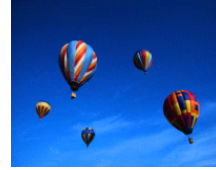


HARNESS THE POWER OF CHANGE



Sept 2004
Volume I
Issue V

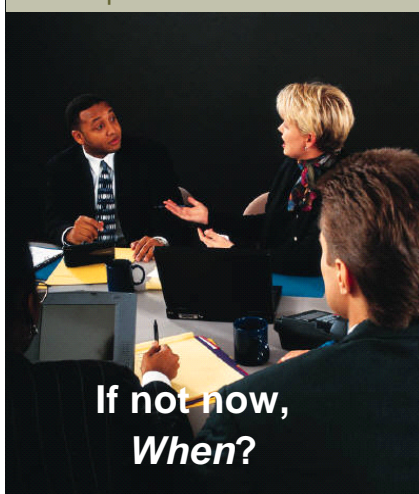
Learn Performance Coaching to Increase Results

"Be a coach, not a manager" may sound like good advice, but what does it mean in terms of your day-to-day interactions with people? Take a look at this checklist of coaching behaviors to see which techniques you already practice, and which you can add to your coaching skills toolbox:

- **Don't give answers.** Ask questions that encourage creative thinking, but don't do your employee's thinking for them by telling them what to do.
- **Focus on great performance.** Don't let employees stay satisfied with average results. Help them get to know what great performance looks like and feels like through personal examples and experience.
- **Focus on customers.** Talk to customers (internal or external) to find out what great performance looks like from their point of view.
- **Raise expectations.** When someone achieves a victory celebrate it. Then raise the bar a little higher. Always look ahead to how much better the person can perform.
- **Link the present with the future.** Help your people see the connection between their current tasks and their long-term personal and professional goals.
- **Create internal measures.** Don't be the sole judge of success or failure. Work with employees to develop standards that will help them measure and recognize their own success.
- **Identify areas for improvement.** Help employees target and strengthen skills they need to improve.
- **Remember the human factor.** Help employees identify and strive for their own personal and professional goals. Your goal isn't to turn employees into efficient machines, but to help them realize their potential.
- **Go through the process yourself.** Work with a coach of your own to get a fuller understanding of what good coaching feels like.

Adapted from "The Leadership imperative--Coaching," on the CEO Refresher web site.

Empower Your Life!



Giving Feedback that Works!

The following basic principles apply whether you are giving employees positive or corrective feedback.

- **Specific:** Be specific about the behavior you want repeated or eliminated. Don't just say "good job" or "that's not right."
- **Immediate:** Tell the employee as soon as possible. The closer the feedback to the performance, the more impact it will have.
- **Earned:** False praise can have a negative effect on employees who know they don't deserve it.
- **Individualized:** Use the person's name so they know the feedback is directed to them.

*From Coaching for Results...

Change is difficult for everyone...I want you to know that you don't have to do it alone. The power of coaching can help you succeed! **Would you like to learn supervision skills? How to manage change? Did you know that coaching offers a 529% ROI? Great odds...contact me for more information.**

To remove your name from our mailing list, please [click here](#).

Questions or comments? E-mail us at Shirley@workingtogether1.com or call 707.775.4409.