





Coach to Success




Insert Company
Name/Logo

Exercise Your Listening Skills 

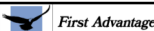
- Is there any federal law against a man's marrying his widow's sister?
- Do they have a 4th of July in England?
- If you had one match and entered a cold room that had a kerosene lamp, an oil heater, and a wood stove, which would you, light first for maximum heat?
- How many animals of each species did Moses take aboard the Ark with him during the great flood?
- The Yankees and the Tigers play 5 baseball games. They each win 3 games. No ties or disputed games are involved. How come?

Exercise Your Listening Skills 


- How many birthdays does the average man have? The average woman?
- According to the International Law, if an airplane should crash on the exact border between two countries, would unidentified survivors be buried in the country they were travelling to, or the country they were travelling from?
- An archeologist claims he has dug up a coin that is clearly dated 46 B.C. Why is he a liar?
- A man builds an ordinary house with four sides, except that each side has a southern exposure. A bear comes to the door and rings the doorbell. What color is the bear?

Training Objectives 

- Learn the difference between coaching and managing
- Learn when to coach and when to manage
- Understand the basic skills
- Practice basic skills

Why Learn About Coaching? 

- To make employees and teams more effective
- To help an organization continuously expand its capacity to perform
- To help expand an individual's ability to create the future he or she truly desires

Management vs. Coaching 

<p><u>Management</u></p> <ul style="list-style-type: none"> ▪ Directs the employee ▪ Use of policies ▪ Company defines the outcomes ▪ Company focused 	<p><u>Coaching</u></p> <ul style="list-style-type: none"> ▪ Guides the employee ▪ Use of questions ▪ Employee defines the outcomes ▪ Employee focused
---	---

The Coach's Role

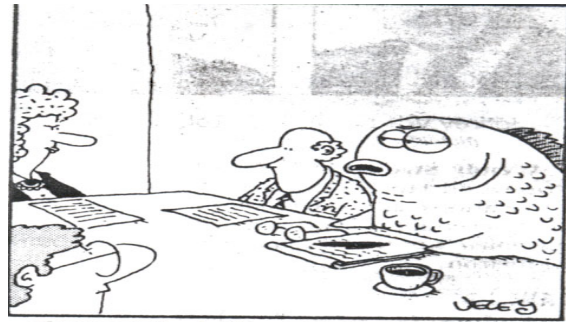


Coaches use:

- Powerful questions
- Exceptional listening skills

To help employees:

- Stay future-focused
- Challenge assumptions
- Take action
- Be accountable



"It never fails. I offer a little bit of constructive criticism, and everyone accuses me of carping!"

POWERFUL Questions



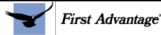
- Are open-ended and expansive
- Invite exploration, not explanation
- Encourage introspection
- Empower the client/team to find his/her own solutions
- Lead to greater creativity and insight

EXCEPTIONAL Listening Skills

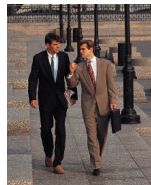
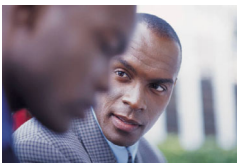


- Pay attention to non-verbals
- Not afraid of long pauses
- Alert to own biases
- Listener is not the one talking all the time
- Reflect back understanding of what is being said

Communication Skills



- Very difficult to focus on others
- Most conversations are unconsciously self-centered



Stay Future - Focused



Coaching encourages employee to....

- Explore future possibilities
- Avoid lingering in the past
- Take action in the present to realize the desired future

Challenge Assumptions

- Ask clarifying questions
- Point out other possibilities
- Share personal perceptions
- Encourage fact-based decision making

Take Action & Be Accountable

- Require feedback from the employee
- The employee must be able to define their role & responsibilities
- By working this process, the employee is acknowledging a role in changing
- Learn from failure as well as success

Appropriate Use of Management Techniques

- For performance reviews
- To address employee performance decline
- To address corporate policies, procedures & expectations

What to Do:

Supervisory Referrals & Suggestions

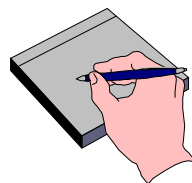
- Observation
- Written documentation
- Initial constructive interview
- Follow up interview

Observation



- Take responsibility for being aware of employee workplace behaviors
- Look for patterns of behaviors that affect the workplace
- Recognize that a problem exists

Written Documentation



- Absenteeism - **record of specific dates**
- Tardiness - **record of specific dates and times**
- Work mistakes, poor quality - **have specific examples**
- Poor work attitude - **list specific examples**

Preparing for the Interview

- Select a time and place (should be private but not isolated)
- Beware of own expectations
- Be consistent
- Bring written documentation
- Consult with First Advantage



Initial Corrective Interview:

Supervisory Suggestion

- Review the history of the problem and why you are concerned
- Tell the employee that you are establishing a course of corrective action
- Clearly outline your expectations for job performance
- Be prepared for the employee's reaction; listen and refocus

Initial Corrective Interview:

Supervisory Suggestion

- Describe all aspects of the course of action
- Present EAP as a resource, provide overview emphasizing confidentiality
- Indicate what next step in discipline process will be if expectations not met
- Set date for follow up meeting and express your confidence/support

The Follow-up Interview

Supervisory Referral

- Review progress toward goals
 - *Compliment positive change*
 - *If no improvement, make supervisory referral to the EAP*
- Inform employee that you are making supervisory referral
 - *provide EAP access information again*
- Consult with & notify EAP you are making a referral

Supervisory Referral

- Upon accessing the EAP, employee will be asked to sign a release of information
 - *Without release, EAP will only reveal whether employee came to appointment*
 - *With release, EAP will provide compliance and attendance information*
- Continue to monitor performance, behavior and attendance

Supervisory Referral

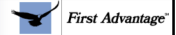
- If employee does not accept or follow through on referral
 - *The EAP is not a part of the disciplinary process*
 - *Consult with Human Resources*
 - *Follow company disciplinary process*

The Mandatory Referral



- Dictated by company policy
 - *Always consult with Human Resources*
- Job termination or “last chance”
 - *Non-compliance with referral and recommendations is reason for termination*
- Releases must be signed
- Follow steps of interview process in coordination with Human Resources

Resources



- Coaching and Mentoring for Dummies by Marty Brownstein
- Masterful Coaching Fieldbook by Robert Hargrove
- Coaching for Improved Work Performance by Ferdinand F. Fournies
- Co-Active Coaching: New Skills for Coaching People Towards Success in Work and Life by Laura Whitworth, et al
- www.shrm.org

EAP Services



- Confidential
- No cost to employees
- Professional

Available 24-hours a day,
7 days a week
* * *
Call First Advantage
800.935.9551

