

Coaching for Talent Development and Employee Engagement

There is no greater imperative than for companies to equip their managers and supervisors with the skills they need to develop talent and engage their employees.

What Employees Expect

According to a variety of studies, many employees – good employees – don't feel that they receive the coaching they need to improve performance. After surveying 2,600 US workers, New York-based Mercer Human Resource Consulting found that:

- Only one-fourth of employees indicated that their managers coach them to improve performance.
- Forty-two percent say that their manager gives them regular feedback on their performance.
- Just 29% say that they are rewarded when they do a good job.

It's About Engagement

It's not enough simply to have talented employees, to leverage their talent, you must engage them.

Towers Perrin, another New York-based consulting firm, concluded from surveying 35,000 U.S. workers that only one-fifth of workers are highly engaged in their jobs. While an equal amount of surveyed workers are disengaged in their work, Towers Perrin suggests that the middle three-fifths – “the massive middle” – offers the best opportunity for managers and supervisors. “Strengthening this group's level of engagement may be the most critical task virtually every employer faces today.”

Coaching is THE KEY Management/Supervisor Skill

Engagement, recognition, feedback, opportunity for development and contribution. Coaching offers supervisors and managers a simple and highly effective mechanism for increasing morale, productivity, performance, and engagement.

If you wish to improve the skills of your employees, you must plan to observe them (or their results) and provide them with feedback. If you're like most supervisors or managers, you have limited time and are looking for employees to become proficient – and independent – faster.

Entelechy's Coaching Model is designed to help you do just that!

Entelechy's Coaching Model

Coaching is appropriate for developing the skills of employees if the employee is willing to improve. Coaching should not be used as a softer, gentler version of corrective action; if a performance problem occurs, you will want to use Entelechy's Problem Solving model.

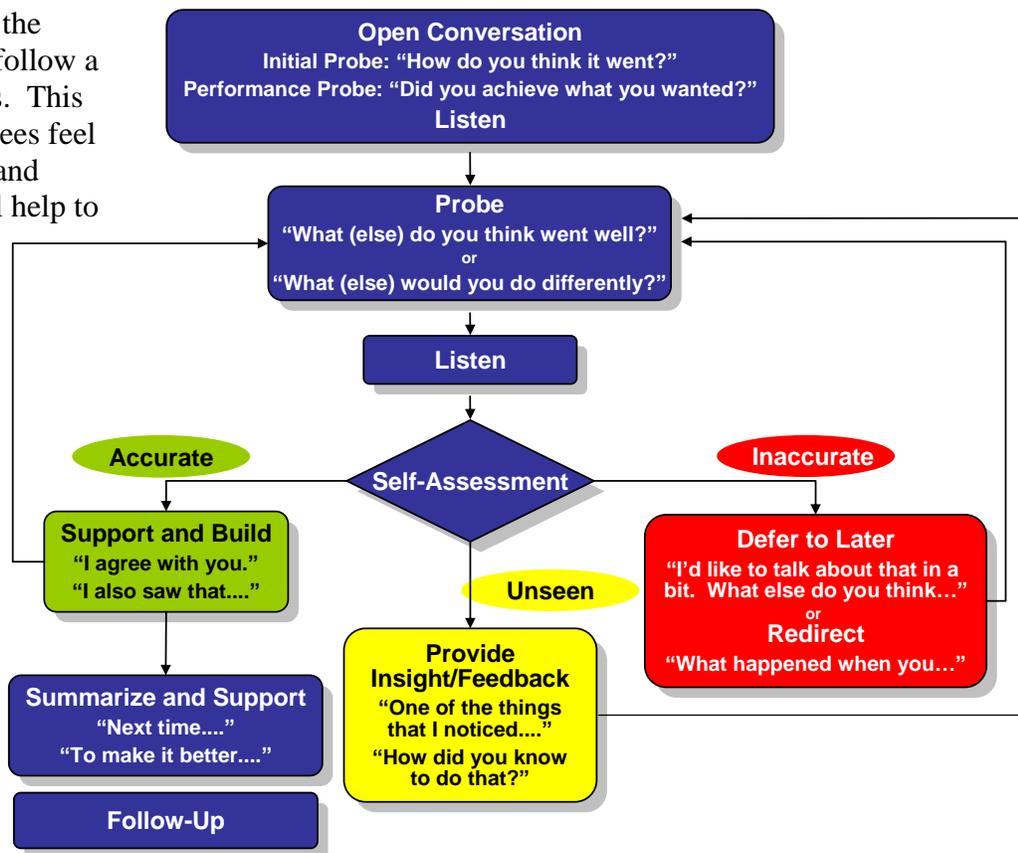
11 Important Principles

Entelechy's Coaching Model is based on several important principles:

1. There are two primary goals to coaching:
 - To improve performance.
 - To help employees gain the ability to self-assess.

2. It is important that the coaching sessions follow a predictable process. This will help the coachees feel more comfortable and relaxed, which will help to ensure they actively participate in these sessions. It is for this reason that we suggest that you share the coaching model with your employees prior to coaching.

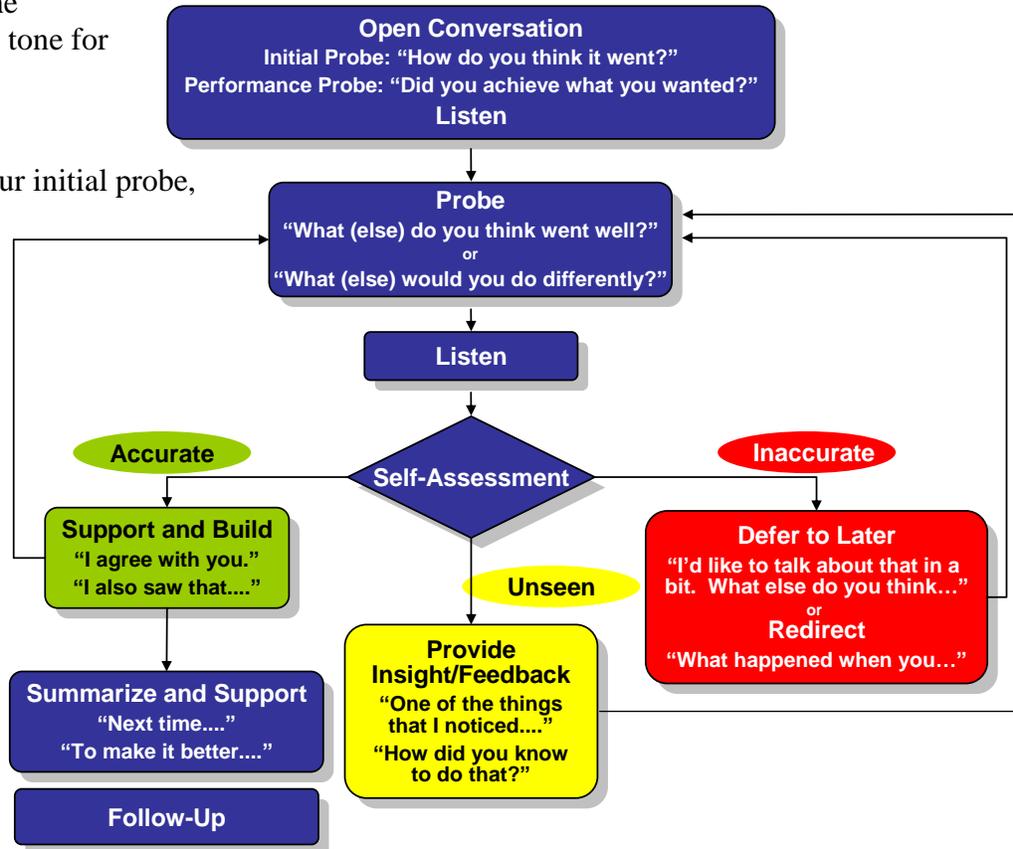
3. Coaching is a planned development process and should not be a surprise.



4. The way you open the conversation sets the tone for what will follow.

5. After we open the conversation using our initial probe, we discuss positives first and areas for improvement last. Beginning with positives first is motivational and accomplishes the following:

- The goal is to have employees increase their performance. If they are not in a positive frame of mind, they will not be open to this change.



- Reinforces good behavior and ease into the coaching session.
- Builds self-esteem.

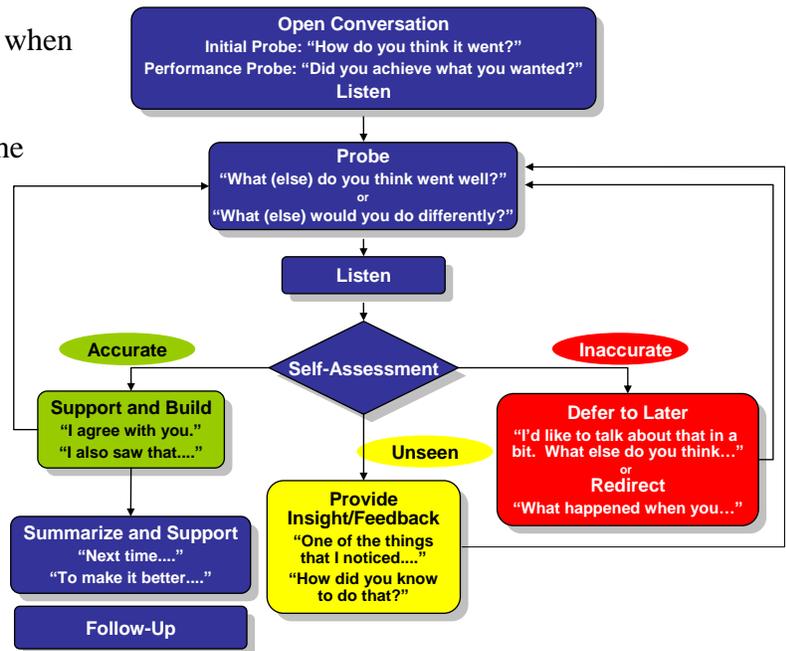
6. Ending the coaching session with a discussion of areas for development ensures that they are focusing on those areas.

Wisdom is the reward you get for a lifetime of listening when you'd have preferred to talk.

Today, talk less and listen more.

7. Always give the coachee a chance to self-assess before you offer your insights. Encouraging self-assessment is positive for several reasons:

- It encourages improvement even when you are not coaching.
- It allows you to determine why the employee may not be performing as desired; they may not know that they're doing something incorrectly.
- It builds self-esteem.
- It increases the chances that behavior will change.



8. Reinforce correct self-assessment.

9. Defer or redirect inappropriate or incorrect self-assessment.

10. We focus coaching on only two strengths and two areas for development. Limiting the discussion is important and accomplishes the following:

- Increases the coachee's ability to reach proficiency.
- Focuses on the most important issues.
- Other issues can be addressed after some progress has been made on the most important issues first.

11. If an employee is not identifying areas that you identified (or has identified them incorrectly), use increasingly specific questions to allow the employee to self-assess, if possible. This allows you to determine if the employee doesn't know what's expected, doesn't have the skill, or simply chooses not to demonstrate the skill.

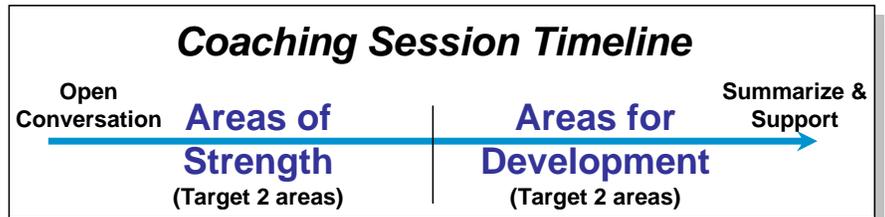
A good coach will make his players see what they can be rather than what they are.

Ara Parseghian

Entelechy's Coaching Conversation Timeline

The coaching conversation follows a simple, yet effective and predictable timeline that consists of four main parts:

1. Open the conversation; indicate that this is a coaching conversation.
2. Identify two positives. Focusing on positives builds the coaching relationship AND ensures that these positives are repeated.
3. Identify two areas for improvement. Coaching is, after all, about growth and development.
4. Summarize and support. Reaffirm the strengths, reiterate the areas for improvement, and convey confidence.



Because we are GUIDING the coaching conversation, the timeline sometimes requires us to intervene. The steps in the coaching conversation are outlined on the pages that follow.

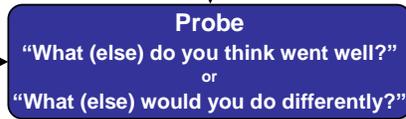
Great things are not done by impulse, but by a series of small things brought together.

– Vincent Van Gogh

Entelechy's Coaching Conversation

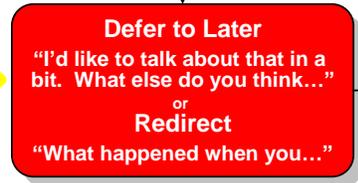
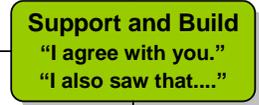
Step 1: Open the Conversation

The coach opens the conversation with a general question; this helps the coach get a sense for the accuracy of the coachee's self-assessment. If the coachee responds with, "that was the best interview ever" and you thought that the interview was poor, you know that you'll have to adjust your coaching conversation.

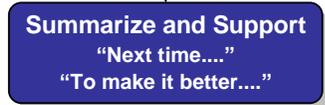


Accurate

Inaccurate



Unseen



Step 2: Probe for What Went Well

The coach asks the coachee what went particularly well and listens for the

responses. By identifying what went well first, a positive tone for the coaching session is set. We want to make sure that the coachee continues doing these things. This also forces the coachee — NOT THE COACH — to identify superior performance.

Step 2a: Defer

Sometimes the coachee will bring up a negative when you're discussing positives. You will want to defer that discussion until later in the coaching conversation by saying, "I'd like to talk about that more later. What else went particularly well?"

Other times, the coachee will claim something as a positive that — in your opinion — was an area that needs development. You will want to redirect their perception by pointing out what you saw that helped you conclude that it was less than desirable. "Oh, really? Did you notice the client's reaction when you made that joke about the old man? That's right, he seemed a bit embarrassed."

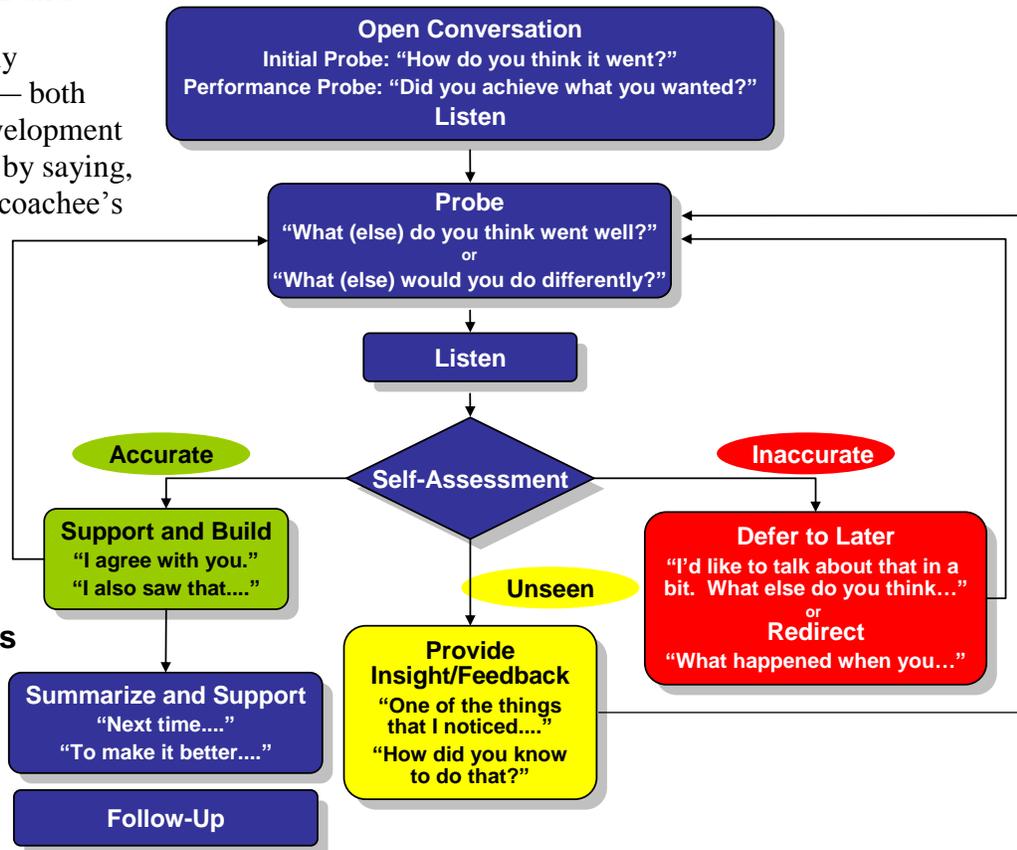
Step 2b: Support and Build

When the coachee correctly assesses his performance — both strengths and areas for development — support the assessment by saying, “I agree.” Build from the coachee’s conclusion to reinforce the accuracy of his self-assessment. In this way, you are reinforcing one of the most valuable skills anyone can acquire: the ability to assess and improve their own performance.

Step 3: Probe for Areas for Development

The third step is to ask the coachee what he would change if he could do it again.

Obviously, if the coachee knows what could be improved and knows how to improve it, he won’t benefit from YOU telling him! And by mentally rehearsing what he will do differently, the likelihood of him actually carrying out the improvement is increased.



You'll find that you can get anything you want in life
if you will help other people get what they want.

Today, help someone get what they want.

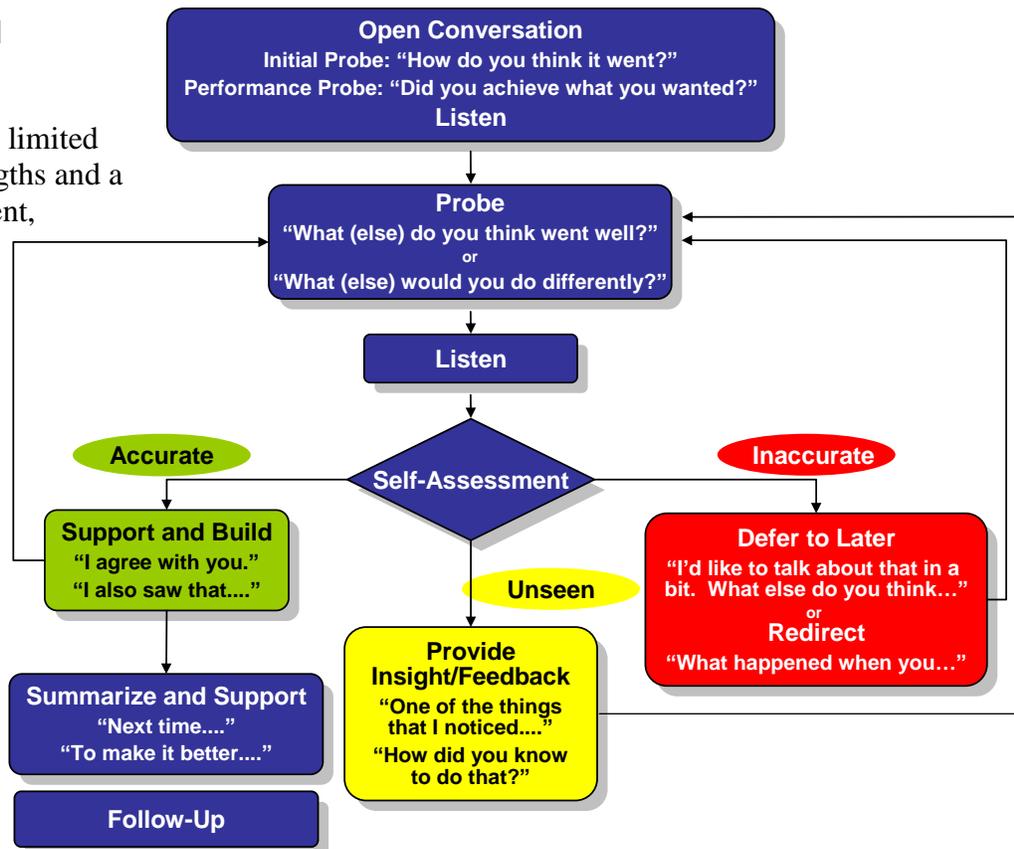
Most experts agree that two or three areas for development are enough for anyone to work on. Working on a laundry list of things to change is frustrating and futile. Focus on the areas of greatest need.

Like Step 2b, it is important that you Support and Build on the coachee’s self-assessment. For employees to continuously improve, they cannot rely on US to be constantly monitoring and providing feedback. We must encourage self-assessment by supporting accurate self assessments – “I would agree.” “That’s very insightful.” – and building on the implications – “In addition, that would also increase the customer’s loyalty...” or “...and by doing as you suggested, you’ll be serving as a role model for other team members.”

Step 4: Summarize and Support

Even though you may have limited the coaching to a few strengths and a couple areas for development, you will want to briefly summarize the discussion, especially what the coachee will do differently the next time. This recap will cause the most important things to remain fresh in memory. You will also want to support the changes by saying something like, “I think those changes will make your next interview go even better.”

Follow these four steps to develop the talent and performance of your employees and actively engage them in that development!



Great challenges are a prerequisite for great achievements.

Giving Insight/Feedback

Sometimes we need to provide the coachee with our insight or feedback. While it's best to ask questions that lead the coachee to the appropriate assessment, at some point our questioning begins to appear manipulative.

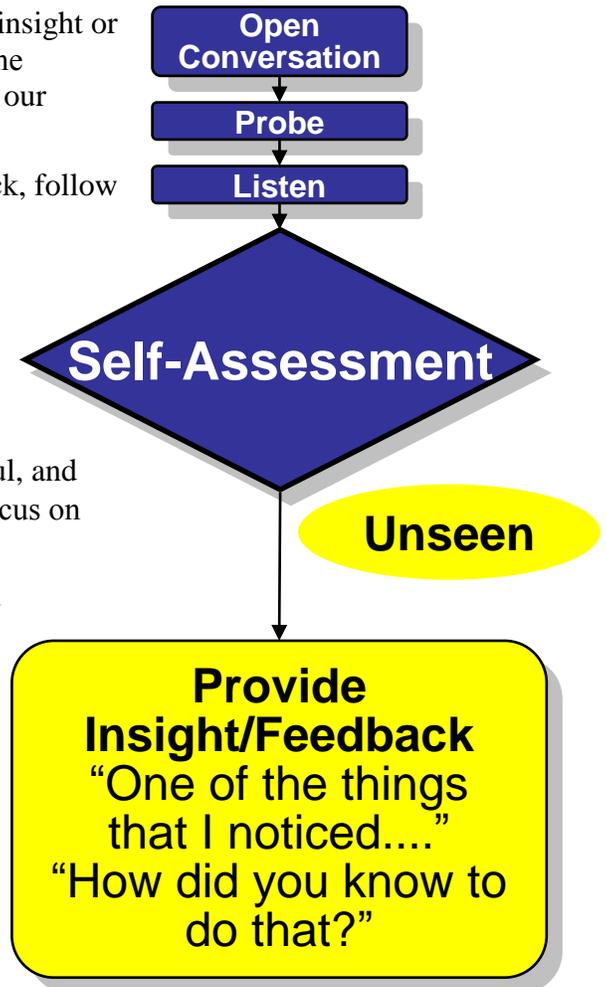
When we provide insights, observations, and feedback, follow the HUBS Model. The HUBS Model is a way to communicate in an encouraging manner.

Helpful - Your communication should be for the intent of supporting the CSR's performance. Treat all CSRs as professionals: With respect and dignity.

Unbiased - Information should be first-hand, truthful, and credible. Don't pass on rumors. Feedback should focus on observable behaviors or results.

Balanced - Information should balance the needs of DIRECTV with the needs of the individual. You should communicate with empathy. At the same time, communicate with a firm sense of reality (avoid fluff).

Specific - Information — especially feedback — should be specific. Avoid generalities and references to vague elements. Instead, note specific observable behaviors that you saw and results that occurred as a consequence.



When Coaching is NOT the Best Solution

Coaching is appropriate for employees who are willing – or even eager – to develop a particular skill. If an employee is not willing to develop a skill, that person is not yet a coaching candidate.

Coaching works best when there exists an authentic, supportive relationship between coach and coachee. If the employee perceives the manager as manipulating, lacking in credibility, or otherwise unsupportive, coaching will not work.

Coaching is an inefficient method of sharing information or giving direction. If an employee needs information or direction (because they don't know how to do something), coaching – while sometimes effective – is most often an inefficient way to help the employee in these cases. Coaching helps develop SKILLS. Coaching is predicated on the belief that most employees know many of tenets of core business skills. (Most workers, for example, know HOW to effectively communicate with others. They may not actually demonstrate that they know how, but when asked, they usually can rattle off the core behaviors.) Employees need support and guidance in putting what they know into practice. Not surprisingly, these business skills – negotiation, interviewing, problem solving, prioritizing tasks, workload management, time management, delegation, supervision, leadership, etc. – comprise the foundation of what we do.

Summary

Entelechy's coaching model, when used consistently over time will result in a stronger employee-coach relationship, employees who can self-assess (and even coach themselves!), and increased productivity.

While one-fifth of employees may not need coaching since they're already charged up about their work and confident in all of their abilities AND another fifth of employees are simply not ready for coaching since they're so disengaged from their work, coaching can be used to improve the productivity and morale of “the massive middle” of your employee base.

About Entelechy, Inc.

Entelechy was formed in 1992 to address the increased sophistication of today's management in expecting – and demanding – high levels of performance from their teams and individuals.

Calling Entelechy a training company belies the true essence of the work we do. While we do design, develop, and deliver some of the most effective training in the industry, what we do before we design training sets us apart from other “training companies.”

We consult with you, your managers and supervisors, and your employees to determine three things:

- What performance is required? What are you looking for people to do? And how does this performance help you achieve your business goals?
- What is the current performance?
- Why isn't current performance at the required performance level?

Our business-focused approach ensures that we design, develop, and deliver the most effective performance change possible, one that will change your company and positively impact your bottom line. Whether it's world-class training, job aids, documentation, coaching, consulting, web-based training, or user help, the solution you get from Entelechy is guaranteed to help you achieve your business goals.

Begin unlocking the potential of your individuals and teams by contacting Entelechy at 800.3.POTENTial or 603-424-1237 or emailing info@unlockit.com.

Calling Entelechy a training company belies the true essence of the work we do.

Contact Entelechy:

1.800.3POTENTial
(1.800.376.8368)

General information is available at our website:

www.unlockit.com

or via email at

info@unlockit.com