

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Resources | Feedback and Coaching

### SBI – WORDS WITH IMPACT

Getting just the right word to express the impact a behavior has on you is important. The right word can help keep your feedback from being vague or misconstrued. Finding the right word, however, isn't always easy. To help you put impact into words you can deliver as effective feedback, here is a list of descriptive impact words.

Ambivalent	Frightened	Miserable	Skeptical
Angry	Frustrated	Nervous	Spiteful
Annoyed	Glad	Odd	Startled
Astounded	Good	Outraged	Stupid
Betrayed	Gratified	Overwhelmed	Sure
Bored	Happy	Peaceful	Sympathetic
Burdened	Helpful	Persecuted	Tempted
Calm	Helpless	Petrified	Tense
Captivated	Honored	Pleasant	Tentative
Challenged	Hurt	Pleased	Terrible
Diminished	Ignored	Pressured	Terrified
Disturbed	Impressed	Proud	Threatened
Divided	Infuriated	Refreshed	Tired
Ecstatic	Inspired	Rejected	Troubled
Electrified	Intimidated	Relaxed	Uneasy
Empty	Isolated	Relieved	Unsettled
Excited	Jealous	Restless	Vehement
Exhausted	Kind	Rewarded	Vital
Fearful	Left Out	Sad	Vulnerable
Flustered	Lonely	Satisfied	Welcome
Foolish	Low	Scared	Wonderful
Frantic	Mad	Shocked	Worried

To develop your effectiveness in carrying out the impact stage of giving feedback, practice putting your feedback in the form of "When you did (behavior), I felt (impact)" or "When you said (behavior), I was (impact)."

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### STEPS FOR COACHING

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As a manager you will provide coaching for recognition of good work and for performance improvement. Below are steps for providing coaching in both scenarios.

#### ***Recognizing Good Work***

There are three steps that you will need to take when recognizing good work.

1. Identify the specific behavior.
  - Rather than “You did a good job,” use “Your report was exceptionally organized and easy to read.”
2. Describe the impact.
  - Describe how the performance/behavior affects customers, team members, etc. “The team was able to synthesize the information and provide immediate information to their customers.”
3. Acknowledge and show appreciation.
  - “Thank you”
  - “What you did really made a difference.”

#### ***Performance Improvement***

Coaching for improvement can take place in two ways – on the spot coaching or a coaching meeting. There are six steps to coach for improvement.

1. **Observe:** “This is what I see happening...”
2. **Wait for a Response:** Listen and wait for them to respond.
3. **Remind:** “This is what needs to happen...”
4. **Solve:** “What can we do to make sure this happens?”
5. **Agree:** You restate, “This is what we’ve agreed...”
6. **Follow-up:** “Let’s check back in on this in 1 week.”

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### ***The Coaching Meeting***

If you are going to have a coaching meeting, there are three phases – preparation, the meeting, and action plan and follow-up.

In order to prepare for the meeting consider the following:

1. Check Your Attitude
  - Check your mood
  - Check importance level
  - Check style
2. Check Your Communication
  - Are expectations clear?
  - Has feedback been given?
  - Have they received mixed messages?
3. Check For Conditions
  - Do they need more time?
  - Do they need more training?
  - Do they have the resources they need?

When conducting the meeting consider the following:

1. Create a Comfortable Environment
  - Choose an appropriate time and place
  - Establish rapport
  - State the purpose of the meeting
2. Agree on the Problem
  - Clarify expectations
  - Communicate your concerns

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- Communicate the impact of the problem
- Listen to the person's point of view

### 3. Agree on the Solution

- Discuss possible solutions
- Ask for input
- Discuss any barriers that would prevent the person from implementing the solution.

Consider the following for creating an action plan and following up:

### 1. Create an Action Plan

- Discuss implementation and timelines
- Decide on review dates
- Provide encouragement and support

### 2. Monitor Progress

- Observe the employee's performance
- Make note of your observations
- Meet with the employee to review progress

### 3. Provide Follow-Up Coaching

- Give positive recognition
- Revise solutions if necessary

## ASKING THE RIGHT QUESTIONS

How do we uncover internal drive? By using one of the most valuable tools as a coach: asking more and better questions. To uncover each person's internal drive, schedule one-to-one meetings with each member of your team and invest the time asking questions to uncover what is important to them. Listen to their responses and ask more questions as you uncover what they most want.

Here are some suggested questions you can use during your one-to-one meetings in order to tap into a person's internal drive, while uncovering exactly how you can best coach and manage them:

- What do you want to be doing that you aren't currently doing?
- What areas do you want to strengthen, improve, or develop?
- What is most important to you in your life and career? (What does a successful career or life look like?)
- What are the three most important things you would like to accomplish right now?
- What is your action plan to achieve those goals?
- What do you need that's preventing you from reaching those goals?
- How can I best support you to achieve these goals? (Uncover how each employee wants to be managed and supported.)
- How can I best manage you and hold you accountable for the results you are looking to achieve?
- How can I hold you accountable in a way that will sound supportive and won't come across as negative or micromanaging?
- How do you want me to approach you if you don't follow through with the commitments you make? How do you want me to handle it? What would be a good way to bring this up with you so that you will be open to hearing it?

These questions will assist your employees in uncovering what internally motivates them based on their beliefs and values so they can access their own energy to achieve it. You are also uncovering the style of management they best respond to. Moreover you are setting up the expectations on both sides as to what to expect from one another. It certainly beats using your energy to push or stimulate interest or action based on your assumptions or beliefs based on what may work for you.

If you rely on pushing to get someone into action, they won't move unless you're there to push. It's more effective to help them articulate what they want so they can begin to self-motivate.

The real benefit of getting this is that empowering people by tapping into their internal drive doesn't drain your energy. Pushing for results is exhausting.

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# DIRECTIVE COACHING TECHNIQUES

The information below is a listing of different techniques you can use in directive coaching.

BUILD THE WILL		
Technique	Description	Example for Coaching Conversation
Identify why the coachee is demotivated.	<ul style="list-style-type: none"> <li>Use positive, open-ended questions.</li> <li>Don't criticize or judge.</li> <li>Keep a positive tone.</li> <li>Don't assume you know what's wrong.</li> </ul>	"When you started you were so enthusiastic. What has changed since then?"
Create a positive vision of the future.	<ul style="list-style-type: none"> <li>Find an area of interest.</li> <li>Build enthusiasm for the new area of interest by envisioning its positive effects on coachee.</li> </ul>	"Just think of how good you'll feel when you've mastered this skill."
Help the coachee to focus on specific goals.	<ul style="list-style-type: none"> <li>Narrow in on a task or skill the coachee should develop first.</li> <li>The tasks can be tangentially related to the job, so long as doing them will build the coachee's will.</li> </ul>	<ul style="list-style-type: none"> <li>"How would you feel about trying this task? That would give you a new challenge."</li> <li>"If you were setting your own goals, what would they be?"</li> <li>"How would you feel about taking responsibility for X or Y?"</li> </ul>

BUILD THE SKILL		
Technique	Description	Example for Coaching Conversation
Give positive feedback.	Give praise and positive feedback about what the person may be doing well.	"You're doing a great job on the graphics for the manual. I'd like you to build your versatility by learning to use animation programs better."
Gain agreement there's a need to improve skills.	<ul style="list-style-type: none"> <li>Agreement signifies that the person understands what is needed.</li> <li>It gives the person responsibility for improvement.</li> </ul>	"You're doing well on meeting your quota. I think we need to begin working on your customer feedback skills. Do you agree?"
Set achievable goals.	<ul style="list-style-type: none"> <li>Don't overwhelm the coachee.</li> <li>Set simple, achievable goals.</li> <li>Consider what is doable, and set each goal so that the coachee feels a sense of achievement.</li> </ul>	"We need to cover X, Y, and Z. But you'll need to master X before you move on to Y, and so on."
Link the coachee's skill building to motivational needs.	<ul style="list-style-type: none"> <li>Be sure to link the need to build new skills to the coachee's personal motivational needs.</li> <li>The coachee must value the end result in order to make a good effort to improve skills.</li> </ul>	"You've expressed an interest in management. Mastering these new skills will help you grow into a management position."

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<b>SUSTAIN THE WILL</b>		
<b>Technique</b>	<b>Description</b>	<b>Example for Coaching Conversation</b>
Maintain a coaching relationship.	<ul style="list-style-type: none"> <li>Maintain your coaching relationship with the person.</li> <li>Provide praise and feedback to keep the individual motivated and moving forward.</li> </ul>	"You did a terrific job on your presentation this morning. You've come a long way from where you were just a month ago."
Maintain control.	Take the initiative in setting new goals and target dates for the coachee until the major goals are achieved.	"You've done very well with X and Y. Now, focus on Z for a while. I've found a class that will be really helpful to you."
Adjust your style.	As your coachee becomes more independent and successful, adjust your style to be less directive.	All your coachees to take responsibility for their own development plans as they show the capability to act independently.

## NON-DIRECTIVE COACHING TECHNIQUES

The information below is a listing of different techniques you can use in non-directive coaching.

<b>Technique</b>	<b>Description</b>	<b>Example for Coaching Conversation</b>
Recognize skills and approach.	<ul style="list-style-type: none"> <li>Offer praise about a coachee's skills or approach to the work.</li> <li>Be sure to ask whether the person feels challenged by the work.</li> </ul>	"I'm so impressed with your work on the project. Are you still finding your job challenging? Are you ready for something new?"
Identify opportunities or challenges.	<ul style="list-style-type: none"> <li>Encourage the person to identify opportunities for career progression or personal growth.</li> <li>Use hypothetical situations to stimulate thought processes.</li> <li>Help the person set objectives, but let them decide on the methods needed to get there.</li> </ul>	"If you were offered a project management position, how would you go about acquiring the skills needed?"
Agree on a development path.	<ul style="list-style-type: none"> <li>Ask coachee to devise a plan for moving forward.</li> <li>Be sure to offer your continuing support.</li> </ul>	"I'm so pleased that you're inspired to move in this direction. Now I'd like you to map out a plan for achieving your objectives. I hope you know that I'll be totally available to you any time you need me."