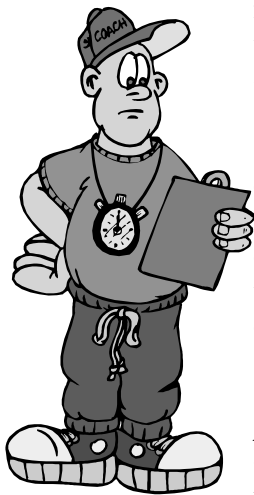

The Mathis Group's Messenger

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Successful Coaching Skills

Coaching employees isn't always easy, but it is important to do so. By coaching and encouraging employees to excel in their area of work, you will train them to become more productive and efficient in their tasks. There are four methods of coaching used:



Counseling - When you counsel employees, you get to the root of the problem. You demonstrate empathy toward what they are thinking and going through. It conducts active listening, offers help and finds solutions.

Nurturing - Nurturing encourages workers in new skill areas. You help to create a positive work environment. Others grow from your expertise and are mentored by you.

Training - There are limitless ways to train your employees in the correct processes and procedures for your organization. Training seminars, video training, audio cassettes, and internal training are just a few.

Confronting - When the time arises to confront an employee, always be respectful. Gather all information beforehand. You do not want to have incorrect information on which to base your decisions. Seek solutions together. Do not expect the employee to fix things on his or her own. Confront behavior on performance, not attitude.

There are 10 stages of one-on-one coaching:

1. Lay the foundation--establish a working relationship with the employee. Earning their

trust in a nonthreatening way will make coaching process easier.

2. Demonstrate empathy--try to understand from where the employee is coming. See the situation through his or her eyes.

3. Explain the problem--explain to the employee the unsatisfactory performance and why it needs to be changed.

4. Give data, facts or information that support your view--keep detailed records of each instance you will be discussing. However, don't focus on the little things; focus on behavior.

5. Check for agreement or disagreement from the employee--never assume the employee understands and agrees with everything you have said. Don't have a monologue--keep the conversation two-sided.

6. Discuss concerns if changes do not take place--allow for a reasonable amount of time to pass before having another confrontation.

7. Brainstorm options to change the situation--work with the employee to come up with a solution that is doable.

8. Agree and prioritize the options--some solutions may have several steps. Know the order in which the events must happen.

9. Form an action plan--after deciding on the solution, put it in writing. This will outline everything discussed and give the employee a point of reference if direction is needed.

(continued on page 2 Coaching Skills)

*The undertaking of a new action brings
new strength.
Evenius (42 B.C. - 13 A.D.)
Writer*

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(continued from page 1 *Coaching Skills*)

10. Follow up--make sure that things are changing. Don't be presumptuous that everything is going smoothly after one meeting. Check back with the employee often to see how he/she is doing. Your action plan may need to be revised to assume a more practical approach.

In order to be a successful coach, there are several characteristics that you must possess.

1. Creates positive behavioral changes
2. Changes are agreed upon by both supervisor and employee
3. Each session demonstrates respect and courtesy
4. Focuses on problems, not on attacking the person
5. Is present and future focused

6. Is planned and decisive
7. Examines one area of concern at a time
8. Remains as objective as possible

Becoming an effective coach will help your employees grow to their full potential. Staying respectful and approachable will earn credibility throughout the organization.

Merry Christmas!

**The Mathis Group
would like to wish
you a very merry
and blessed
Christmas season!**



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