

Coaching Tips

Coaching is a test of your knowledge about your communication skills. Some ways we can coach effectively include:

- ✓ Put yourself in the other person's shoes.
- ✓ Tell them you are confident in their ability to master the skill.
- ✓ Be patient.
- ✓ Demonstrate as well as tell.
- ✓ Choose your words carefully so they clearly understand.
- ✓ Praise them whenever possible on the progress they have made so far.
- ✓ Don't try to do everything at once.
- ✓ Concentrate on one skill at a time.



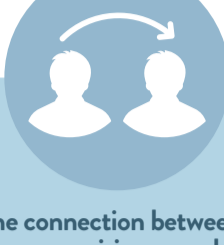
Choosing the Right Person for the Job



What can you do to make sure you have the best people working for you?

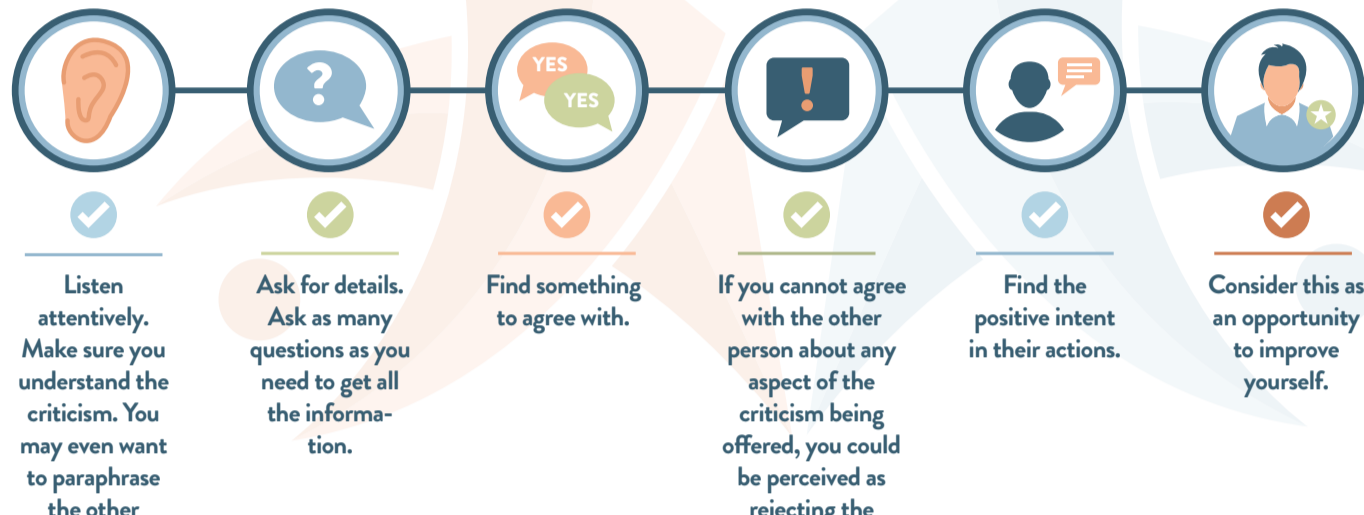
- ✓ Have position descriptions for your employees so you know what the job entails and what skills you are looking for.
- ✓ Make sure that the position descriptions are up to date.
- ✓ Know what behavioral interviewing is all about.
- ✓ Situational interview questions can further communicate job expectations.
- ✓ Testing is important, too.
- ✓ Brush up on your communication skills.
- ✓ Sit in on interviews where possible.
- ✓ Be aware of the costs of poor employee selection.

Tips for Effective Training



- ✓ Show the connection between the training experience, acquiring new skills, and success.
- ✓ Let employees know you have realistic expectations from the training.
- ✓ Practice is essential.
- ✓ If you as an employer do not feel you are suited to the training task, find someone who is, for effective use of everybody's time.
- ✓ Make sure training matches the needs of the employee. A needs assessment where you take their needs into account as well as the needs of the organization can help them see the training as positive, not manipulation.
- ✓ All employees should understand the positive benefits of training, so that those taking training do not feel threatened, punished, or humiliated.
- ✓ Make opportunities for employees to use their new-found skills or training, so that they can practice and hone those skills. Training today that won't be used until sometime in the distant future is less apt to stick.
- ✓ Train at the optimal time whenever possible.

Accepting Criticism



Motivation Methods



The Carrot

This represents incentives and rewards. This could be time off, pay bonuses, or promotional gifts.

While this approach may work in some instances, it's been demonstrated that offering carrots often actually reduces productivity.



The Whip

This represents threats and consequences. Although such techniques are often perceived negatively, they do have their place in the workplace for short-term goal achievement.

In other words, employees never respond positively to this style, but if the boss cracks the whip, they will get things done.



The Plant

This represents a positive environment. It includes all of the items a supervisor should strive for: employees knowing their work is important, an open atmosphere, fairness, training, good lines of communication, a supportive atmosphere, and positive self-esteem.

Performance Review FAQs



How can you prepare for a challenge against your performance review?

- ✓ Prior to the review meeting, carefully consider how each employee might react to a negative comment or review so you won't be taken by surprise.
- ✓ Document incidents (both positive and negative) so you have proof of what you are saying.



What can you do to prepare for an employee review?

- ✓ Read through their file, in which you have collected documentation over the review period.
- ✓ Decide which positive comments you want to make and which changes in behavior you would like to see.
- ✓ Don't suggest changes in more than two or three areas. This way the employee won't feel overwhelmed.
- ✓ While you want any plan for changed performance one that the employee suggests, give some thought to what you are looking for. This way, you can guide the employee if they have no ideas of their own.



What can you do to follow up after a review?

- ✓ Meet to review progress.
- ✓ Recognize any positive change in behavior.
- ✓ Provide additional training when required or requested.
- ✓ If you have suggested some other resource, check with the employee to see if they are following through.
- ✓ If there are no changes in behavior, meet to discuss possible consequences.

The Shared Management Model

PHASE I
Preparation
External Manager

PHASE II
Activation
Self-Manager (Employee)

PHASE III
Evaluation
External Manager

Phase 1

Preparation is all about preparing the employee to do the job. That includes making certain the employee knows the supervisor or manager's expectations, understanding the performance standards required for the position, and preparation also includes helping an employee set goals.

Phase 2

The Activation Stage concerns itself with the work getting done, with the on-the-job phase. The job, for better or for worse, happens here. The only person who can manage immediate performance is the only person present—the employee, the self-manager.

Phase 3

This is the evaluation stage, the after-the-job phase. This focuses on review rather than preview, and occurs in light of observing activity and results. The external manager has the primary responsibility for managing phase three. Giving effective feedback and identifying strengths and weaknesses occur in this phase.

It is an external manager's responsibility

- ✓ Establish long-term objectives of the employee.
- ✓ Ensure objectives are clearly communicated.
- ✓ Select the right person for the job.
- ✓ Ensure that the necessary material and people support are in place to carry out those objectives and satisfy the necessary training
- ✓ Spell out the accountability system.

It is the self-manager's responsibility

- ✓ Determine immediate objectives.
- ✓ Build a performance-supportive attitude.
- ✓ Manage on-the-job activity.
- ✓ Provide on-the-job motivation.
- ✓ Identify barriers standing in the way of getting the job done.
- ✓ Remove those barriers whenever possible.
- ✓ Ensure that the job gets done.
- ✓ Recognize on-the-spot opportunities for performance enhancement.

It is the supervisor's function

- ✓ Ensure that activities and results are monitored.
- ✓ Activate the accountability system so that rewards or their absence are consistent with performance.
- ✓ Spell out the Fine-tune the performance management system.

Six Characteristics of Effective Feedback

- ✓ Feedback should typically be given in private.
- ✓ Avoid general statements.
- ✓ Design the feedback session so that, even though there may be constructive criticism required, the employee does not feel attacked.
- ✓ Base your comments on documentation, facts, and your own observation.
- ✓ Keep the conversation focused on feedback that is relevant and job related, and to things which the employee has control over.
- ✓ Remember that compliments or criticisms that are directed generally toward the team are meaningful to an employee.