



## Coaching for Success

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*Are you giving your employees the keys to success?*

UCLA basketball coaching great, John Wooden, once said, "A coach is someone who can give correction without causing resentment."

A difficult but key role of a manager or supervisor is to coach employees. Effective coaches ensure that their business is sustainable over time because they have an engaged, responsible, and skilled group of employees who are committed to the success of the organization.

Good coaching takes planning, and will include the following steps that help avoid unproductive, repetitive, and frustrating conversations but instead, inspire employees to be their best:

1. Determine and communicate what behavior needs to change. It may seem obvious, but if a coach cannot clearly state the problem, the employee will not know what she needs to change.
2. Communicate the expected behavior or performance level. Show the gap between performance and expectations, so the employee clearly sees her target. Then, check for understanding by asking the employee to restate.
3. Make it clear why the behavior needs to change by stating the impact her current behavior is having on the

business, customers, or on fellow employees.

4. Lead the employee through a problem solving process. Ask her to identify roadblocks to improving behavior such as a need for additional training or resources.
5. Engage the employee by asking "what are you going to do to change this behavior?" Accountability for change belongs to the employee and this question will keep the focus there.
6. Ask the employee to restate the expectations and her plan to improve performance. Summarize what you are going to do to support the plan, as well as the timeline for follow-up.
7. Outline the consequences if the employee does not change her behavior to meet the required expectations.
8. Document the coaching, and be sure to provide regular feedback to the employee on her efforts (or lack of effort) to change her behavior.

A coach who provides correction and feedback in a clear, positive way inspires employees to improve their performance and contribute as expected; builds commitment to the organization's goals; and helps the organization remain competitive.