

COACHING FOR IMPROVED PERFORMANCE

1. DESCRIBE THE PERFORMANCE AREA FOR DEVELOPMENT AND ITS IMPORTANCE.
2. MAKE SURE YOUR INFORMATION IS ACCURATE. WRITE DOWN THE DETAILS
Don't conduct the disciplinary discussion without just cause.
3. CONDUCT THE DISCUSSION AS SOON AFTER THE CONCERN ARISES AS POSSIBLE.
The discussion will lose its effectiveness if too much time lapses after the infraction.
4. MAKE SURE YOU ARE CALM BEFORE COACHING THE PERSON.
The discussion should have a problem-solving, not accusatory, tone.
5. CONDUCT THE DISCUSSION IN PRIVATE.
Never add insult to injury. Your goal is to change behavior, not to embarrass or anger the Person.
6. STATE YOUR CONCERNS AND ASK FOR THE PERSONS INTERPRETATION OF WHAT HAPPENED.
7. FOCUS ON SPECIFIC BEHAVIOR, NOT ON GENERALITIES CLARIFY WHY THE MATTER IS A PROBLEM.
What exactly did the Person do "wrong"? What data do you have? Seek the Person's opinion.
8. ASK THE PERSON TO IDENTIFY SPECIFIC WAYS TO ENHANCE PERFORMANCE.
9. DON'T ACT UNFAIRLY.
Discipline must be firm, fair, and consistent for all Persons.
10. PROVIDE FEEDBACK ON THE PERSON'S IDEAS AND ADD YOUR OWN COACHING AND COUNSELING.
What should the Person do differently in the future?

11. PROVIDE MOTIVATION AND ENCOURAGEMENT. EXPRESS CONFIDENCE AND SUPPORT.

Communicate optimism that the employee's work will improve and that he or she is capable of achieving higher performance.

12. CONCLUDE WITH A CLEAR UNDERSTANDING BY BOTH PARTIES.

What happened? Why did it happen? What will change? When? What will be the consequences of not changing? Summarize action items in writing and set a follow up date.

13. CLOSE THE BOOK ON THE DISCIPLINARY DISCUSSION.

It's over. Treat this employee as you treat all others. Don't try to catch someone in the act. Catch them doing something right!

COACHING

Situation:

Causes Discussed:

Solutions Discussed:

1. I will:

2. You Are Going to:

Follow Up Dates:

Other: