

# ON BEING AN EFFECTIVE COACH

## Winning Permission To Coach:

1. Ask how things are going
2. Confirm that the individual is ready for coaching
3. Ask questions to clarify the situation, and offer your support and help
4. Offer information as appropriate
5. Listen actively
6. Help this person identify possible courses of action
7. Agree on the next step
8. Offer your personal support and confidence

## The Styles Grid

CONTROLLED

ASK	<b>ANALYTICAL</b> <b>(get it right)</b>	<b>DRIVER</b> <b>(get it done)</b>	TELL
	<b>AMIABLE</b> <b>(get along)</b>	<b>EXPRESSIVE</b> <b>(get noticed)</b>	

EMOTIVE

## Distinguishing Characteristics of Styles

	<b>AMIABLE</b>	<b>ANALYTICAL</b>	<b>DRIVER</b>	<b>EXPRESSIVE</b>
<b>SEEKS</b>	Acceptance	Accuracy	Control	Recognition
<b>STRENGTHS</b>	Listening Teamwork Follow-through	Planning, Systems, Orchestrate	Admin., Leader, Pioneer	Persuading, Enthusiastic, Entertain
<b>GROWTH AREAS (Weaknesses)</b>	Oversensitive Slow to Action No big picture	Perfectionist, Critical, Unresponsive	Impatient, Insensitive, Poor Listener	Inattentive to detail, Short attention span Poor follow-through
<b>IRRITATIONS</b>	Insensitivity Impatience	Disorganization, Impropriety	Inefficiency, Indecision	Routines, Complexity
<b>UNDER STRESS</b>	Submissive, Indecisive	Withdrawn, Headstrong	Dictatorial, Critical	Sarcastic, Superficial
<b>DECISION MAKING:</b>	Conferring	Deliberate	Decisive	Spontaneous
<b>FEARS:</b>	Sudden Change	Criticism of personal efforts	Being taken advantage of	Loss of social recognition
<b>GAINS SECURITY THROUGH:</b>	Friendship	Preparation	Control	Playfulness
<b>MEASURES PERSONAL WORTH BY</b>	Compatibility, Contribution	Precision, Accuracy	Results, Impact	Acknowledgment, Compliments
<b>INTERNAL MOTIVE:</b>	Participation	The Process	The Win	The Show

## Common Causes of Underperformance

1. Trouble at home or other personal problems (divorce, alcoholism, depression, etc.)
2. The individual is "burned out" and no longer finds the work interesting or challenging
3. The individual is, in fact, no longer competent
4. Fear of failure in trying something new and reaching for career progress
5. They are making a quality of life choice and do not wish to contribute any more energy or time to the business
6. Externally driven reasons such as the loss of a recent client or downturn in their sector
7. They haven't kept up in their field and are less in demand
8. The individual is struggling because of poor time management or other inefficiencies
9. They don't know what they should be doing to succeed
10. They are poorly managed
11. They are insecure due to things like firm merger discussions, and have withdrawn into their shell, pending resolution of firm issues

## Confronting Problem Behavior

1. Describe actual situations that demonstrate the behavior you are concerned about.
2. Explain why it concerns you and express your desire for change.
3. Actively seek out and listen to the individual's reasons for this behavior.
4. Inform the individual how improving their behavior will improve their career.
5. Ask for the individual's ideas and commitment to solving the problem.
6. Offer your encouragement and support.
7. Agree on an action plan and set date to discuss progress.

## Giving Corrective Feedback

- 1) State the purpose of your feedback. Try to relate your personal feedback to the desired group's results. This helps set the focus for the feedback and also lets the person know what your intentions are.
  
- 2) Describe your observations and perceptions. Be specific, brief, and clear about the behaviors, incidents, facts, or perceptions upon which you base your point of view.
  
- 3) Jointly agree on the subsequent action to be taken. Think of this as a plan of action. Your willingness to help can make it more effective.
  
- 4) Summarize your discussions and show your appreciation. Receiving feedback is just as hard as giving the feedback. Let the other person know you appreciate their openness, their willingness to discuss the issue, and their willingness to move constructively forward.

## Tackling Prima Donnas

1. Describe specific situations that illustrate the behavior you are concerned about.
2. Explain why it concerns you and express your desire for change.
3. Seek out and listen to the individual's reasons for this behavior.
4. Help the individual see how improved behavior will improve his or her career.
5. Ask for ideas and commitment to solving the problem.
6. Offer your encouragement and support.
7. Agree on an action plan and set a date to discuss progress.