

EXERCISE

- You have been with the company 15 years, the last seven as a manager in the IT department. You are a good manager, well liked by the employees in your department. You understand the performance coaching system, and you are eager to help your employees overcome the difficulties they appear to be having with a newly implemented regulation.
- You are a technical support assistant in the IT department of a consulting company. You have been in the position for 2 years and are generally very good at your job. You have a tendency, however, to allow support requests to pile up in your in-box. The department has a policy of addressing all requests in order of importance, but you sometimes have difficulty dealing with more than one situation at a time. This causes delays for others in your department and has led to interdepartmental complaints. You would like to express the need for assistance with your workload.
- You are a graphics designer who is having trouble mastering the organization's new design software, even though you received training. Not using the software correctly is causing problems with fellow employees. If you don't enter the data correctly they are unable to access it for their own purposes causing them to get behind in their work. You were not involved in the decision process and see many faults in the new software. You would like the opportunity to express your viewpoint on the software's shortcomings

Coaching Scenarios

Instructions: Read each scenario, choose the most appropriate coaching strategy, and map out a one-on-one coaching session.

Sam has had a recent string of bad luck missing deadlines. Every time he has missed a deadline, he has had a reasonable explanation, but he has missed three crucial deadlines in the last two months, and it's affecting other departments. You've talked to him briefly about your concern; however, you haven't noticed any improvement.

Joann is the employee you most count on when trouble arises. She loves the challenge of solving problems, but quickly becomes bored when things are running smoothly. She has indicated that she's becoming frustrated with the current state of things; however, you don't want to lose this valuable team member.

Shawn is a star performer. He has consistently exceeded team quotas and raised team standards significantly. You want other team members to follow in his footsteps, but they just feel frustrated trying to catch up to him. Shawn tends to keep to himself, and it's difficult to get him to share his ideas and "trade secrets" with others.

ACTION PLANNING

QUESTION	RESPONSE	BY WHEN
What are you going to take action on?		
Start with the three easiest items.		
List specific behaviors		
Be as systematic as possible.		
Rank the behaviors in terms of their complexity or degree of difficulty		
Begin with the least difficult behavior.		
Rank the behaviors in terms of chronological order.		
Advance to a more difficult behavior.		
Break difficult behavior down into several smaller behaviors.		
Attach time limits to each behavior.		
Repeat specific behavior until mastered.		
Review all previous behaviors		
Advance to next most difficult behavior.		
Measure and evaluate.		
Keep records (preferably visual).		
Reinforce through reward and punishment		
Use visual reminders (pictures, charts, etc.).		
Remember: ("A small goal is enough!").		

1 MINUTE PRAISE

1. Tell the person what he or she did.
2. Share your feelings.
3. Encourage more of the same behavior.
4. Do your homework.
5. Praise immediately.
6. Don't evaluate.
7. Be specific and descriptive.
8. Don't add work.
9. No "buts".

1 MINUTE REPRIMAND

1. Do your homework
2. Don't evaluate; be specific and descriptive.
3. Reprimand soon after the behavior occurs.
4. Don't attack personally.
5. Don't threaten.
6. Don't reprimand in public.
7. Realize when it's over, it's over.
8. Find an opportunity to catch the person doing something right.

What is your strength/weakness as a coach?

Strength	Weakness