

COACHING

PURPOSE OF COACHING

Determine the desired outcome
Link to organizational goals

PERFORMANCE STANDARDS

Ensure standards are clear and that both parties agree to them
Meeting the minimum standard is acceptable performance

THREE TYPES OF COACHING

Coaching for Improvement
Coaching for Success
Counseling

THREE AREAS TO INVESTIGATE

Resources and obstacles
Ability
Attitude

FEEDBACK AS A TOOL

Specific, timely, and balanced
CAR (Circumstance, Action, and Result)
Importance of coach's perspective and regular review

COACHING CYCLE

Observation > Coaching > Actions (both coach and coachee)
Back to observation
Continue until behavior changes or move to counseling

HOW INVOLVED SHOULD YOU BE?

Importance of outcome ↑	1. Leader retains control.	3. Leader supports and keeps some control.
	2. Leader shares control and coaches.	4. Leader delegates and coaches little.

←—————→
Experience of coachee

(Variation of the Blanchard-Hersey Situational Leadership Model)

COACHING PROCESS

(Discussion Process)

Positive attitude
Avoid assumptions
How coachable is the person?
What motivates her or him?

CONCLUSION

Seek more than tell
Be open to other ideas
Pass control when possible
Hold people accountable in a positive way