

Employee Coaching

*District Training Week
February 2021*



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Housekeeping

- Please mute your microphone and/or telephone.
- Please keep information shared in this session confidential.
- The session will not be recorded.
- Feel free to ask questions at any time via the chat box or verbally.
- Reference materials available on ODA website.



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**Who does coaching?
What is coaching anyway?**



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Relationship
Partnership
Dynamic
Collaborative
Interactive



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Benefits

- ❖ Overcome performance issues.
- ❖ Strengthen skills.
- ❖ Boost productivity.
- ❖ Develop a deep bench of talent.
- ❖ Improve retention.
- ❖ Make effective use of resources.



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Employees

- ❖ Build valuable skills and knowledge.
- ❖ Feel supported and encouraged.
- ❖ Experience pride and satisfaction.



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Cons

- ❖ Takes time and commitment.
- ❖ Outside your comfort zone.
- ❖ Requires flexibility.

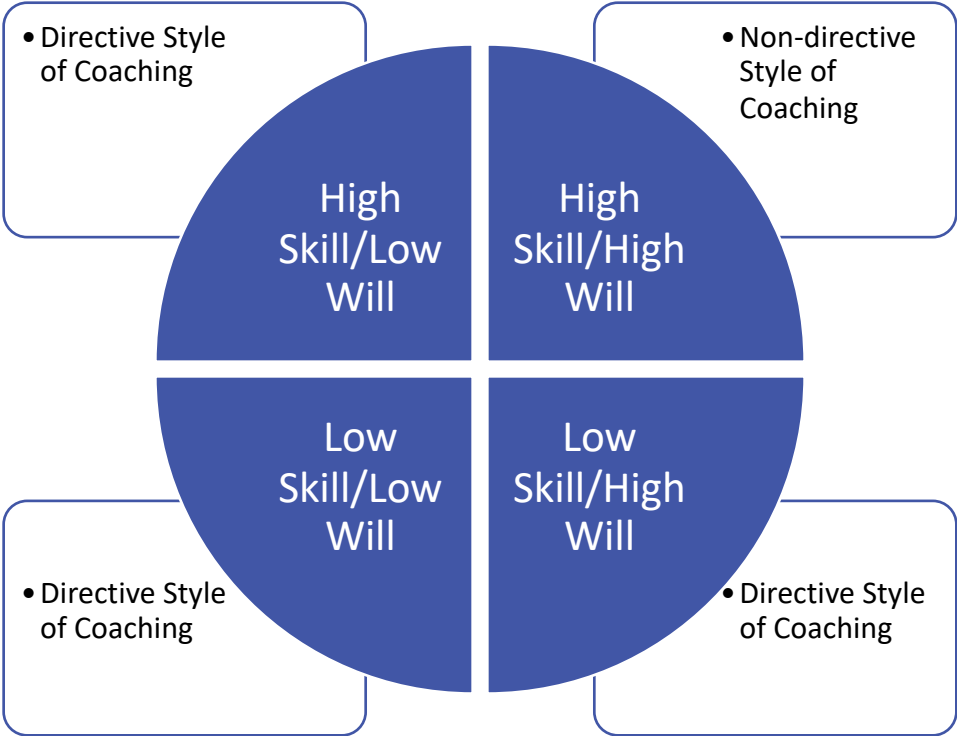
Assess the Situation

1. What is going well?
2. What needs improvement?
3. What is the impact of the deficiency?
4. Why is this a problem?



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Skill or Will?



Directive Coaching

**Build the Will
Build the Skill
Sustain the Will**



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Build the Will

1. Why are they demotivated?
2. Identify areas of interest or enthusiasm.
3. Create a positive vision.
4. Focus on specific goals.



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Dealing with Demotivation – Why?

- Challenging.
- Needs sensitivity.
- Don't criticize or judge.
- Avoid “you” language.
- Use open-ended questions.
- Listen. No assumptions.
- It's about them, not you.



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Create a Positive Vision

- Nudge them out of their negative frame of mind.
- Explore areas of interest.
 - “What would give you a sense of achievement?”
 - “What part of your job do you enjoy?”
 - Don’t offer suggestions unless they are stuck.
 - Give them time and listen.



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Build Enthusiasm

- Remain positive.
- Encourage.
- Look forward.
- Their future, not yours.

Specific Goals

- Goal suggestions
 - “How would you feel about trying this task?”
 - “How would you feel about taking responsibility for this particular project?”
- Development plan
 - Developed by coachee.
- Goals may not be related to core work.



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Build the Skill

1. Give positive feedback.
2. Gain agreement.
3. Set Achievable goals.
4. Link the coachee's personal motivational needs to learning.



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Build the Skill

1. You are a guide.
2. Invite personal views and opinions.
3. May need to help coachee make appropriate decisions.

Sustain the Will

1. Support and Encouragement
2. Consistency
3. Clear and specific feedback
4. Adjust coaching style as needed
5. Encourage independence



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Non-Directive Coaching

- Less direction
- Act as a catalyst
- Ask questions that motivate
- Available for support
- Don't provide solutions
- Don't micromanage



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Non-Directive Coaching

- Recognize skills and methods
- Identify new opportunities and challenges
- Agree on a development path



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Steps to Recognize Good Work

- Identify the specific behavior.
- Describe the impact.
- Acknowledge and show appreciation.

See it. Say it.



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Steps for Performance Improvement

- Observe: “This is what I see happening...”
- Wait for a response.
- Remind: “This is what needs to happen...”
- Solve: “What can we do to make sure this happens?”
- Agree: You restate: “This is what we’ve agreed...”
- Follow-up: “Let’s check back in on this in 1 week.”



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The Coaching Meeting

1. Preparation
2. The Meeting
3. Action Plan and Follow-up.

Preparation

1. Check Your Attitude

- Check your mood
- Check your importance level
- Check style

2. Check Your Communication

- Are your 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?



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The Meeting

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
 - 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



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Action Plan and Follow-up

1. Create an Action Plan

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

2. Monitor Progress

- Observe employees 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



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Good Luck!



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