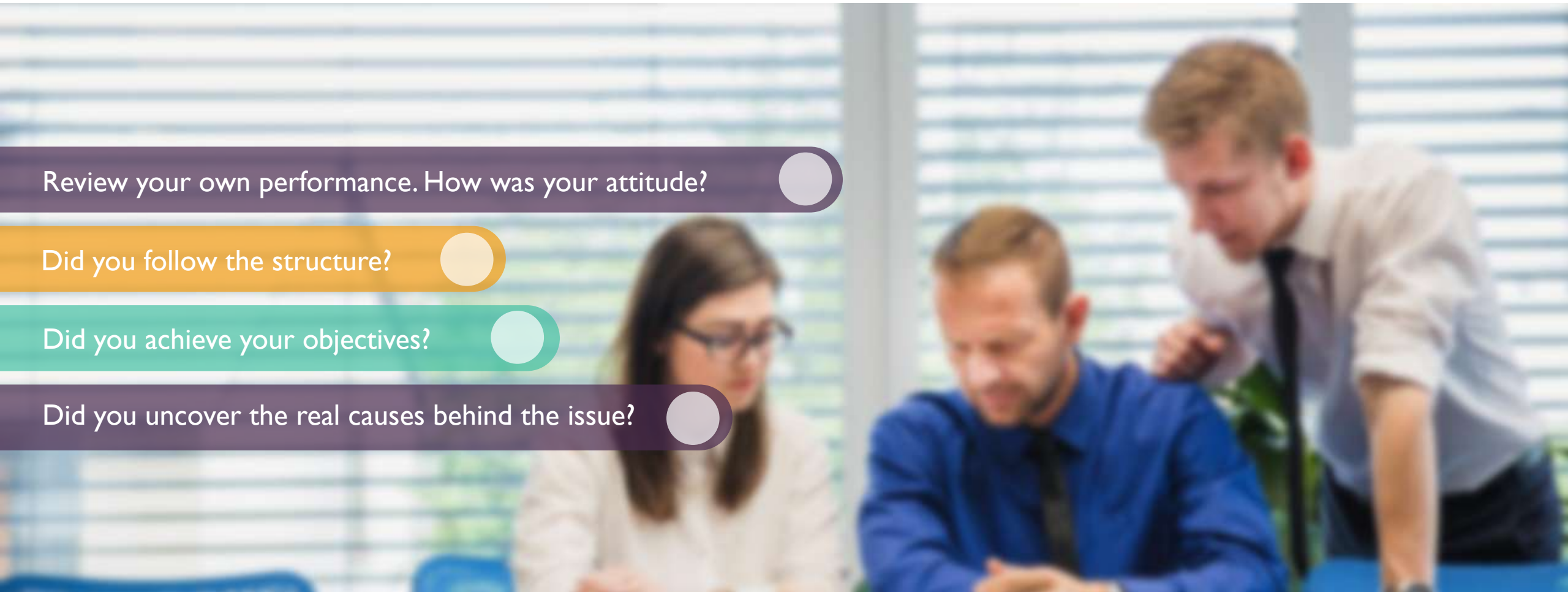
Did you follow the structure?



Did you achieve your objectives?



Did you uncover the real causes behind the issue?





Coaching

# We Need To Talk

(12 of 11)

## Review The Meeting

(2 of 2)

What could you improve on next time?

Document and record the action plan, and give a copy to the employee.

Make suggestions if you have any.

A background image showing a business meeting. On the left, a man in a blue suit and tie is seen in profile, looking towards the right. In the center, a woman with long brown hair, wearing a dark blue blazer over a light blue shirt, is smiling and gesturing with her right hand. The background is bright and slightly out of focus, suggesting an office environment with large windows.

# OPEN VS. CLOSED QUESTIONS

# Coaching Open Vs. Closed Questions

Example :

## Open-Ended Question:

What data do you need to produce these reports?



## Closed Question:

Do you have all the data you need to produce these reports?



# Closed Made Open

Coaching

(1 of 4)



Are you receiving the data in time to produce the reports? ☐

Do you need help prioritizing? ☐

Are you experiencing problems with other employees or departments? ☐

Do you feel adequately trained in these procedures? ☐

Are you aware of the deadlines established for this project? ☐



Coaching

# Closed Made Open

(2 of 4)

Are you receiving  
the data in time to  
produce the  
reports?

**CLOSED**

What changes can  
we think of to help  
you produce these  
reports on time?

**OPEN**

Do you need help  
prioritizing?

**CLOSED**

What actions can I  
take to help you  
better prioritize  
your workload?

**OPEN**

Coaching

# Closed Made Open

(3 of 4)

Are you experiencing problems with other employees or departments?

**CLOSED**

What problems with other employees or departments are you having that I need to be aware of?

**OPEN**

Do you feel adequately trained in these procedures?

**CLOSED**

Coaching

# Closed Made Open

(4 of 4)

What further training do you feel might help you better understand these procedures?

**OPEN**

Are you aware of the deadlines established for this project?

**CLOSED**

What problems have you experienced that have prevented you from meeting the deadlines established for this project?

**OPEN**

# COACHING GUIDELINES

A man in a dark blue suit and glasses is seated at a desk, looking at a laptop screen with a thoughtful expression, his hand resting on his chin. Another person, partially visible on the left, is pointing with a pen towards the laptop. The desk is cluttered with papers, a smartphone, and a calculator. The background shows a bright office environment with a large window.



# Coaching Guidelines

(1 of 3)

Put employees at ease.



Define a reason for the session.



Describe the exact behavior and its impact.



Listen to employees' feelings and ideas.



Ask open-ended questions.



Coaching

# Coaching Guidelines

(2 of 3)

Paraphrase without making judgments.



Summarize to ensure you understand.



Encourage employees to identify alternatives and consequences.



Demonstrate respect and confidence.



# Coaching Guidelines

Coaching  
(3 of 3)

Demonstrate empathy and support.

Make referrals, as appropriate.

Agree upon appropriate action.

Follow up with feedback.

# Avoid Coaching Pitfalls

Coaching  
(1 of 3)

Being unable to determine the “real” problem.

Not being prepared.

Exhibiting bias.

Losing control, becoming defensive.



# Avoid Coaching Pitfalls

(2 of 3)

Not listening.



Taking ownership of  
the problem/solution.



Not documenting.



Not reinforcing and  
following-up.



# Avoid Coaching Pitfalls

Coaching

(3 of 3)

Making assumptions about the “real problem”.

Being judgmental.

Problem-solving instead of listening.

Playing psychiatrist.

Minimizing the problem (“Cheer up”).

# Peer Observation Activity

Acknowledge strengths and characteristics.

Be specific.

Make 2-3 points.

Be sincere.

Use the second person (YOU, not He or She).

Emphasize the positive.

# REWARDS





Coaching

# Rewards



Ensure that expectations are  
Communicated.

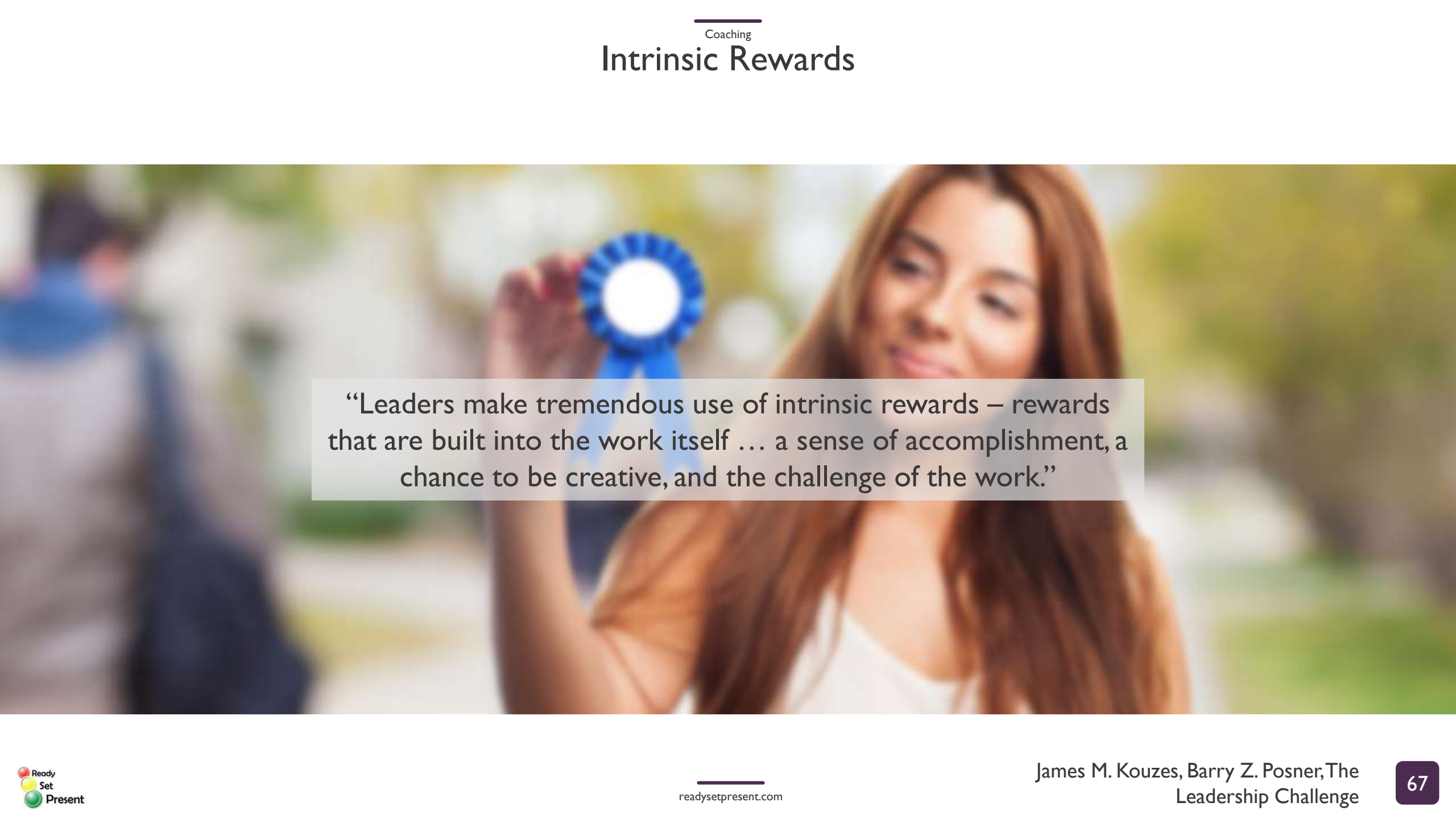
Provide timely and accurate  
feedback.

Reward accomplishments.

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Coaching

# Intrinsic Rewards

A woman with long brown hair is smiling and holding up a blue ribbon award. The background is blurred, showing other people and greenery.

“Leaders make tremendous use of intrinsic rewards – rewards that are built into the work itself ... a sense of accomplishment, a chance to be creative, and the challenge of the work.”

Be specific, as it maintains people's self-esteem.

Describe the impact on the team or organization.

Express appreciation.

Get the person to recognize their performance.

Express confidence.

# QUOTE



The Key to Developing People is to  
Catch Them Doing Something Right

Approximately right, not exactly right.”

Ken Blanchard, Situational Leadership II

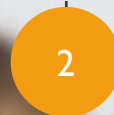
# COACHING MODEL





# Six-Step Coaching Model

Coaching



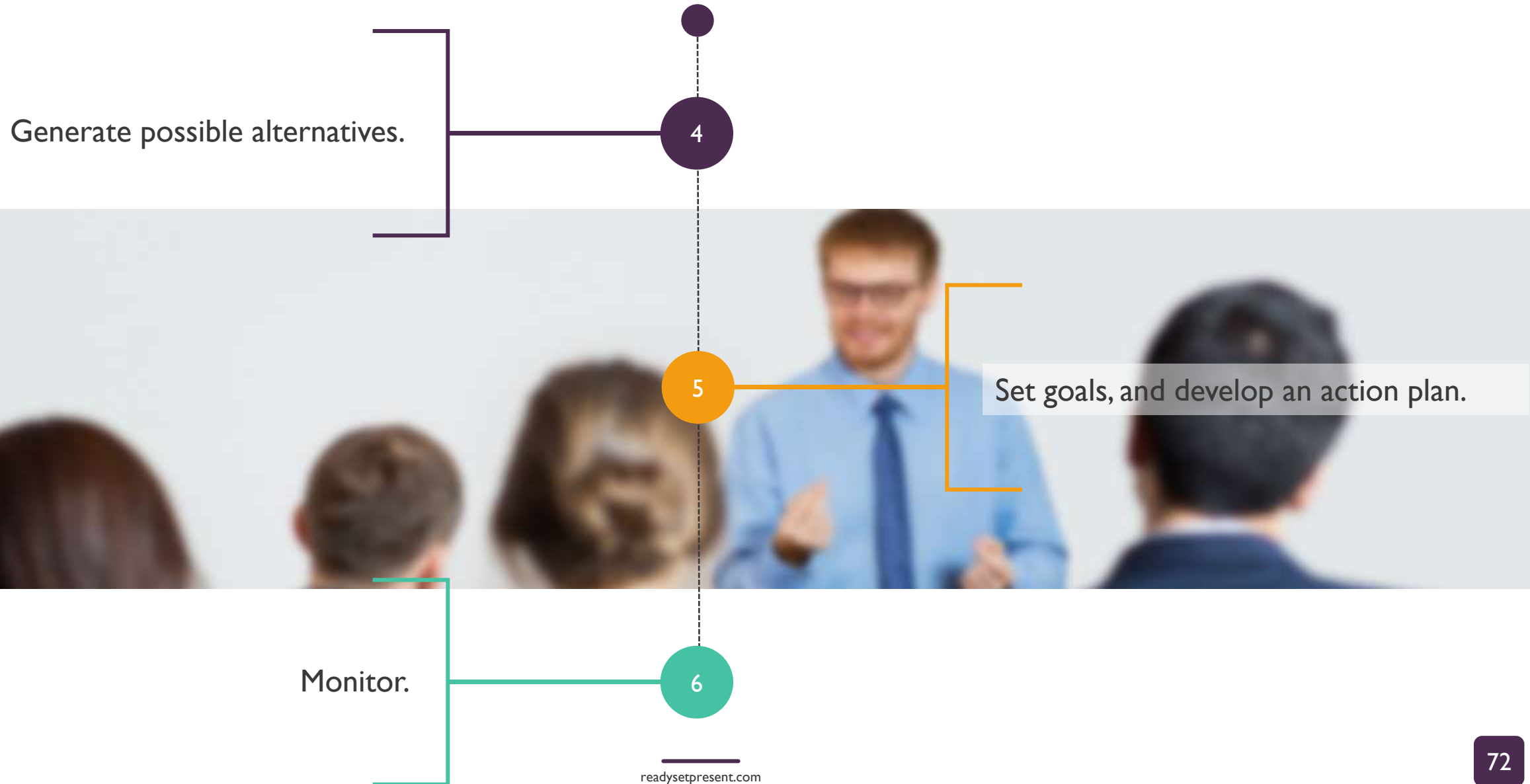
Formulate and focus on the issues.

Get agreement.



# Six-Step Coaching Model

Coaching



# Six-Step Coaching Model

## Step 1: Set the Stage.

Clarify, and be specific.



Scope the related problem.



Be future-oriented.



# Six-Step Coaching Model

Coaching

Step 2:  
Formulate and Focus on the Issues.

Promote self-discovery.

Pay attention.

Acknowledge.

Gather information.

# Six-Step Coaching Model

## Step 3: Get Agreement.

Confirm.

Indicate respect.

Affirm.



# Six-Step Coaching Model

Coaching

Step 4:  
Generate Possible Alternatives.

Brainstorm.

Draw out the consequences.

Decide.

# Six-Step Coaching Model

Step 5:  
Set Goals, and Develop an Action Plan.

Plan.

Strategize.

Recap.

# Coaching Six-Step Coaching Model

Step 6:  
Monitor.

Follow through.



# COACHING MODEL

A photograph of a coaching session. A coach, wearing a pink blazer, is seated at a wooden table and gesturing with their hands while speaking. A client, wearing a light blue shirt, has their hands clasped on the table, listening. On the table, there is a resume for 'JACOBUS OF ART' with sections for 'RELEVANT EXPERIENCE', 'EDUCATION', 'SKILLS', and 'AWARDS'. The resume lists roles like 'SERVICE DESIGNER' and 'ASSISTANT DESIGNER' at 'COOL DESIGN TRAINING'. A laptop is partially visible on the left side of the table.



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Coaching


# Six-Step Coaching Model

(1 of 4)

## **Step 1:**

Set the Stage.

Clarify – Be Specific



Give clear statements about the perceived performance problem without using accusatory language.



# Six-Step Coaching Model

Coaching

(2 of 4)

## Step 1:

Set the Stage.

Clarify – Be Specific (cont'd)

Identify the problem (through Problem- solving).

Outline the new responsibility. (Develop the skill.)

# Six-Step Coaching Model

Coaching

(3 of 4)

## Step 1:

Set the Stage.

Scope the Related Problem

Limit the statements to a single problem or two closely related problems.

Discuss why it is important that changes occur.

---

Coaching

# Six-Step Coaching Model

(4 of 4)

Step 1:  
Set the Stage.  
Be Future-Oriented



State the desired change.

Do not request reasons for failure.

# Six-Step Coaching Model

Coaching

(1 of 2)

## Step 2:

Formulate and Focus on the Issues.  
Promote Self Discovery

Ask questions. Draw out what is happening. Discover the possibilities.

Pay Attention.

Listen actively – don't interrupt.



# Six-Step Coaching Model

Coaching

(2 of 2)

## Step 2:

Formulate and Focus on the Issues.

Acknowledge:

Give verbal and nonverbal cues of being involved in the conversation.

Gather Information.

Ask questions. Acknowledge, probe, reflect, and summarize.



# Six-Step Coaching Model

Coaching

( 1 of 2 )

## Step 3: Get Agreement. Confirm

Close the loop – reach mutual agreement on problems and causes.

Indicate Respect.

Don't use behaviors that ridicule, generalize, or judge.


---

Coaching

# Six-Step Coaching Model

( 2 of 2 )

Step 3:  
Get Agreement.  
Affirm



Comment on the employee's  
strengths and positive aspects.

# Six-Step Coaching Model

Coaching

( 1 of 2 )

## Step 4:

Generate Possible Alternatives.  
Brainstorm

Generate many possibilities.



Draw Out the Consequences.



Weigh the upside and downside of each alternative.




---

Coaching

# Six-Step Coaching Model

( 2 of 2 )

Step 4:  
Generate Possible Alternatives.  
Decide



Determine the alternative that  
best meets the situation.

# Six-Step Coaching Model

Coaching

( 1 of 2 )

## Step 5: Set Goals, and Develop an Action Plan. Plan

Build strategies, and agree on follow-up, including milestones and timelines.

Strategize.

Consider training, one-on-one coaching, and resources.




# Six-Step Coaching Model

( 2 of 2 )

## Step 5:

Set Goals, and Develop an Action Plan.

### Recap



Go over key points of session to reinforce common understanding and ownership.

---

Coaching

# Six-Step Coaching Model

Step 6:  
Monitor.  
Follow Through



Set up follow-up processes.

# COACHING MODEL



Coaching

# Eight-Step Coaching Model

(1 of 3)

Identify the problem.

1

2

Allow the employee to respond.

Set an expectation.

3



# Coaching

## Eight-Step Coaching Model

(2 of 3)

Come to an agreement.

4

5

Set an improvement plan.

Establish commitment.

6



# Coaching

## Eight-Step Coaching Model

(3 of 3)

Set the next meeting.

7

8

Monitor and follow up.

# MODELING COACHING BEHAVIOUR



# Modeling Coaching Behavior

**C**ollaborate

**O**wn

**A**cknowledge

**C**ommunicate

**H**elp

# Modeling Coaching Behavior

Collaborate



Meet with the employee to identify the performance problem, set standards and objectives, and develop a performance-improvement plan.



---

Coaching

# Modeling Coaching Behavior

Own



Examine your own behavior, and accept some ownership for the problem.



---

Coaching

# Modeling Coaching Behavior

## Acknowledge



Praise the employee's achievements, provide constructive criticism for problems, and provide support for feelings, and concerns.

Coaching

# Modeling Coaching Behavior

Communicate



Listen, question, and give and receive feedback.

---

Coaching

# Modeling Coaching Behavior

## Help



Be an advisor, and serve as a resource and guide to other resources, both inside and outside of the organization.

You also need to seek out help from your employees.

# Coaching Feedback

Specific.



Descriptive.



Consistency – Be consistent in expectations and in behavior.



Capable of change.



Timing.



Communication check.



# Coaching Feedback Tips

(1 of 3)

Be descriptive about observable behaviors.



Do not evaluate or use judgments.



Do not put the employee on the defensive.



Describe the behavior in the context of the situation.



Only discuss changeable behaviors.





# Coaching Feedback Tips

(2 of 3)

Meet sessions with timeliness, and conduct them frequently.

Discuss the behavior as quickly as possible after it has occurred.

Strive for a win-win situation.

Communicate clearly, clarify, and ask for questions and statements of understanding.

Use good timing.

# Coaching Feedback Tips

Coaching

(3 of 3)

Focus on the behavior, not the person.

Share information instead of giving advice.

Explore alternatives without providing solutions.

Begin with positive information.

# Coaching Environment

Non-threatening.



Climate of confidence.



Mutual trust.

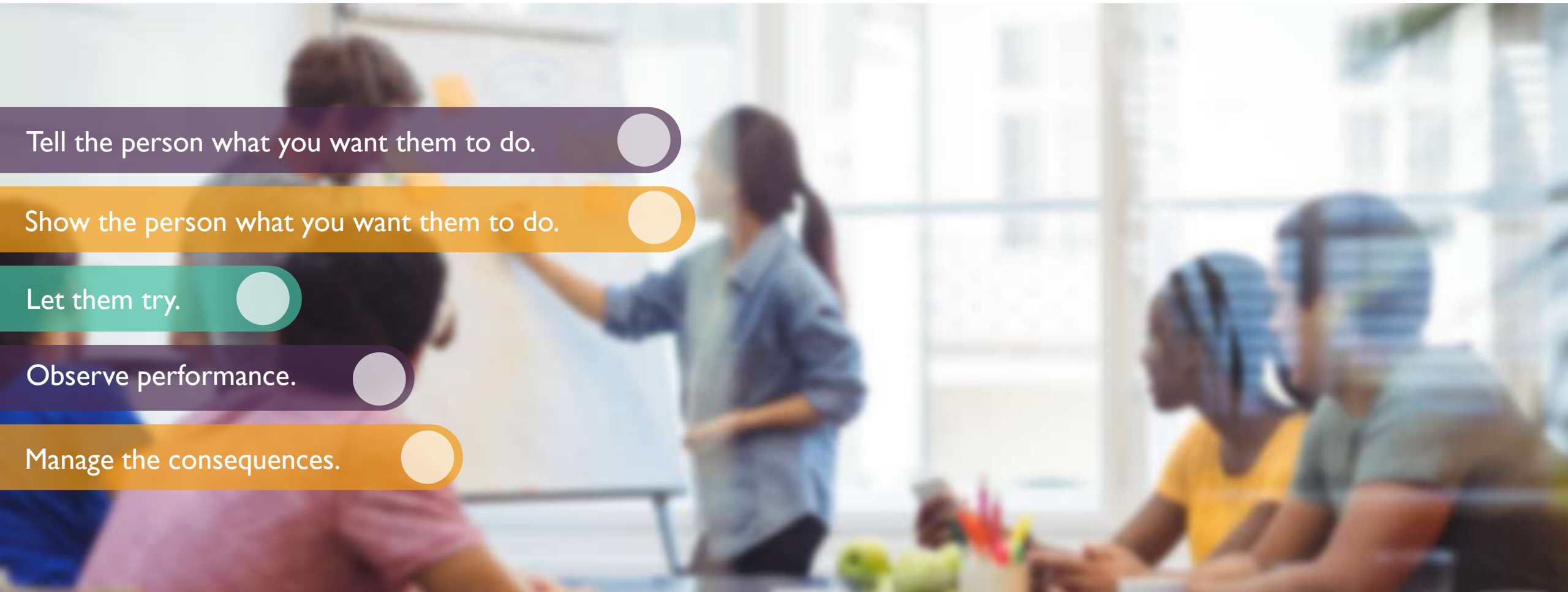


Appropriate location.



Timely.





Tell the person what you want them to do. ☐

Show the person what you want them to do. ☐

Let them try. ☒

Observe performance. ☐

Manage the consequences. ☐

# Managing The Consequences



**Positive:** Praise or promote.

**Negative:** Reprimand or demote.

**Neutral:** Offer no response.



# I MINUTE PRAISES AND REPRIMANDS



Coaching

# I Minute Praising

Tell the person what  
he or she did.



Share your feelings.



Encourage more of  
the same behavior.



# 1 Minute Praising Guidelines

Praise immediately.



Don't evaluate.



Be specific and descriptive.



Don't add work.



No "buts."



# 1 Minute Reprimands

Tell the person what he or she did.



Share your feelings.



Pause



Reaffirm past performance



Afterwards, you want the person focused on what was done, not how you treated them.



Coaching

# I Minute Reprimands Guide

(1 of 2)

Don't evaluate.



Be specific and descriptive.



Reprimand soon after the behavior occurs.



Don't attack personally.



Don't threaten.





# I Minute Reprimands Guide

(2 of 2)

Don't reprimand in public.



Realize when it's over, it's over.



Find an opportunity to catch the person doing something right.



# EMPLOYEE AND MANAGER SYMPTOMS



Coaching

# Employee Symptoms

(1 of 2)

Is frequently tardy or absent.



Is defensive.



Complains.



Has a negative attitude.



Exhibits horn-blowing.



Maintains silence.



Avoids the manager.



Coaching

# Employee Symptoms

(2 of 2)

Produces disorganized.



Exhibits indecisive work habits.



Requires excessive direction.



Shows loss of confidence.



Misses deadlines.



Procrastinates.





# Manager Symptoms

Coaching

Avoids giving critical or difficult Assignments.



Avoids the employee.



Makes excuses for the employee.



Follows up on the employee too frequently.



Anticipates Failure.

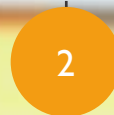
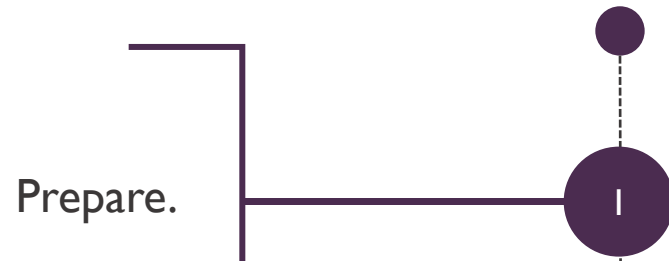


Does or Re-does Work.





# Steps for Dealing with Poor Performance



Confront the problem.

Explore and acknowledge  
the problem.



# Steps for Dealing with Poor Performance

Jointly define the problem.

4

5

Provide work direction.

# Dealing with Poor Performance



“What are we going to do?”



“Why are we going to do it?”



“What is our destination?”



“How are we going to do it?”



“How will we monitor progress?”



“I know you can do it!”



# More Steps for Dealing with Poor Performance

Raise the issue.

1

2

Describe the specifics.

Request a change in behavior.

3

# More Steps for Dealing with Poor Performance

Agree on an action plan.

4

5

Follow up.



# Discuss Recurring Problems

Avoid accusations and defensiveness by using “I” statements.



Encourage the other person to discuss how he or she sees the situation by using open-ended questions.



Summarize the other person's remarks to ensure that you understand his or her perception.

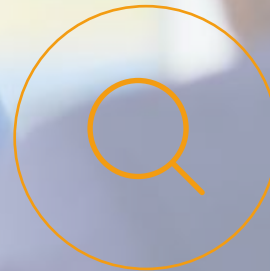


# Describe the Specifics

Mutually discuss  
ways of  
eliminating the  
problem.



Actively seek the other  
person's idea.



# Request a Change in Behavior

Summarize the discussion, and confirm your commitment.

1

Give the other person an opportunity to make any final suggestions.

2

Set a time and place for evaluation.

3

Close the discussion on a friendly, upbeat note.

4

# Agree on an Action Plan

If appropriate, keep a written record of the discussion and agreement.



Evaluate how you handled the discussion and what you would do differently in the future.

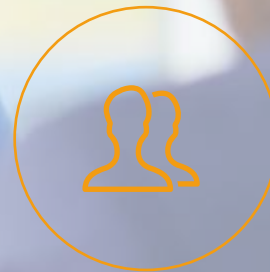


# Coaching Follow Up

Set up a system for follow-through.



Assist the other person in making the changes you have agreed upon.





# DISCIPLINARY ACTION – THE LAST ALTERNATIVE



# Disciplinary Action – The Last Alternative

Definition: A formal management system designed to get the employee to accept responsibility for his/her own behavior and agree to improve performance or face specific prescribed alternatives.

Role of Human Resources.



Documentation.



Role of your manager.



Coaching

# Steps in Disciplinary Action

(1 of 3)

## Verbal Warning



Conversation between employee and manager.

Optional memo to file with a copy to the employee.

Coaching

# Steps in Disciplinary Action

(2 of 3)

## Written Reminder



30-60 day plan given to the employee.

Summary of the discussion reviewed with HR and the manager's manager.

Summary of follow-up discussions.



# Steps in Disciplinary Action

Coaching  
(3 of 3)

Updates to HR and the manager's manager.

Termination discussion.

For a termination resulting from poor performance to occur, the manager must have a minimum of one counseling session per week.



# ROLE-PLAY AS A MANAGER



# Role-Play as a Manager



You have been with the company for 15 years, and you have spent the last seven as a manager in the IT department. You are a good manager and are well-liked by the employees in your department. You understand the performance coaching system, and you are eager to help your employees overcome the difficulties they appear to be having with a newly implemented regulation.

# Role-Play as Employee I

(1 of 2)




You are a technical support assistant in the IT department of a consulting company. You have been in the position for 2 years and are generally very good at your job. You have a tendency, however, to allow support requests to pile up in your inbox. The department has a policy of addressing all requests in order of importance, but ...

Coaching

# Role-Play as Employee I

(2 of 2)



... but you sometimes have difficulty dealing with more than one situation at a time. This causes delays for others in your department and has led to interdepartmental complaints. You would like to express the need for assistance with your workload.

# Role-Play as Employee 2

(1 of 2)



You are a graphic designer who is having trouble mastering the organization's new design software, even though you have received training. Not using the software correctly is causing problems with fellow employees. If you don't enter the data correctly they are unable to access it for their own purposes, they will...



# Role-Play as Employee 2

(2 of 2)



they will get behind in their work.  
You were not involved in the decision process and see many faults in the new software. You would like the opportunity to express your viewpoint on the software's shortcomings.

Coaching

# Observer Guidelines

(1 of 2)

Did the manager prepare for the meeting? In what ways could you tell?



Did the manager focus on the issue?



Was the cause of the performance problem discovered?



Did the manager and the employee agree on a solution?



# Observer Guidelines

Coaching

(2 of 2)

What options were explored?



Did they agree on an action plan?



Did the manager document the discussion?



Did the manager review his or her own performance?



# POST-TRAINING WORKSHEET





Coaching

# Post-training Worksheet

(1 of 3)



List three of the seven steps needed to prepare for a coaching performance meeting.



Coaching

# Post-training Worksheet

(2 of 3)

Why is it important to focus on the facts?

To keep the focus on the employee's behavior and not get distracted by arguments or emotions

What are some common causes of poor performance?

Lack of training, conflicting priorities, poor attitude, organizational infrastructure, and lack of incentive

Coaching

# Post-training Worksheet

(3 of 3)

What method can you use to get the employee to explore the causes of his or her performance?

Ask open-ended questions.

Why is it important to get the employee involved in creating a plan for improved behavior?

The employee who assists in developing his or her own actions plan will be more committed to following through with improved performance.

WHAT IS YOUR NEXT STEP





A blurred background image showing three people in a meeting. A man in a white shirt is on the left, a woman with blonde hair is in the center, and another man with a beard is on the right. They are all looking down at something on a table, possibly a laptop or a document. There is a small potted plant on the table.

## Coaching Action Plan

What are you going to  
take action on?

Start with the three  
easiest items.

Coaching

# Action Steps

( 1 of 4 )

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.



Coaching

# Action Steps

( 2 of 4 )

Begin with the least difficult behavior.

Advance to a more difficult behavior.

Break difficult behavior down into several smaller behaviors.

Attach time limits to each behavior.

Coaching

# Action Steps

( 3 of 4 )



Repeat specific behavior until mastered.



Review all previous behaviors.



Advance to next most difficult behavior.



Measure and evaluate.



Keep records (preferably visual).



Coaching

# Action Steps

( 4 of 4 )

Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"

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