

# Welcome to

## Coaching and Counseling



# Course Objectives

- Learn the benefits of coaching and counseling
- Understand when to coach and when to counsel
- Provide a model for feedback
- Develop an action plan

# Agenda

Introduction	20 min.
Module 1: Coaching and Counseling	65 min.
Break	10 min.
Module 2: When to Coach or Counsel	75 min.
Module 3: Giving and Receiving Feedback	10 min.
Lunch Break	30 min.
Module 3: Giving and Receiving Feedback (cont'd)	70 min.
Module 4: Plan and Practice	15 min.
Break	10 min.
Module 4: Plan and Practice (cont'd)	85 min.
Conclusion	10 min.

# Coaching Definition

*A directive process conducted by a manager to train and orient an employee to the realities of the workplace and to help the employee remove barriers to optimum work performance.*

# Counseling Definition

*A supportive process conducted by a manager to help an employee define and work through personal problems or organizational changes that affect job performance.*

# Overcome Coaching Barriers

*What suggestions do you have for overcoming your avoidance of coaching?*

# Overcome Counseling Barriers

*What suggestions do you have for overcoming your avoidance of counseling?*

# Symptoms of Performance Problems

- Decreased productivity
- Disorganization
- Absenteeism
- Increased blaming
- Defensiveness

# Root Causes

- Skill deficits
- Motivational deficits
- Resource deficits

# Personal Problems

- Depression
- Grief reactions
- Hostility
- Chemical dependency

# Feedback Continuum

Silence

Criticism

Advice Reinforcement



# Feedback Tips

1. Be specific
2. Consider your timing
3. Consider your objectives
4. Focus on behavior
5. Solicit feedback

# Feedback Tips (cont.)

6. Avoid labels
7. Define the impact
8. Use “I” statements
9. Check for understanding
10. Remain calm

# Tips for Receiving Feedback

- Use active listening
- Do not get defensive
- Try to understand
- Ask questions
- Say “thank you”

# Ten Guidelines for Coaching Sessions

1. Be warm and friendly
2. Define the reason for discussion
3. Describe performance
4. Acknowledge and listen to employee
5. Seek employee's opinions

# Ten Guidelines for Coaching Sessions (cont'd)

6. Ask questions
7. Respect employees ability to solve problem
8. Offer suggestions
9. Agree upon actions
10. Schedule follow-up

# Ten Guidelines for Counseling Sessions

1. Be warm and friendly
2. Define the reason for discussion
3. Ask open-ended questions
4. Encourage employee to solve the problem
5. Seek employee's feelings

# Ten Guidelines for Counseling Sessions (cont'd)

6. Avoid expressing your views
7. Demonstrate empathy and show confidence
8. Provide support and resources
9. Refer employee to HR or EAP
10. Summarize key points

# Let's Practice

- Prepare for discussion
- Provide background on “employee”
- Conduct meeting
- Provide feedback
- Switch roles and repeat

# Performance Appraisal Guidelines

1. Put the employee at ease
2. Engage the employee
3. Practice active listening
4. Discuss strengths and growth areas
5. Express constructive criticism

# Performance Appraisal Guidelines (cont'd)

6. Seek employee's opinion
7. Ask employee how you can help
8. Stay focused on specifics
9. End on an upbeat note
10. Set a follow-up time

# What to Do When All Else Fails

1. Restructure existing job
2. Transfer to another job
3. Take disciplinary action

# Steps in Disciplinary Action

1. Warning
2. Written reminder
3. Termination discussion