



Effective Coaching

Workplace coaching revolves around providing effective feedback. Coaching can improve productivity and performance, creativity, and goal attainment. Work closely with your employee to help them set goals and set clear objectives. Coaching is an ongoing process that can help your employee learn, adapt to change, and improve upon their work.

Coaching will vary depending on the coach and the needs and development of the employee. Below are steps to help guide you through the process of coaching to be as effective as possible. Keep in mind, coaching is an ongoing process.

1. Praise Achievements

Focus on the strengths of your employee by providing constructive feedback and recognition for your employee's accomplishments. This reinforces the expectations of the job responsibilities and can build trust in this relationship.

If coaching toward professional development, provide feedback and examples about ways you have seen your employee grow. Highlighting growth can encourage your employee to continue to refine and develop. Even the smallest movement in the correct direction, if reinforced, delivers much stronger improvements than a correction for missing the mark.

2. Identify Performance Issues

Describe and set standards or expectations for job performance. Identify specific signs or behaviors you have experienced you have concerns about, offer space for your employee to identify any challenges they have been experiencing or opportunities for growth they can recognize.

Have concrete examples to help them to understand where there is opportunity to improve. Help them to learn to self-evaluate their performance and identify their improvement path without you.

3. Barriers to Improvement

Connect with employees to identify any barriers your employee may be facing that may hinder their performance and improvement. Common barriers could be **Time, Training, Tools, and Temperament**. Use the Socratic method - ask them a lot of questions.

4. SMART Goals

Goals can help employees track what needs to be achieved by when and how to get there.

S - Specific: The goal clearly defines the outcomes to be delivered, with any necessary interpretation agreed upon by the employee and manager in advance.

M - Measurable: The achievement of the goal can be objectively assessed according to a pre-determined and applicable measurement.

A - Attainable: The employee has the resources, time and access to people, data, etc. to

allow him/her to achieve the goal.

R - Relevant: The goal addresses work and results that clearly align with the goals of the team, department, core area and the organization as a whole.

T - Time Oriented: The goal clearly specifies regular check-ins, a delivery date and/or a scheduled completion date.

5. Follow-up

Set time aside to meet and revisit the action plan and goals set. Discuss what was successful, and if there were any elements needing further development or work. Following up can be an ongoing process to set new goals and identify any new challenges your employee may be facing.

Continue to provide recognition and constructive feedback when you see progress or your employee shares improvements they have made. Make sure to ask how effective they are finding your coaching and what you could do differently to be more helpful.