

Center for Family Business Excellence

CHANGING YOUR ROLE FROM POWER BROKER TO PEOPLE BUILDER

Coaching to Achieve Excellent Performance

This summary offers a few basics of coaching. Those seeking to develop others as they shift from a power role to a people builder role must learn to develop their own skills as a coach.

What Is Coaching?

Coaching is providing ongoing feedback to employees about their performance. Coaching is helping others draw on their strengths so they can adapt as needed to improve and enhance performance.

Coaching includes:

- Asking questions that encourage exploration, creativity and personal discovery.
- Giving appropriate recognition to encourage and reward good performance.
- Providing feedback to change performance that needs improvement.

Coaching is one of the most important managerial skills for developing employees' knowledge and skills and motivating them to perform better. When you share your perceptions of how well successors are performing, you are helping them to achieve the expected performance goals that have been set. When coaching skills are used over a period of time, performance problems can usually be corrected and corrective measures can be adopted so that opportunities for improvement are likely.

Monitoring Progress over Time

To effectively coach employees over an extended period of time, you must remain aware of performance trends, particular challenges, and evidence of progress. Here are a few suggestions for how to effectively manage those processes:

- Meet with employees regularly to review how work is going or ask for a progress report.
- Check work progress against action plans to see if performance is on target.
- Review reports or printouts.
- Walk around to see how work is going.

- Ask for feedback from other people with whom the employee works.
- Check to see that facilities and resources needed to do the work are available and in good working order.
- Analyse data to evaluate how well job responsibilities are completed.
- Monitor complaints and satisfaction from others as clues about what is going well and what needs to be corrected.

Coaching Offers Opportunity to Improve

You can use day-to-day informal coaching as well as scheduled, formal discussions to help others improve performance. Some excellent coaching opportunities exist when an individual:

- is performing a task that you think can be done more effectively using a different method.
- is faced with a new career opportunity.
- is not meeting standards.
- has difficulty prioritising work.
- has just returned from a training or skills development program.