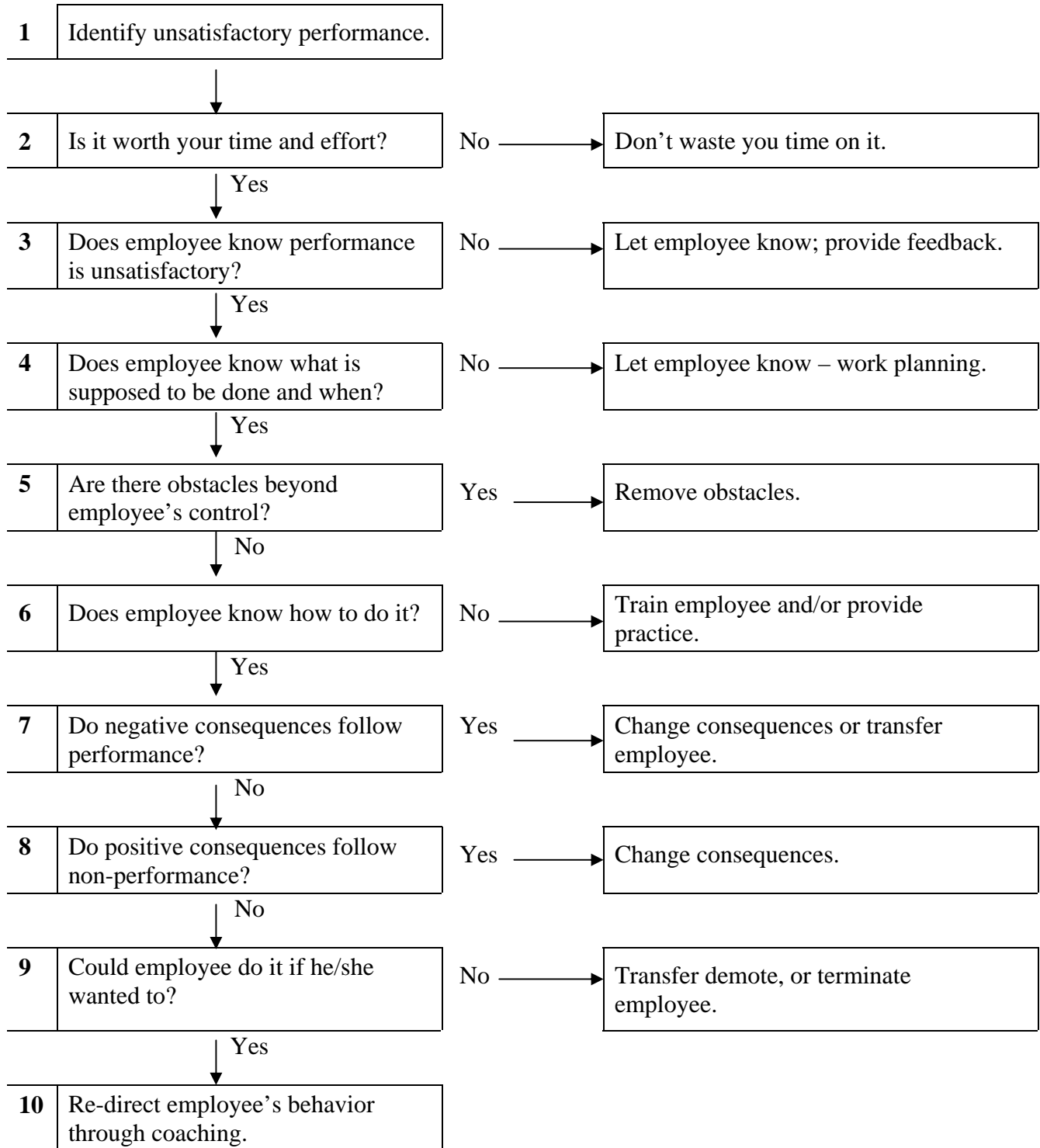


THE COACHING ANALYSIS

(see chart)

- Coaching analysis helps you analyze why the unsatisfactory performance is occurring.
- An incorrect assumption of the cause of a problem can lead you to some very wrong solutions.
- Normally you do the analysis alone, but talk to others if you need more information.
- The coaching analysis isn't as time consuming as it looks; it's simply a thought-process you go through quickly to find out if face-to-face coaching is really called for.
- **Step One** is to identify unsatisfactory performance. In this step, specifically define the behavior (i.e. how many times employee is late).
- In **Step Two**, you decide if it is worth your time and effort to try to correct it. If you decide there is nothing tangible to gain from a coaching session, forget it; don't waste any time on it.
- **Step Three** (does subordinate know his/her performance is unsatisfactory?) is an important step. Often the employee doesn't know there is a problem and the manager hasn't given the employee feedback that there is one.
- When managers check out **Step Four** (does subordinate know what is supposed to be done and when?), sometimes they hear something like "Oh, I didn't know that's what you wanted." Be sure people understand what you want them to do, when to begin, when to end, and when finished, what it should look like.
- **Step Five** of the Analysis (are there obstacles beyond subordinate's control?) is also important because a manager cannot blame a subordinate for poor performance if obstacles prevent satisfactory performance.
- If you answer "no" to **Step Six** (does subordinate know how to do it?), provide training or practice.
- The key point to remember about **Step Seven** (does negative consequence follow performance?) is that all behavior is a function of its consequence. Be sure that workers who do nasty tasks well don't end up being assigned all the nasty tasks. If you do, people tend not to do things they should in order to avoid negative consequences.
- The key point of **Step Eight** (does positive consequence follow non-performance?) is not to reward someone for non-performance. Change consequences.
- If you answer "no" to the **Step Nine** in the Coaching Analysis (could a subordinate do it if he/she wanted to?), transfer or terminate the employee - you can't fix it.
- If you answered "Yes" to the **final step** in the Coaching Analysis, move on to the Face-to-Face Discussion.

COACHING ANALYSIS: WHAT IS INFLUENCING UNSATISFACTORY PERFORMANCE?

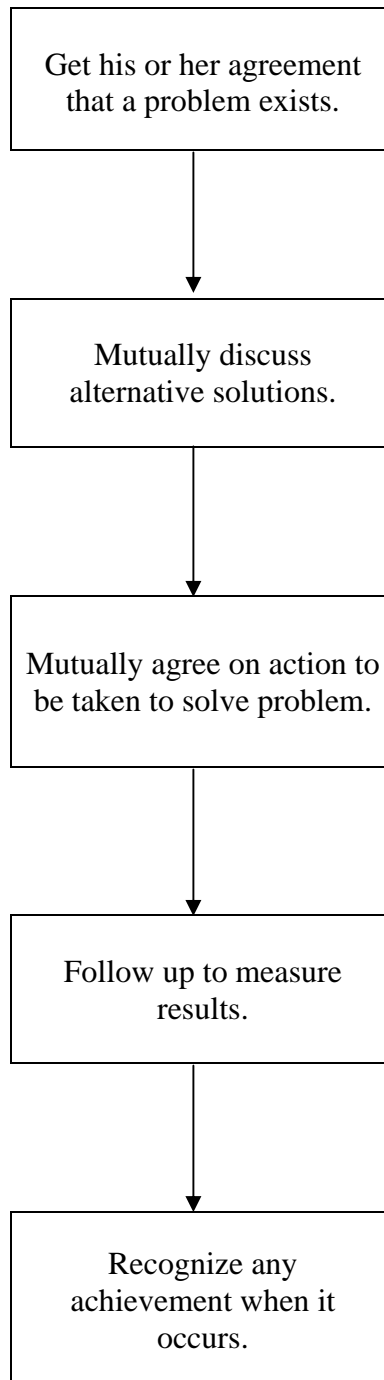


THE STEPS OF COACHING DISCUSSION

(See chart)

- Hold coaching conversations in private; take steps to be sure you're not interrupted.
- **Step One** (get his or her agreement that a problem exists) is a critical step and will usually involve half the total time of the face-to-face discussion.
- Don't bypass step one. Don't assume the employee knows a problem exists.
- There are two ways to get agreement that a problem exists:
 1. Discuss the results of poor performance. Who else is affected; what work is delayed; who complains about non-service; what are added costs, or lost business; what time is wasted, etc. 95% of the people being coached will agree there is a problem if you communicate all the real results of the thing done wrong. If they don't agree, go to #2.
 2. Discuss the consequences to the employee if there is no change. Will he/she be demoted, receive no raise, not be promoted, have desk moved away from the window, be taken off the picnic committee, not go to next convention, receive undesirable work, or be terminated?
- If employee agrees there is a problem after #1, don't use #2. Proceed to "Mutually Discuss Alternative Solutions."
- Use thought transmission to communicate; ask questions, the answer to which is exactly what you want to tell them. If they answer the question, you will know that the thought arrived in their head.
- In **Step Two** (mutually discuss alternative solutions) - you begin by saying, "How are we going to solve this problem?" Don't answer your own questions. List all the possibilities.
- Avoid general statements (i.e., "I'll come to work on time."). Ask employee what he/she will do differently to correct problem. People have to do something different to change.
- **Step Three** is to mutually agree on action to be taken to solve problem. You may come up with three alternatives in Step 2, but select only one here. Remember the word "mutually." Contribute an idea or two if employee dries up
- Follow up to measure results - **Step Four** is a pitfall for some managers. They fail because of lack of follow-up. Don't assume change will take place. Follow up the next time the behavior should appear in the work environment.
- **Step Five** of the Coaching Process (recognize any achievement when it occurs) has the greatest potential to sustain performance improvements.
- If someone corrects a performance problem today, recognize that achievement face-to-face - today.
- If someone improves only by 75%, recognize that achievement and encourage them to keep improving.
- If there is no improvement, try another coaching session, transfer or terminate the person. Or learn to live with the problem.

STEPS OF COACHING DISCUSSION



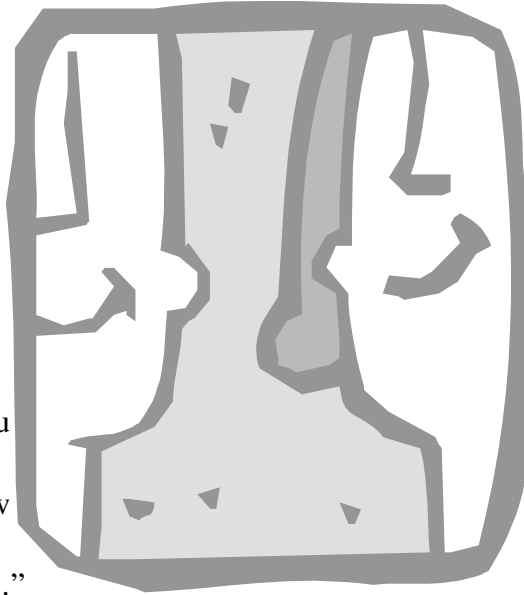
THE POSITIVE **POWER** OF PRAISING PEOPLE



101 Ways to Phrase Your Praise

(Without saying "Great!")

- "You really made a difference by..."
- "I appreciate your help with..."
- "You made a real accomplishment when you..."
- "That took a lot of patience when you..."
- "Do you always do such a thorough job of..."
- "You're on the right track by..."
- "You really applied yourself when you..."
- "You've come a long way on this by..."
- "You know, you're pretty terrific because you..."
- "It took a lot of courage on your part when you..."
- "Your efforts really pay off when you..."
- "One of the things I enjoy most about you is..."
- "I admire you for..."
- "Your success is showing because you..."
- "You really stick with it the way you..."
- "This tells me how much you care..."
- "You're a tough act to follow because of your..."
- "This is first-class work on..."
- "Way to go with..."
- "You outdid yourself by..."
- "You deserve a lot of credit for your..."
- "You really did the job by..."
- "You've made my day because you..."
- "I like your style of..."
- "Your determination is evident because you..."
- "You've won our respect by..."
- "You have a special talent for..."
- "You've won our recognition by..."
- "You're a winner because you..."
- "That's the way to..."
- "That's a valid point of..."
- "That's very perceptive of you to..."
- "You're right on the mark with..."
- "I'm impressed with your..."
- "That's the best you've ever done with..."
- "You really went all out when you..."
- "You got my attention when you..."
- "That's quite an achievement the way you..."
- "Your hard work really paid off because of your..."
- "You're making a lot of headway with..."
- "You're doing top-quality work on..."
- "You've got what it takes to..."
- "You're really impressive when you..."
- "You made it with flying colors because you..."
- "You can be proud of yourself for..."
- "You're coming along precisely with..."
- "Outstanding job of..."
- "That was a real breakthrough when you..."
- "I'm learning a lot from your..."
- "What a lot of progress on..."
- "You proved you could do it by..."
- "You're really on top of things..."
- "I see a lot of improvement in your..."
- "You must feel really pleased about your..."
- "Looks like a winner because of your..."
- "I admire the way you take the time to..."
- "Your persistence paid off by..."
- "You've done it again by..."



THE POSITIVE **POWER** OF PRAISING PEOPLE



101 Ways to Phrase Your Praise

(Without saying "Great!")

"We couldn't have done it without your..."

"I enjoy working with you because of your..."

"I'm with you all the way on..."

"I know I can count on you because..."

"You've got the right idea of..."

"Now that's what we're looking for!"

"You've made it all the way by..."

"You've got my admiration because of your..."

"You really know how to..."

"What an effective way to..."

"You're really going places with..."

"No one could have done a better job of..."

"You're on your way up because you..."

"This shows a lot of confidence on your part because you..."

Qualify your praise with specifics for maximum impact!

"Now that's the way to..."

"You have a special gift for..."

"Now you're getting the idea of..."

"My hat is off to you for..."

"Repeat performance of..."

"Look how far you've come with..."

"You're doing a first-rate job of..."

"We're a better team because of your..."

"You're so much fun to be with because you..."

"You're really going strong with..."

"You're pretty special because you..."

"We're all pleased with the way you..."

"You display a winner's attitude every time you..."

"I'm glad you're on my team because you..."

"I salute the job you've done here because..."

"I appreciate how you..."

"Looks like a professional job of..."

"We applaud your efforts to..."

"Is this quality stuff or what?"

"Well done job of..."

"You really helped me when you..."

"That's the best job of _____ I've ever seen!"

"I believe in you because you..."

"Of course you'll do a stellar job of..."

"I see real leadership in your..."

"You know, you're famous for..."

"I like working with you because of your..."

"You add so much _____ to the success of our group."

"It's a pleasure watching a pro like you because..."

