



# COACHING FOR HIGH- PERFORMANCE

Participant Guide

## ABSTRACT

Simply performing the work doesn't guarantee your employee will improve over time. Coaching is one of the most powerful ways to help your employees learn how to approach challenges, gain insights, and acquire new skills. This session will help you coach more effectively by providing an opportunity to discuss how to establish formal coaching, listen and question effectively in a coaching conversation, and give constructive feedback.

Slide 1

**Coaching for High Performance**



Leadership  
*Squared*



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Slide 3



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## Agenda

- Developing People
- Introduction to Coaching
- Listening
- Asking Questions
- Next Steps
- Q&A

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 **Let's Start at the Beginning**

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*Why should we develop our employees?*

*How should we develop our employees?*

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Slide 6



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# The Importance of Developing People

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CREDIT EVALUATION AND ASSURANCE

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## Coaching Is...

- An ongoing process and relationship
- Asking, listening, and providing feedback
- Directed primarily at development and secondarily at performance
- A leader's responsibility

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## Coaching Is Not...

- Consulting**  
Provides answers and solutions
- Mentoring**  
Advice from a person who's been there before
- Counseling**  
Assists and gives advice in resolving problems
- Teaching**  
Develops thinking and capabilities
- Training**  
Passes on skills and knowledge
- Therapy**  
Treats or relieves a disorder

**Coaching**  
Helps a person improve performance, observing, giving feedback. Doesn't provide answers or solutions

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## Coaches Do...

- Bring forward new priorities, opportunities, or challenges
- Extract lessons from experience
- Reinforce success
- Share thoughts and ideas
- Discuss goals, growth, and challenges
- Develop team members who can think, analyze, learn, and make smart choices independently.

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## Formal training vs. coaching vs. on-the-job experience

- When is formal training the best approach to development?
- When is coaching the best approach to development?
- When is on-the-job training the best approach to development?

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# The Coaching Relationship

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## Knowledge Check

- 1. Teaching
  - a) supporting someone to uncover their internal obstacles and to learn how to manage them
- 2. Consulting
  - b) models, guides practice, observes practice and gives performance feedback
- 3. Coaching
  - c) asking guiding questioning, giving advice, and co-creating

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## Practice

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- Think of a person who reports to you or you know professionally
- Keeping the person in mind, complete the Manager’s Planning Worksheet for Development Discussions
- Discuss with the people at your table

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# Coaching Action Plan

**INSTRUCTIONS**

*After a formal coaching discussion, complete this form to agree upon action steps and target dates for completing the steps. Identify the next date to review progress*

**Employee Name:**

<b>Area of Performance</b>	<b>Action Items</b>	<b>Metrics</b>	<b>Target Date</b>



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# Launching the Coaching Relationship

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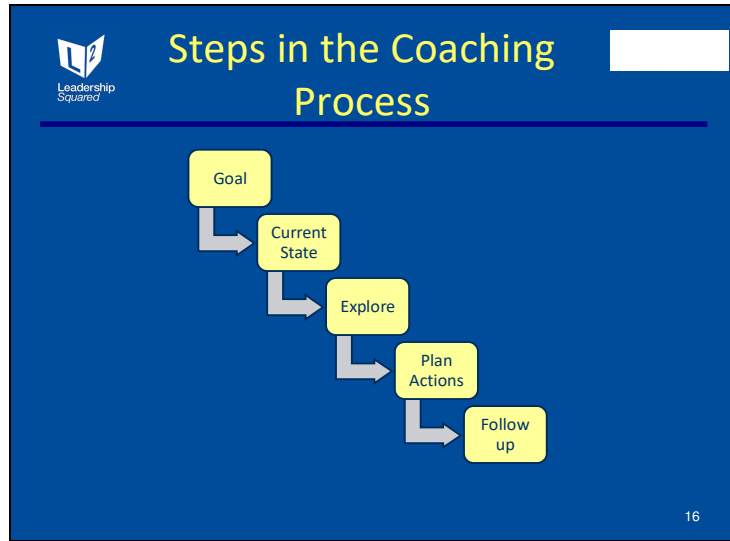
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Goal

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Current State

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Explore

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Plan Actions

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Follow up

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The slide features a dark blue header with the text "Steps in the Coaching Process" in yellow. On the left is the "Leadership Squared" logo, and on the right is the "IAGET" logo. The main content area is white and framed in blue, containing a large blue stylized 'M' logo where the right side is a fingerprint. Below the logo is the text "AhmedMagdy" and the tagline "Leave your legacy".

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 **Goals of Coaching** 

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Which of these are appropriate coaching goals?

- A. I want him to perform just like me?*
- B. I want him to perform just like the top producer in the department*
- C. I want him to be the best version of himself that he can be?*

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## What would you do?

Omar is a busy manager who knows that one of his team members, Hamzah, is eager for additional responsibility. But to do so, Hamza needs to demonstrate he can handle his current work more efficiently. Omar thinks that Hamza may benefit from coaching.

***What should Omar say and do to get a formal coaching relationship off to a good start?***

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## What *will* you do?

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How will you get *your* coaching relationship off to a good start?  
What will you say and do with your employee?

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## Visualize the coaching discussion

- Review the goals of the coaching relationship
- What questions will you ask?
- How do you think your employee will respond?
- What fresh ideas do you have for conducting the discussion?

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## Knowledge Check

- Schedule the next coaching session
- Discuss the level of performance at which the person being coached is currently operating
- In a discussion, explore options and obstacles
- Agree upon an action plan
- Identify the performance goal the person being coached wants to achieve.

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Leadership Science

During a development discussion...

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Speak candidly    Use listening skills    Ask open-ended questions    Brainstorm options

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# Coaching Role Play

## Information for the Supervisor

You are Raj Chauhan, an agency supervisor and you're about to have a serious conversation with a problem employee. One that's driving you nuts, in fact. Leon has been with the agency probably longer than you have and you can't imagine how he's managed to last here without being confronted about his performance before this. In fact, you don't know how he even managed to get hired in the first place!

Well, maybe that's a *bit* strong. He's in direct service and he's been doing the work for years. He can basically do the job. He knows the business, and he's got a lot of experience. So the problem isn't one of ignorance.

It's just that he's such a slacker! Always doing the minimum -- just enough to get by. And he's sneaky about it. Just never seems to be available when things get busy or when you or anyone else needs a spare pair of hands. He doesn't actually *refuse* to do anything extra, yet he never volunteers either, and if he's asked directly to pitch in when you're busy, he's always got some reason why he needs to do something else, or he's so slow that someone else invariably does whatever needs to be done. Or he simply does a lousy job. He doesn't complete his reports properly, for instance, so you have to chase him down to do it right, and in the end you wish you'd done it yourself!

Everybody is annoyed with him. Yet, despite never seeming to have time to pull his weight work-wise, every time you see him, he's either out having a smoke, or talking on his cell phone. Apparently he has some business on the side – used cars or antique vehicles or something. And boy, to see the way he laughs and jokes with his friends, you'd never know that he was so slow on the job. You've had a few complaints from clients – but it's never really much you can formally chastise Roland about. They say he doesn't return phone calls, or he keeps people waiting, or he's a bit “out of it.” It's all very vague

You really have no idea of how to handle this situation. The problem is there's not a lot to put your finger on, because he never really does anything *terrible*. Everyone has known for years that Roland is deadwood but apparently it's been ignored and people have simply worked around him. It's not fair to the rest of the staff that works as a team and helps each other when things get busy – which seems to happen just about every day lately! Besides, it simply irks you to see someone get paid a full wage to do so little. Life in this agency is simply too stressful to have someone on the payroll who isn't on the job full time!

You've been here six months but you've decided you've really got to take the bull by the horns. Your boss is on side and agrees that it's time that something was done. But he hasn't exactly been helpful with specific ideas – other than suggesting you have this “performance discussion.” So somehow you've got to prepare for this meeting...

## Information for the Employee

You are Leon Sawesky, an experienced worker in direct service in one of the largest agencies in the city. You know this field like the back of your hand, and you've been here for years. Yet the supervisor, Raj Chauhan, just here six months, wants to have a little "performance discussion" with you. What a joke! I suppose that's what they teach them at those training programs.

How are you supposed to "prepare" for this "discussion?" What's to say? You come to work everyday. You go home. You collect a paycheck every two weeks. That's it – it's a job!

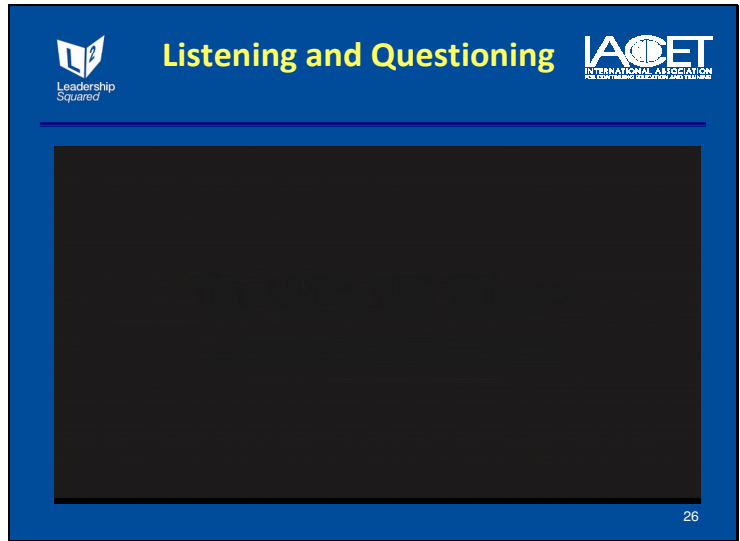
No doubt the issues of "teamwork" will come up. It makes you gag just thinking about it. That's the latest buzzword that Raj seems to be spouting and frankly you think it's a load of baloney! How can you be member of a team when you've got a caseload that would choke an ox?

It's getting worse too. You've been doing this job for more years than you care to count, and lately the pressure is worse than it's ever been. Demanding clients. Demands for reports from funding agencies every time you blink. More agency rules and policies every week...

Your wife thinks the stress is going to kill you. And that you should leave. But where are you going to go? You've done this job for years and it's not exactly easy to find something new at your age.

So you do your best not to let it get to you. Do the job, go along with the flow, don't get in anyone's way, and try to leave it behind at the end of the day. And you've got your little business on the side. It's not much of a money-maker, more a hobby really. But it's a way to charge a few of your personal expenses to the business, and get a bit of a tax break. Besides, it's fun! A lot more fun than this job. And it's not a lot of work. A few phone calls on your cell phone when you're having a smoke break, and the rest is on the weekends. Your wife helps out too and she thinks this will be the big ticket to a cushy retirement. Who knows? She could be right.

In any case, you've somehow got to get ready for this meeting with Raj. Maybe you've got time to put in a few calls before the meeting begins...



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# Listening and Questioning

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# Listening

What percentage of the time should a manager talk during a coaching dialogue with an employee?

- Manager
- Employee



Percentage of Manager Talk	Employee Talk
10%	90%
25%	75%
50%	50%

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 **How actively do you listen?**

	YES	NO
I give the speaker my full attention without any distractions.		
I maintain comfortable eye contact throughout the conversation.		
I pay attention to the feeling behind the words.		
I watch the speaker's body language.		
I listen without judging; I maintain an open mind.		
I demonstrate I'm listening attentively.		
I paraphrase what I've heard to check for understanding.		
I ask open-ended questions that elicit more information.		
I allow pauses and silence to give the speaker time to reflect and respond.		
I demonstrate empathy and think carefully about how I will respond.		

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## Knowledge Check

**A good listening habit? True or False?**

1. I remind myself that listening is an opportunity to learn something
2. I suggest words when the speaker has problems getting ideas across.
3. Because the brain processes speech faster than most people speak, listening is often a good time to multi-task.
4. I show I am engaged by maintaining eye contact, nodding and leaning forward
5. I allow a speaker to complete his thoughts and then paraphrase to ensure that I understand.
6. When a speaker's topic is boring, I think about an exciting sporting event to per myself up
7. I never interrupt someone who is speaking to me

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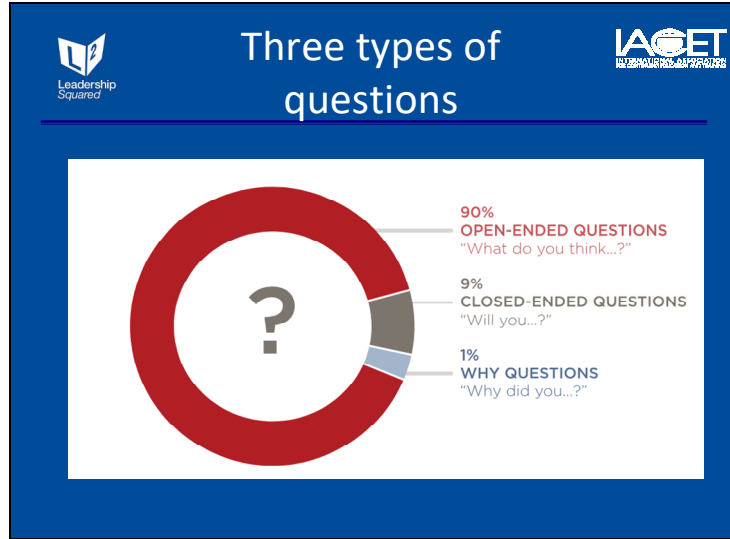
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## Asking Questions?



Omar engages Hamza in a coaching dialogue. Their goal is to coach him to be more efficient with his current work, so he can take on new responsibilities.

*Do you usually have enough time in your day to get your responsibilities done?*

In small groups write possible questions that could be used during the coaching session in the space below:

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## Asking Questions?

Omar engages Hamza in a coaching dialogue. Their goal is to coach him to be more efficient with his current work, so he can take on new responsibilities.

*Do you usually have enough time in your day to get your responsibilities done?*

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## Asking Questions?

Omar engages Hamza in a coaching dialogue. Their goal is to coach him to be more efficient with his current work, so he can take on new responsibilities.

*Why are you spending several hours on each client report?*

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## Asking Questions?

Omar engages Hamza in a coaching dialogue. Their goal is to coach him to be more efficient with his current work, so he can take on new responsibilities.

**What if you had a template for client reports?**

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## Knowledge Check



### Open or Closed?

- Were you a passenger in the car?
- Who else was in the car?
- What time did the accident occur?
- What damage did the other car suffer?
- What caused the accident?

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 **Feedback** 



Think about the *least useful* feedback you ever received.

*What did the person giving feedback do or say that made it so unhelpful?*

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**Giving Feedback**

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## Why So Difficult?



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*In your experience, why can giving and receiving feedback be so difficult for managers and employees?*

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## Providing Effective Feedback in Coaching

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To give effective feedback, make sure you...

- **Know** the facts
- **Address** your employee's coaching goals
- **Highlight** behaviors, not personal traits

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## What's wrong with this feedback?



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1. You're always such a disorganized person.
2. You're making me look bad.
3. I need you to work better with others.
4. I meant to thank you for doing a good job on that project last month.

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## What's right about this feedback?

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1. I appreciate how you've managed your time. It helps the team stay on track.
2. When you came 10 minutes late to our meeting, everyone else had to wait while we briefed you on what had already happened.
3. You haven't set up any customer meetings this week. This will affect the whole team's results.
4. Let's do some thinking together about how you can increase your sales this month.

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## To give effective feedback...



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- Create a fair process
- Know the facts
- Don't make it personal
- Strive for balance
- Foster dialogue
- Follow through

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Slide 44

 **Giving feedback** 



Craft a feedback statement for a person you are considering coaching.

*What would you say?*

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# Worksheet for Giving Feedback

## INSTRUCTIONS



*Give specific, behavior-focused feedback to help an employee reach a coaching goal or recognize progress they've made. Use this worksheet to record your comments.*

1. What is the coaching goal? Refer to the original coaching plan if necessary.  
*For example, "Coach Omar on how to manage a budget."*
2. What behavior needs to be start, stop, or continue? Describe this in terms of observed performance, not personal traits. Be specific.  
*For example, "At the last planning meeting, Omar presented an incomplete budget spreadsheet."*
3. What is the impact of the behavior on the organization or group? On other employees? Again, be specific.  
*For example, "Without the full data set, the group could not make decisions on spending cuts in a timely fashion. Omar also missed an opportunity to advocate for preserving certain line items."*
4. How does this feedback connect to the coaching goal?  
*For example, "I'd like Omar to be aware of the importance of presenting complete data at planning meetings so that budget decisions can be made and funds allocated wisely."*
5. Draft the feedback you'd like to deliver.

*For example, "Last week in the budget meeting, I noticed your spreadsheet was missing some crucial data about past expenditures. The group was not able to prioritize spending because they didn't have that information."*

6. How will you follow up this feedback after you deliver it? Think of ways you can check for relevance and promote a dialogue.

*For example, you might ask, "Is this how you saw the situation?"*



## Knowledge Check

### True or False

1. Effective feedback focuses on outcomes, not behavior.
2. Effective feedback is specific and includes specific examples.
3. Effective feedback is always delivered in public.
4. Effective feedback is best delivered as soon as possible after the performance.

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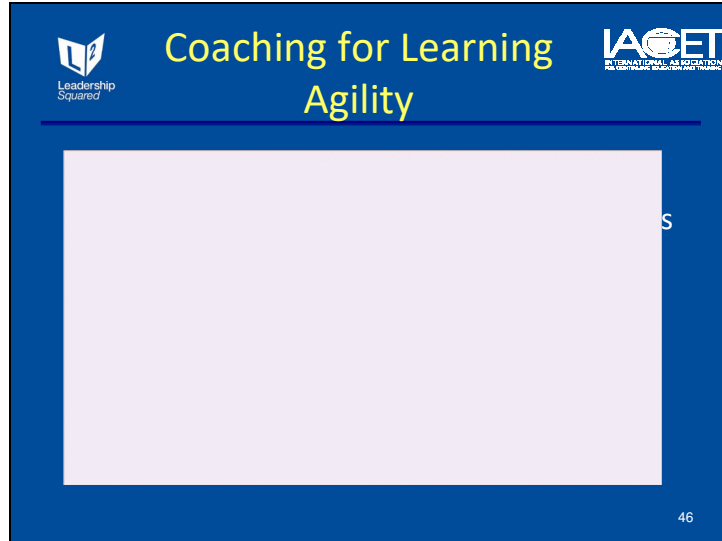
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Slide 46



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**Coaching for Learning  
Agility**

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# Worksheet for Challenging a Fixed Mindset

## INSTRUCTIONS

Use this worksheet when you want to help an employee move from a fixed mindset—where they are fearful or resistant to change—to a growth mindset, where learning is possible.

Remember that:

- **A fixed mindset** is a belief that skills and intelligence are predetermined and can't be developed through practice.
- **A growth mindset** is a belief that, with practice and effort, you can grow your abilities. It is a prerequisite for learning agility.

7. Describe the situation.

*For example, you might note, "Neil had a difficult interaction with a client last week. He became defensive when the client questioned the firm's work."*

8. What makes you think the person might be in a fixed mindset? Broad statements, negative self-talk, and blaming can be clues.

*For example, "When I asked him about it, Neil told me, 'These kinds of conversations shouldn't be my responsibility. I'm just not a people person.'"*



9. List a few questions you could ask to challenge this mindset.

*For example, "You say you're not good with people. What other possibilities might exist here?"*

10. What evidence—observations, data—can you provide to counter this person's belief?

*For example, "Neil, you have consistently received good ratings from internal departments about your responsiveness."*

11. Reflect on how you could help your employee reframe the situation in more positive terms.  
*For example, "I'd like Neil to see that although working with some clients is a struggle for him right now, he shouldn't think of himself as lacking interpersonal skills."*
  
12. Describe a next step you and your employee could take to address the situation.  
*For example, "I'd like to propose to Neil that I coach him on how to avoid getting defensive when a client questions our firm's work."*



## Recap

- Recognize and act on coaching opportunities
- Listen and communicate effectively during coaching
- Deliver constructive feedback during coaching
- Coach employees to become agile learners
- Develop awareness and skill to coach all employees

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 **Business Coaching  
Certifications** 

- Certified Business Coach (CBC)\*
- Certified Business Startup Coach (CBSC)
- Certified Coaches Startup Coach (CCSC)
- Certified Entrepreneur Coach (CEC)
- Certified Executive Coach (CEC)\*
- Certified Financial Coach (CFC)
- Certified Internet Marketing Coach (CIMC)
- Certified Leadership Coach (CLC)
- Certified Marketing Coach (CMC)\*
- Certified Online Marketing Coach (COMC)
- Certified Small Business Coach (CSBC)
- Certified Solution-Focused Coach (CSFC)\*
- Gallup Certified Strengths Coach
- ICF Certification

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Please be sure to complete the course feedback survey. Your input is very important to us!

<https://www.surveymonkey.com/r/PJQFFW9>

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