

# Coaching and Feedback

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My Pivotal Point

# What is coaching?

- Coaching the workplace?
- Coaching training?



# What is feedback?

- Feedback in the workplace?
- Does your workplace encourage feedback?
  - Formal or Informal Process?

# Coaching and Feedback

## Coaching

- Partnering with clients in a thought provoking and creative process that inspires them to maximize their personal and professional potential. (ICF)

## Feedback

- Information that helps someone improve performance.

# Coaching vs. Feedback

## Coaching

- Finding the answers
- Fluid process
- Forward progress

## Feedback

- Specific examples
- Linear process
- SMART

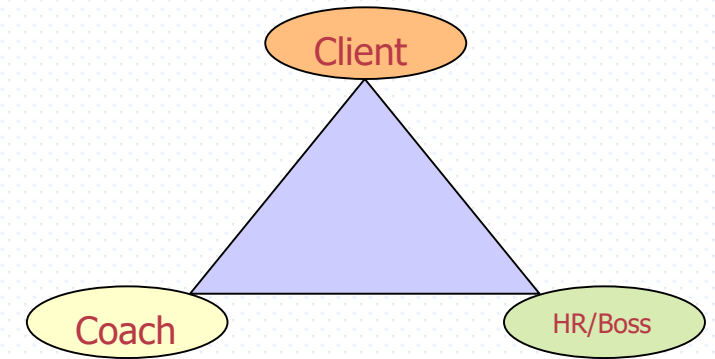
# Coaching Process

1. Build a relationship

2. Develop goals and objectives

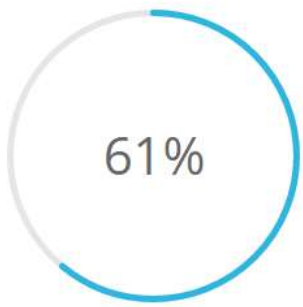
3. Evaluate and monitor performance

4. Accountability

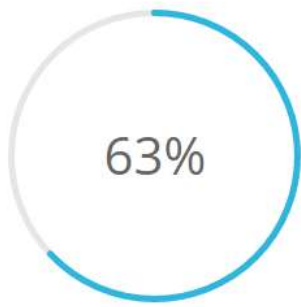


# Benefits of Coaching

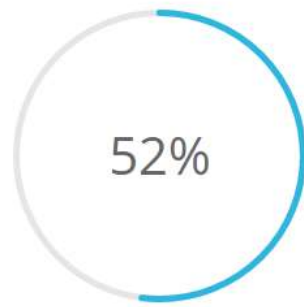
## Intangible



Job Satisfaction

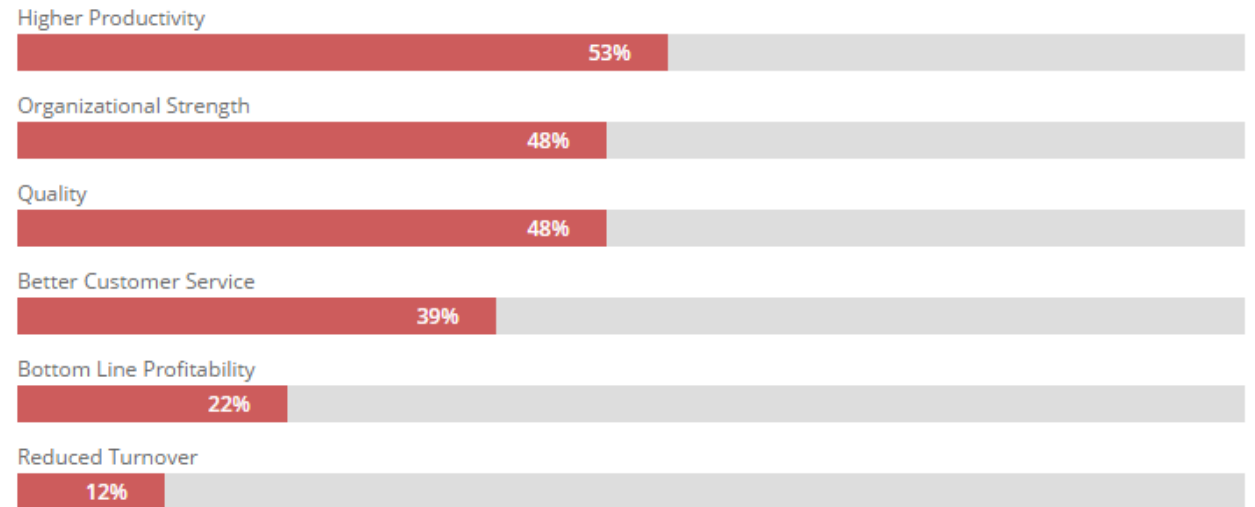


Interpersonal Relationships



Less Conflict

## Tangible



# Coaching Environment

Comfortable  
environment

Setting the tone

Be open and flexible

Be honest and recognize  
forward progress



# Coaching Questions

## Clarifying

- What are you thinking but not saying?
- What did you mean by that?

## Information Gathering

- What do you know already?
- How can you find out more?

## Exploring

- What are other possibilities?
- Do you want to brainstorm some ideas?

## Identifying Issues

- What are the specific challenges you face?
- What has stopped you in the past?

## Taking Action

- What will you do?
- What steps do you need to take to accomplish this?

## The Big Picture

- How would you put all this together?
- How does this look/feel?

## Provoking

- What are you avoiding?
- What step can you take to move past this?

## Evaluating

- How does this fit with your plan?
- What are the short/long term consequences?



# Coaching Scenarios

# Scenario 1

## Career Development:



Your employee has come to talk to you about a project on which they are team lead. They are struggling with effectively managing the team to meet commitments.

How do you coach your employee?

# Scenario 2

## Behavioral Coaching:



You are manager over a customer support team. You have just overheard your top support person be short with a customer and hang up the phone. You call the employee into your office.

How do you coach your employee?

# Scenario 3

## Performance Coaching:



Your employee is giving a presentation to a key client. You and your employee have gone over the presentation prior to the meeting. During the presentation, your employee starts to get nervous and forgets key information. You step in and have to take over the presentation. You call your employee into your office after the presentation.

How do you coach your employee?

