

# COACHING FOR PERFORMANCE

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**NERAOC CONFERENCE**

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# COACHING FOR PERFORMANCE

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Providing expert performance management using coaching skills



# Coaching for Performance

In this training you will:

- Learn the basics of Coaching for Performance and Professional Development
- Learn the most critical Coaching Skills



# Coaching

Coaching, in its simplest form, means to train, tutor or give instruction.



# People Management

People management is the process of motivating, training, developing and when necessary, correcting the performance of staff employees which requires an ongoing process of communication between a supervisor and an employee.

# Coaching for Performance

The combined efforts of coaching and performance management align the efforts of individuals with the goals of the organization.

It also allows for constructive and positive feedback to the individuals regarding performance.

Trust

Trust

**STRATEGICALLY SET GOALS:** Establish Clear Expectations

**TIE GOALS TO ORGANIZATION:** Merit Increase Process

**ALIGN EMPLOYEE WITH GOALS:** Identify Tools and Training Needed

# *Coaching for Performance*

**CONTINUE:** Coaching and Development Planning

**PROVIDE:** Ongoing Feedback and Communication

**PROVIDE:** Performance Evaluation Input (no surprises!)

**COACH:** Employee on Issues as they Arise.

**ADJUST:** Assignments as Needed

Trust

Trust



# Why Coaching?

- Coaching focuses on the development of skill, allowing the adult to solve their own challenges, rather than correcting an action or a behavior
- Coaching Facilitates individual and group discovery

# Why Coaching?

**Why else might we use coaching as a facilitation to learning?**



# Why Coaching?

- Hands on learning experiences
- Allows clear goals to be set
- Provides independence needed for growth
- Can help develop action plans with innate buy in from the employee
- **Increases trust and communication**

# Who Coaches?

- Directors, Managers and Supervisors
- Subject Matter Experts
- Peers



# **GROUP ACTIVITY**

# GROUP ACTIVITY 1

You have been provided 5 blank note cards.

- Add your name on the front
- Write your idea of the most critical role of a coach on the back
- Take 1-2 minutes to meet with different people in the room, trading note cards and discussing their identified most critical role.
- 10-15 minutes total.

# When to use Coaching

- Coaching is best utilized when employees are willing to learn, grow and take action. It does not necessitate performance problems to employ
- Coaching can also be used when there is a gap in proficiency

# Coaching for Performance

When should we act as coach,  
rather than “manager”?



# Coaching for Performance

- When an employee lacks trust in a manager or supervisor
- When a problem was not solved by a simple discussion or communication
- When an adult learner is involved
- When the employee will respond to the ability to be more independent and free in the growth process
- When the employee can learn from a mentor but does not need a trainer

# Coaching using the GROW Method

## **GOAL**

The Goal is the end point, where the client wants to be. The goal has to be defined in such a way that it is very clear to the client when they have achieved it. Make sure that this is a SMART goal: one that is Specific, Measurable, Attainable, Realistic, and Time-bound.

## **REALITY**

The Current Reality is where the client is now. What are the issues, the challenges, how far are they away from their goal?

# Coaching using the GROW Method

## OBSTACLES/OPTIONS

There will be Obstacles stopping the client getting from where they are now to where they want to go.

Once Obstacles have been identified, the client needs to find ways of dealing with them if they are to make progress. These are the Options.

## WRAP UP

The Options then need to be converted into action steps which will take the client to their goal. These are the Way Forward.

# Five Steps for Expert Coaching

1. Ask the employee for their self-assessment
2. Give balanced and neutral feedback
3. Check for agreement
4. Identify the obstacle
5. Set the next steps



# Which Model to Use?

Identify your coaching style and adapt to the situation appropriately.



# **GROUP ACTIVITY**

# GROUP ACTIVITY 2

## **Group 1**

You have a direct report, Jeffrey, who was just promoted as a new manager prior to you coming on board. He is now in charge of a large group of employees responsible for various functions. He has struggled to establish his authority and has been lashing out verbally to staff. Staff have come to you to request assistance with the situation.

## **Group 2**

You have a direct report, Tyrian, who is by far the brightest technical employee in the group. However, he talks back, is easily annoyed and has trouble understanding why he doesn't have the Executive Director's job. You feel that further coaching will help him, though he certainly has not asked for it.

## **Group 3**

You have been asked to act as a coach to an employee in a different unit, Dani. Dani is a hard worker who is ready to tackle new challenges. She would like to be promoted to Regional Director but she often overreaches and is overwhelmed by large projects. She has asked for coaching to assist her in her future goals.

## **Group 4**

You have been asked to act as a coach to an employee in a different unit, Sercy. Sercy feels as though she is not getting the respect she deserves in her unit and feels that when she makes comments they are not appreciated or wanted. This is making her less confident and her work is suffering for it. She knows something needs to change, but does not know where to begin.

## **Group 5**

You have a brand new direct report, John, who knows nothing. He was an intern at a prestigious company prior to coming on board, but you recognize that his training and education have left him somewhat arrogant. You know he will need coaching to be successful and he is open to anything.

# Group 2 Activity – Question Samples

- What do you want to achieve?
- What areas do you want to work on?
- What do you want to achieve as a result of this session?
- Where are you now in relation to your goal?
- On a scale of 1 -10 where are you?
- What has contributed to your success so far?
- What skills/knowledge/attributes do you have?
- What is working well right now?
- What are your options?
- How have you tackled this/ a similar situation before?
- What could you do differently?
- Who do you know who has encountered a similar situation?
- If anything was possible what would you do?
- Which options work best for you?
- What one small step are you going to take now?
- What actions will you take?
- How will you know you have been successful
- How will you ensure that you do it?
- On a scale of 1 -10 how committed /motivated you are?

# Developing Coaching Skills

What are some ways that a future coach might develop their skills?



# Developing Coaching Skills

- Increase awareness of current coaching skill level and dedicating oneself to further development
- Identifying ones own coaching style and skill level
- Accepting that there is more than one style
- Learn to identify others preferences for being coached
- Practice coaching and continue the feedback cycle
- Ensure ongoing trust

# Coaching Skills

What are some skills a coach might employ?

# Coaching Skills

- Share personal knowledge and experience
- Share feedback and observations
- Use questioning to stimulate thinking
- Facilitate by listening
- Encourage brainstorming
- Explore options and consequences together
- Allow the employee to find their own conclusions and solve their own problems when possible

# Coaching Skills

How do you use questioning to stimulate thinking?



# Coaching Skills

## Questioning to Stimulate Thinking

- Ask Powerful, Forward Thinking Questions: What professional resources are you not taking advantage of? What vision do you hold for your professional self?
- Ask Solution Focused Questions: Where is the solution here? What is the first step?
- Ask Prompting Questions: What is next? When will you do this? What is possible in this situation?

# Coaching Skills

What does it look like to Facilitate by Listening?

# Coaching Skills

## Active Listening

- Remain neutral and remove judgement
- Take short notes
- Show empathy
- Maintain eye contact and alert posture
- Ask questions and restate main points
- Encourage the individual to suggest a next step or provide a solution

# Coaching Skills

What does it look like to Encourage Brainstorming?

# Coaching Skills

## Encouraging Brainstorming

- Identify goals
- Set a time limit
- Write everything down, and create a “parking lot” for ideas that aren’t relevant so they can still be captured
- Don’t judge
- Embrace out of the box thinking
- Encourage individuals without subject matter expertise to participate.
- Empower the team to make decisions
- Set ground rules for good citizenship
- Start general but end specific

# Supervisor Responsibility in Coaching

- Continued and consistent supervision
- Advise employees of job requirements, the types of conduct that the unit has determined to be acceptable/unacceptable
- Initiate discussion with employees regularly
- Give positive and constructive feedback to employees; not just negative feedback
- Keep solid records
- Develop and maintain trust!

THANK YOU!

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# RESOURCES

- Alexander, Graham (2010) [2006]. "[Behavioural coaching—the GROW model](#)". In Passmore, Jonathan. *Excellence in coaching: the industry guide* (2nd ed.). London; Philadelphia: Kogan Page. pp. 83–93. [ISBN 9780749456672](#). [OCLC 521754202](#).
- McCarthy, Dan (May 2014). "[70 awesome coaching questions using the GROW model](#)". [About.com](#). Retrieved 14 September 2014.
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