

The Performance Culture System™

Manager's Coaching Guide

We believe people deserve a chance to be great and work in an environment they love; that an organization's culture should build a sense of community while fulfilling its mission. We believe managers should be more than supervisors -- they should coach and mentor their employees. Performance Culture is a web-based performance management platform that helps managers and employees improve through the three steps of Align, Coach and Manage.

The purpose of this guide is to help you understand your role in building a performance culture and how to coach your employees and maximize their potential.



Create a Coaching Culture through:

Weekly Touchpoints - Check in with employees weekly on wins, priorities, questions and feedback (10 to 15 minutes).

1 on 1 Meeting - Assess employee's performance and behaviors using coaching conversations and feedback (30-60 minute Coaching Session).

Ask Questions

Use open-ended questions to allow your employee to elaborate on their answers. This gives you valuable details you can use during your coaching session. Use questions like:

- What is going well?
- How did you come to that conclusion?
- Can you tell me more about that?

Listen

Demonstrate you believe what the employee has to say is important. Active listening makes the employee feel heard. Waiting several seconds before replying allows time for the employee to elaborate with more details.

- Listen without formulating your response before they are finished.
- Ask clarifying questions if appropriate.
- Confirm your understanding by restating or paraphrasing what the employee has said.

Think W.A.I.T.
Why Am I Talking?

Employees care about what you have to say when they know you care about what they have to say.

Coaching Tips

Questions and active listening are the foundation of a great coaching conversation. Effective 1 on 1 Meetings usually include:

- Understanding the employee's behavioral profile and learning style (see inside for more details).
- Providing feedback that is specific and well balanced.
- Clarifying employee's feedback by paraphrasing your interpretation.
- Inquiring for additional detail when employee's feedback is limited.
- Responding to employee's comments and suggestions so they feel heard.

Coaching for Success

The Performance Review Process - Key steps for an Effective Coaching Session



- Prepare for 1 on 1 Meetings.
 - Review Self Assessment & 360 Feedback.
 - Review comments and make coaching notes.
- Review the performance objectives and behaviors.
 - Ask what's on track and going well.
 - Ask what's not going well and about their plans to improve.
 - Give feedback on how the employee performed against goals (target vs. actual).
 - Illustrate how the employee is on track, behind, or ahead of expectations.
- Provide support & create action plans.
 - Ask how you can help the employee.
 - Ask the employee for feedback on how you could improve.
 - Discuss next actions, commitments and plans going forward.

Understand Employee Profiles

Understanding an employee's behavioral profile and learning style improves communication.

Behavioral Profiles

Understanding an employee's natural behavioral style and key workplace motivators is key to successful communication. A D.I.S.C. Assessment can be a powerful tool not only for an individual employee but also for the team. Consider the four aspects of DISC:

D - Dominance - Directive vs. Collaborative

I - Influencing - Trusting vs. Reflective

S - Steadiness - Steady vs. Change

C - Compliance - Process vs. Creative



Learning Styles

Understanding an employee's primary learning style provides insight on how to best structure training environments.

Visual learners retain more when presented information graphically. Charts, graphs, diagrams and whiteboard drawings create a visual memory.

Auditory learners retain more information when they hear it. Reading out loud and hearing something several times helps them remember.

Physical learners are "hands-on". They retain information best from doing the activity.

Coaching for Success

After assessing your employee, you will see where he or she lands on The Performance - Values Matrix. Performance Culture recommends different coaching techniques based on the matrix's four quadrants.

Aligned?

Employee is performing well but is displaying behaviors that do not support the culture. Coaching can re-align them to become stars.

Key areas to probe:

Has something happened personally or in the workplace?

Are bad behaviors ingrained in the employee's personality?

How is the employee affecting others in the workplace?

Note: If unacceptable behaviors are not addressed, they can become a part of your culture.

Right Fit?

Employee is not performing nor displaying behaviors that support your culture. Coaching should focus on rapid improvement and evaluating the overall fit.

Key areas to probe:

Has something happened personally or in the workplace?

Are objectives appropriate for the position and skill level? Are they aligned with organizational goals?

How is the employee affecting others in the workplace?

Note: Organizations often keep these employees on the team too long - avoid doing this.

Star

Star employees are performing well and displaying the right behaviors. Coaching should focus on recognition, career advancement and achieve personal vision.

Key areas to probe:

How can the employee mentor / coach others?

Does the employee have suggestions to improve the organization?

How can we recognize their performance and continue to motivate them?

Note: You should spend 80% of your time with Star employees.

Potential

Employee is demonstrating the right behaviors but has not yet achieved the desired performance. Coaching should focus on skills and training.

Key areas to probe:

Are objectives appropriate for the position and skill level? Are they aligned with organizational goals?

Does the employee have the capability and acumen to meet expectations?

Would training opportunities help the employee increase performance?

What is a reasonable amount of time for the employee to achieve objectives?

Note: It's common for new hires to fall into this quadrant.



Performance Review Tips

Defining the right performance objectives and behaviors for your employees is critical to their development and the overall success of your organization.

Best Practices for assigning Performance Objectives

We recommend you determine performance objectives that both support your organization's goals, best matches the position, and uses S.M.A.R.T. goals as a guideline. S.M.A.R.T. goals and objectives have a much greater chance of being accomplished rather than a general goal that may be left open to interpretation.

- S** SPECIFIC - This creates clarity. Ask the six "W" questions for every objective. "Who", "What", "Where", "When", "Which", and "Why".
- M** MEASURABLE - This creates a target and a way to measure progress. Ask yourself "How much?" Or "How many?" And whether the objective is easy to track.
- A** ATTAINABLE - Objectives should meet your organizational needs, but should also be realistic and within the capacity of the position. High but attainable goals should stretch the team without feeling out of reach.
- R** RELEVANT - Relevance is key to driving the team and your organization forward. Identify how the objective supports your organizational goals and if it matches the position.
- T** TIMELY - Assigning a time frame for an objective creates a sense of motion and urgency. Time lines communicate clear expectations giving employees the opportunity to plan, prioritize and perform to meet deadlines.

Best Practices for assigning Workplace Behaviors

All of your organization's workplace behaviors are important, but to effectively coach an employee, we recommend you select up to 10 behaviors that are most relevant to the position and the employee. For example: What values could the employee master to become great?

"It is better to do something about one thing, than nothing about everything." Limiting objectives and behaviors allows employees to be laser focused on a few key area for 90 days. Objectives can be amended or updated for future periods if necessary to do so.

Give Feedback - Positive and Constructive

Positive and constructive feedback promotes growth and open communication. By following some general rules, employees are more likely to receive feedback and apply it.

- Be specific, timely, honest and balanced.
- Be constructive and prepared to coach the employee to a solution.
- Focus on the future, rather than the past and tie it to important personal goals.