

Manley Baptist Church

COACHING TECHNIQUES

Since management is getting things done through others, you need your subordinates more than they need you. In a sense, you get paid for what your subordinates do, not for what you do. You need to do all you can to help them be successful since you succeed only when they do.

This requires helping the subordinate achieve goals. Strategies to do this are self-help activities, coaching, and counseling. Coaching is a form of teaching for increased effectiveness. It provides on-the-job training with the supervisor, experiencing something and then debriefing what happened in order to learn.

There are two steps in the coaching process:

Step 1 Analyzing the reasons why unsatisfactory performance is occurring, called coaching analysis.

Step 2 The face-to-face discussion you conduct to get the subordinate to change, called coaching.

Step 1: Coaching Analysis

- a. Identify the unsatisfactory performance
- b. Is it worth your time? If not, don't waste your time on it.
- c. Do subordinates know their performance is not what it should be? They may think they are doing right.
- d. Do subordinates know what is supposed to be done? Tell them.
- e. Are there obstacles beyond their control? Remove them.
- f. Do subordinates know how to do it? Provide training or practice.
- g. Does negative consequence follow performance?
- h. Does positive consequence follow performance?
- i. Could subordinates do it if they wanted to?

Step 2: Coaching - The face-to-face discussion

- a. Get agreement a problem exists.
- b. Mutually discuss alternative solutions.
- c. Mutually agree on action to be taken to solve the problem.
- d. Follow up to insure that agreed upon action has been taken.
- e. Recognize any achievement.

Some Rules for Good Coaching

- a. Know each team member as an individual.
- b. Recognize good performance and tell others what it is.
- c. Stretch employees to their capacity.
- d. Display your confidence in the individual's ability.
- e. Don't forget long-range planning.
- f. Build flexibility into the group.
- g. Bring diverse specialists into one team.
- h. Evaluate employees on performance, not personality.
- i. Reward performance.
- j. Build boss/subordinate relationships around the work itself.