

# Coaching Skills for Managers & Supervisors

**Sample** – This Sample contains sample pages from the full handbook.  
To purchase full copy go to [www.kawconsulting.com](http://www.kawconsulting.com)

**A KAW Consulting  
Manager's Toolkit Title**

# Contents

**Note:** This is the Table of Contents for the full version of “Coaching Skills for Managers and Supervisors”. Items in [blue](#) represent hyperlinks available in full version. To view how a hyperlink works click on a [red](#) item.

To purchase go to [www.kawconsulting.com](http://www.kawconsulting.com).

<b>Introduction</b> .....	<b>3</b>
<a href="#">About This Book</a> .....	3
<a href="#">Electronic Features</a> .....	4
<b>Basics</b> .....	<b>5</b>
<a href="#">What is Employee Coaching?</a> .....	6
<a href="#">Basic Process</a> .....	7
<a href="#">Keys to Success</a> .....	8
<a href="#">Reasons for Failure</a> .....	9
<a href="#">Key Skills</a> .....	10
<a href="#">Laying the Groundwork</a> .....	12
<b>Phase 1: Establishing Performance Expectations</b> .....	<b>13</b>
<a href="#">Setting Expectations</a> .....	14
<a href="#">Expectations &amp; Success Measures – Key Components</a> .....	15
<a href="#">Expectation Description Template</a> .....	16
<b>Phase 2: Provide Needed Training</b> .....	<b>17</b>
<a href="#">Training – Key Steps</a> .....	18
<a href="#">Determine Needed Knowledge and Skills</a> .....	19
<a href="#">Assess Needed Level of Proficiency</a> .....	20
<a href="#">Design &amp; Conduct Needed Training</a> .....	21
<a href="#">Training Plan Template</a> .....	22
<b>Phase 3: Analyze Performance</b> .....	<b>23</b>
<a href="#">Analyzing Performance – Key Steps</a> .....	24
<a href="#">Identify the Gap</a> .....	25
<a href="#">Identify Reasons for Gap</a> .....	26
<a href="#">Identify Potential Solutions</a> .....	27
<a href="#">Performance Analysis Template</a> .....	29
<b>Phase 4: Discuss Performance</b> .....	<b>30</b>
<a href="#">Common Format for Discussions</a> .....	31
<a href="#">Coaching Discussions - Roles</a> .....	32
<a href="#">Setting the Right Atmosphere &amp; Opening the Discussion</a> .....	33
<a href="#">Getting Down to Business</a> .....	34
<a href="#">Providing Feedback</a> .....	37
<a href="#">Getting the Employee To Participate Effectively</a> .....	38
<a href="#">Closing the Discussion</a> .....	40
<b>Tools</b> .....	<b>41</b>
<a href="#">Expectation Description Template</a> .....	42
<a href="#">Training Plan Template</a> .....	43
<a href="#">Performance Analysis Template</a> .....	44
<a href="#">Discussion Planning Form</a> .....	45
<a href="#">Checklist</a> .....	47

# ABOUT THIS BOOK

One of the most important tasks for Supervisors and Managers is coaching their employees. For many, it is also one of the most dreaded. Supervisors and Managers often worry that their employees will react negatively to a coaching discussion. Without the proper ground work employees may feel caught off guard, and indeed react negatively to what they consider as unwarranted criticism.

Despite these reservations, the ability to effectively coach employees and help them attain the desired level of performance and/or development is often the difference between a successful or unsuccessful Manager or Supervisor. Consequently, as a Supervisor or Manager, the ability to successfully coach your employees is one of the most important skill sets you need to develop.

The purpose of this handbook is to help you learn the basic, easy to use, skills that you need to be an effective coach. You'll learn how to:

- Establish the groundwork to have an effective coaching relationship with your employees.
- Determine expected performance levels for your employees' major tasks and responsibilities.
- Provide your employees with the needed training.
- Analyze your employees' current level of performance against expected levels, and identify areas needing improvement.
- Hold an effective coaching discussion to provide employees with feedback on how they are doing, and develop plans for making needed improvements.

# ELECTRONIC FEATURES

This book contains a number of handy to use electronic features. The Table of Contents contains hyperlinks that allow you to jump directly to the section you're interested in. You also have control over your printing. You can print out the entire book, a range of pages, or a single page as needed by using the "Print" option for your PDF reader.

You can also store **Coaching Skills for Managers and Supervisors** in a folder on your PC, and access it whenever you want. This makes it easy to use as an important reference tool you can refer to often.

# **THE BASICS**

# WHAT IS EMPLOYEE COACHING?

Employee coaching is the process of providing employees with the training they need on how to do their job, and feedback on their performance. It involves:

- Setting needed performance expectations
- Providing the necessary training
- Monitoring performance against expectation
- Providing feedback on results
- Providing support and encouragement
- Helping employees understand what they do well and where they need to improve.
- Helping employees determine how to make needed adjustments so they do things right.
- Celebrating success.

## BENEFITS OF COACHING

- Helps employees understand what they should be doing and how.
- Provides employees with important information on whether they are performing up to expectation and if not, how far off the mark they are.
- Helps employees develop and enhance new skills needed for future positions.

# BASIC PROCESS

Effective coaching involves 4 key phases. These are:

- **Phase 1: Establish Performance Expectations**
  - Determine Expected Performance for Major Tasks and Responsibilities
  - Develop Applicable Performance Measures
  
- **Phase 2: Provide the Needed Training**
  - Determine Needed Knowledge and Skills
  - Assess Current Level of Proficiency
  - Design and Conduct Needed Training
  - Observe and Assess Use of Learned Skills; Retrain as Needed
  
- **Phase 3: Analyze Performance**
  - Identify Performance Gaps and Type of Gap
  - Identify Reasons for Gaps
  - Identify Potential Solutions
  
- **Phase 4: Discuss Performance**
  - Provide employee with feedback on their performance
  - Determine employee's awareness of performance or problems and the impact of it.
  - Engage in joint problem solving on potential needed corrections.
  - Develop a joint action plan.
  - Monitor Implementation of Action Plan

# WHY COACHING EFFORTS FAIL

Coaching efforts that fail often lack some of the key ingredients for success. Here are some of the more common reasons.

- The employee doesn't trust the Manager/Supervisor.
- The Manager/Supervisor hasn't established credibility in the employee's eyes that they know what they are talking about.
- Manager/Supervisor sets a threatening atmosphere for the discussion.
- The Manager/Supervisor hasn't trained the employee how to perform as expected.
- The employee doesn't feel they've been told the applicable performance expectations and how they're going to be measured.
- The employee doesn't feel the Manager/Supervisor's feedback is accurate and objective.
- The Supervisor/Manager can't provide specific examples of what the employee needs to improve.
- The Manager/Supervisor only concentrates on what the employee needs to improve and doesn't praise things done well.