

# Coaching & Counseling

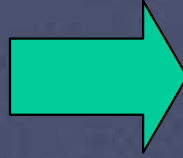
“ Character is what you do  
when no one is watching!”

John M. Beane

Staff Development Services



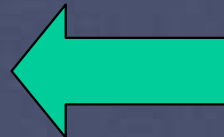
**Interviewing  
& Hiring**



**Orientation  
& Training**



**Coaching &  
Counseling**



**Transition**



# Coaching

- Coaching is a means rather than an end in itself.
- A subordinate's performance does not automatically develop in positive ways because coaching takes place.
- Effective coaching helps a subordinate to integrate with the organization and to develop a sense of involvement and satisfaction.
- Coaching enhances competence they must already have the right character.



# Coaching effectiveness requires:

- *A general climate of openness and mutuality.*

Some degree of trust and openness is essential. If the organization or the unit in which the subordinate works is full of tension and mistrust, coaching won't be effective.



- *A helpful and empathic attitude on the part of the manager.*

The manager as coach must approach the task as an opportunity to help, must feel empathy for the subordinate being coached, and must be able to convey both helpfulness and empathy to the subordinate.



- *The establishment of an effective dialogue.*

Coaching is collaborative rather than prescriptive. It is based on the subordinate's achievement of performance goals set in concert with his or her manager.



- *A focus on work-related goals.*

Work-related goals should be the exclusive concern of a coaching effort; attention should be given only to behaviors and problems that directly relate to the subordinate's achievement of those goals. During the course of the discussion, issues that are not work related may arise; but when this happens the manager should refocus the dialogue on improvement in the organizational setting.



- *Avoidance of discussion about salary, raises, and other rewards.*

The purpose of coaching is to help a subordinate plan improvements in performance, and discussing the linkage between performance and rewards may interfere with this purpose.



# Feedback

- Giving feedback is important in terms of increasing the subordinate's self-awareness, particularly with regard to strengths and weaknesses.
- If properly given, feedback results in greater rapport between the supervisor and the subordinate.



# Feedback is effective when the manager ensures that it:

- Is descriptive rather than evaluative;
- Is focused on the subordinate's behavior rather than the subordinate as a person;
- Concerns behavior that is modifiable;
- Is specific and based on data rather than general and based on impressions;
- Provides data from the manager's own experience;



# Feedback, cont.

- Reinforces positive new behavior and what the subordinate has done well;
- Suggests rather than prescribes avenues for improvement;
- Is continual rather than sporadic;
- Is based on need and is elicited by the subordinate;
- Is intended to help;



# Why People Don't Perform Well Because of:

1. Lack of Knowledge
2. Lack of Ability
3. Lack of Effort

Coach for the first two  
Counsel for the last one.



# Separate the Person from the Problem!

- People are neither good nor bad – they just are.
- Behaviors are appropriate or inappropriate depending on the situation!
- Performance is below average, average or above average.



# If Coaching Fails!

- Four Steps to Solving the Problem
  1. Verbal Warning
  2. Written Warning
  3. Suspension with Pay
  4. Termination



# Termination

- Do not try to handle when you're angry
- Have a witness (preferably someone of the same sex and in management)
- Write out beforehand
- Simply read what is written
- Hand off to someone else to escort from the facility
- Do not permit them to return for any reason

