COACHING & DEVELOPMENT

PERFORMANCE MANAGEMENT

PCI

Performance Management

Performance Management

Objective

The objective of this program is to help you improve your management coaching skills. Ultimately, these skills will help make you a better leader. As a manager, you are already coaching your staff. This can be both formally, with an annual review process or more informally, with instructions, praise, feedback and general conversation. If you are like most managers, much of our coaching is informal, often comprised of putting out fires or solving specific day-to-day issues.

This coaching booklet is to help you develop a more structured coaching plan for your employees. A structured program will help the overall results be more effective. A structured program also helps assure that the program has staying power and doesn't diminish after a few meetings.

The objective of this program is to help you develop your staff into being the best that they can be.

We owe it to our employees, our company and ourselves to help make our employees the best that they can be.

Why Now

Our employees are our company's most valuable asset. We live in a very dynamic era. Most companies are expecting more from their employees. As AI and technology work hand in hand with our staff, we are requiring our employees to be more knowledgeable, flexible and efficient that in any time in the past.

In some companies, employees have become commoditized, seen only as another tool to get work completed.

There is a huge difference in employee motivation and productivity if employees feel valued and that the work they do makes a difference. The coaching process can be a critical part of the equation.

How

This program will help you understand the fundamentals of the coaching process, develop and understand areas of strength and areas of opportunity for your employee. This program will help you tailor a program that is unique for each of your employees and customized to them. It helps you develop a plan that is tailored to each individual based on specific needs and objectives.

This booklet outlines the steps that will be needed to develop and execute a dynamic coaching process that will be valuable to you and your employee.

Fundamentals

For any program to be effective, the following fundamentals must be in place. As a manager:

- *You* must be committed to the process.

- *You* must be trusted by the employee.

- *You* must trust that the employee is engaged in the process and wants the process to work.

- *You* must be willing to take the steps to gain insight into their current issues, strengths and weaknesses.

- *You* must be honest.

- *You* must help identify their strengths.

- *You* must help identify areas of necessary improvement.

- *You* must be willing to be committed to the process.

- *You* must be willing to put in the effort.

- *You* must be willing to help execute the plans and actions with excellence.

Background

Effective management is the key to a productive, efficient workplace. With appropriate leadership bank staff are motivated to do their best work. They will be enthusiastic about their customers, coworkers, you and themselves.

While everyone tends to understand that management is important, few managers understand how to improve their management skill.

Many managers know that some things could be improved and may inherently want to do better. Worse case, managers may not even understand behaviors they demonstrate that could be changed. They may not understand that if behaviors were modified everyone in the organization would feel better about you, as a manager, and their role in contributing to the company's success.

So, where do you start?

There are four basic questions that need answers:

1. If successful, what would the employee be doing differently? That is, what would change for the better?

2. If successful, what would be different (better) for others?

3. If successful, what would be different (better) for the company?

4. If successful, how would your job as a manager be improved?

With those four questions in mind, further identification of issues and outcomes that are needed are the first critical steps involved in this process. This can be used as a method to engage in positive change at the organization level, within operating systems and for personal development.

1. Problem Identification
2. The Performance Balance
3. Agreement of Key Issues
4. Creating Change
5. Action Steps
6. Outcomes

Problem Identification

If we're not sure of what the problem is, how can it be solved? You can't fix the what you don't know what is broken.

The following are some of the major areas that affect managers directly and where improvements or change can be further developed to create desired outcomes.

Company Level

- Teamwork
- Communication
- Prioritization
- Confidentiality
- Performance management
- Focused training

Individual Employee Level

- Goal setting
- Prioritizing
- Time management
- Communication
- Leadership
- Delegating
- Developing employees

Motivation

- Not feeling engaged
- Not feeling challenged
- Not feeling included
- Not sure what their parameters for decision making are
- Not feeling respected
- Not feeling a sense of fairness
- Not feeling an ability to move up or knowing the next step

Three Components of the Coaching Process

There are three categories of development that must be considered for the employee you will be coaching.

1. Skills based – helping the employee develop the technical skills required for the job. What are those functions and tasks that the employee is responsible for? How does the employee use project plans to assure that assignments are finished, both on time and accurately?

   This part is the mechanical/technical part of how each employee's job. These are the fundamental skills needed as requisites to do their daily work. These skills are the vital, foundational skills for the employee to achieve the quality and quantity of their deliverables.

2. Professional acumen – helping the employee with personality issues, such as leading meetings, group presentations, working with other managers and presentation style. Leading innovation, building bench strength, coaching their staff and lean thinking are more examples. The program will identify your strengths and weakness. From that, you will develop a process to build on the employee's strengths and improve weaknesses.

3. Organizationally based – this includes time management, prioritization, delegation and project management. Areas that will be discussed may include items such as delegation, team meetings, communication, providing feedback and setting direction. Working with other departments, peer-to-peer interactions and leading those who don't directly report to this individual are other examples.

First Look

The first part of the assessment process is your own assessment of your employee.

1) What do you think the employee's greatest strengths are?

2) Name the one to three areas that you would like the employee to improve on.

3) What were the "pluses and minuses" on their last review?

4) What would other employees say about the employee's greatest strength is?

5) What would other employees want the employee to improve on?

The Performance Balance

In the most simplistic terms, there is a performance balance.   Let's think of that balance in terms of "what is expected" and "what is received"

What's Expected   vs   What's Received

If the two are in balance, great! However, if they are not in balance, if the expected is higher than the received, then we have a problem that will need further action steps towards the outcomes desired.

Key Question to Ask

- Why would "what's expected" be out of alignment with "what is received"?

Possible Factors Involved

- The employee did not know what was expected
- The employee was not trained
- The employee was new at the job
- The employee's expectations we too high – no one, no way, could get this all done
- The employee didn't want to achieve what was expected

Key Questions to Ask

1) Did the employee know what was expected? Or did you simply assume that the employee knew the expectation?

2) Did you lay out expectations in <u>objective, measurable</u> ways?

3) Did you measure what was expected?

4) Did you provide vague expectations of output expected?

No matter what changes need to be made, the following are fundamentals that need to be followed:

Of Yourself:

- Be yourself
- In all cases, be honest
- Don't pretend
- Be sincere
- Be fair

Of Employees / Staff:

- Not every employee is an "A" player
- Each employee has strengths and weaknesses
- Each employee is motivated to work for different reasons
- Each employee is unique in his/her learning style
- Each employee may be unique in his/her communication needs

Getting Started

If you are already coaching your employees, great. If this is a starting point, it is necessary to introduce them to the process. If you've been coaching on a regular basis, there may not be much to explain.

It is important that your employee knows that this is coaching, not disciplinary action. The new process that you are starting will add more structure and more value to the coaching experience.

Assessment of Strengths and Weaknesses

The first step in the process is to identify strengths and weaknesses.

There are three ways that the assessment process is completed.

1) Skills assessment – skills assessment and input from the employee and you, the employee's direct supervisor. This is done by each one of you independently completing a skills worksheet. Then, you will meet to discuss areas of agreement and areas where you don't agree with your employee about the skill level. After discussion, it will point out areas where coaching will be valuable to improve.

2) Other employees – 360 feedback from other employees. These will include management, subordinates and peers. The 360 is an online survey.

3) Employee – Interview with the employee. This solicits the employee's own input on their own perceived strengths and weaknesses and their work environment.

What Are We Solving?

Ultimately, there must be agreement between you, the coach and your employee on what the purpose of the coaching is for. That will include what you'd like to see modified and what your employee would see as the value of the coaching sessions.

The Skills Assessment

The first tool that is effective in assessing the employee's skills is a skills assessment worksheet. The skills assessment worksheets are developed to provide an understanding of the baseline skill requirements measured against the current skills of staff.

While this assessment has components of a performance evaluation, it is not intended to replace the employee's annual performance evaluation. This assessment will point out

areas where staff are skilled at their job requirements and areas where they may need training to be able to fully complete all job responsibilities.

This skills assessment is meant to help the manager and employee discover the variances in skills required for a position and the employee's current skills.
It will help bring into alignment the way the employee and the manager view the skill gap and strengths and weaknesses.

Job Functions

The skills assessment shown here is a sample of the form. This grid needs to be customized for each specific position. Usually, the job description is a good place to start to build this grid.

The manager and employee each fill out the form independently. After that process is complete, the manager and employee will compare their worksheets. Variances will be discussed. From that a development and training plan will be developed.

Name:	Assessment of Skills			
Skill Required	No/Little Experience	Limited Experience	Totally Comfortable	Excels At
Product knowledge				
Customer facing skills				
Ability to sell, cross-sell and refer				
Professionalism				
Company policies				
Laws, regulations and compliance				
Leadership, management				
Team orientation				

Manager's Perspective

You, as the manager, must consider several aspects of this employee's performance that are above and beyond the daily tasks. In all cases, think about specific, recent examples that can be used when discussing issues with the employee.

Questions to consider:

1) Is this person a team player?
2) Does this person communicate clearly to managers, coworkers and employees?
3) Does this person prioritize work?
4) Does this person understand the importance of confidentiality and understand when it is appropriate to communicate to others and when it is not?
5) Does this person set goals for themselves and meet these goals?
6) Does this person currently understand areas of weakness?
7) Is this person willing to accept feedback on performance issues?
8) Is this person willing to take advantage of training opportunities for themselves?
9) Does this person manage time effectively?
10) Would you consider this person a good leader?
11) Does this person solicit and encourage other's ideas?
12) Does this person respect other employees as individuals?
13) Does this person delegate appropriately? That is, assign work and get appropriate feedback on work that has been assigned?
14) Does this person develop their employees?
15) Does this person feel engaged and valued?
16) Do you believe this person feels challenged by their position?
17) Is this person included in key decisions?
18) Does this person understand the parameters for decision making / authorities?
19) Is this person respected?
20) If you could change one thing about this person's behavior to have the biggest impact, what would it be?

360 Feedback

The next portion of the assessment is the 360 feedback. This is an online survey provided to staff who can provide valuable input into this person's performance. Staff should be selected that will give a fair appraisal. The staff selected can be co-workers or subordinates. In all cases, it is important that these selected staff know that their feedback is totally confidential. It is only through assuring confidentiality that the selected employees will provide their true and honest assessment.

Agreement of Key Issues

Next, it is necessary to provide feedback to the employee and develop an agreement on strengths and weaknesses.

- Interview – present findings of the management assessment and the 360 to the employee.

  1) Your own insights into the employee's strengths and weaknesses.
  2) Results of skills assessment discussion.
  3) Feedback from 360

- Agree on areas of strength. Agree on areas of weakness.

  1) Key issues
  2) Prioritize
  3) Finalize the list of items to work on

In order to be effective, the employee must agree on issues and the significance of the issue. Some of the negative items may be only occasional. An example of this might be the employee's tendency to get angry. Or, some issues may be annoying, and should be improved, but do not affect the quality of their work. An example of this might be an employee's tendency to be late for meetings.

However, in all cases, the employee must agree on the issue, the severity of the issue, the importance of improving and the impact improving might have on work performance.

Ideas and Solutions for Change

After agreement on areas of strength and areas of weakness, the next step is to determine what can and should be done differently.

Creating Change

Solutions, are, quite simply, behavior modification. What behaviors will the employee change and do differently to improve areas of weakness, and, thereby improve performance?

There is no, one solution. There is usually a combination of efforts that will make a difference in behavior.

While a coach might help identify areas of weakness and outline actions that might be effective in modifying behavior and helping to create change, <u>nothing</u> happens if the employee does not embrace the ideas and work on the agreed upon actions.

Changing behaviors is rarely a "once and done". Usually, it takes repeated efforts to make the new behavior that "habit" that replaces the old behavior.

With the employee, it is necessary to develop project plans, this will include actions, and additional meetings with the coach to assure follow up and implementation.

The Action Plan

Developing a clear, agreed upon plan is one of the fundamental keys to success. One of the most important aspects of the action plan is to have specific, objective actions that are measurable and will help the employee make necessary changes. The action plan needs to include specific things to try in various situations as well as outside reading material or other people to discuss issues with.

The actions need to be outlined in specific terms:

- o What are you going to do IN A SPECIFIC SITUATION
- o What are you going to do differently TODAY
- o What are you going to do THIS WEEK
- o What are you going to do THIS MONTH
- o What are you going to do THIS YEAR

Development Plan

A development plan is a tool that a manager and employee use to help define specific skills that are needed and how those skills will be learned.

Follow Up

As stated earlier, the change process is never "once and done". Changing behavior is a learned process. Old habits must be replaced with new habits. Follow-up and on-going actions are a critical part of improvement.

The follow up includes:

- Review of the plan.
    1) What did you try?
    2) What results did you see in yourself?
    3) What results did you see in the way others reacted to you?
    4) What worked particularly well
    5) What didn't work

- Assignment
    1) What is the next assignment?
    2) What would you like to try next?
    3) What has worked that you would like to do more of

- Coaching
    1) Follow up with scheduled calls
    2) Follow up with coaching sessions

Purpose of Coaching

Management styles are changing from:

- Directive Management Style:
    - "Do as I say"
- Inclusive Management Style:
    - "We are a team; We all play a role; I value your input"

The "Inclusive" style of management means that managers and employees are a team.

The manager is the coach, helping the employee to do their best. This includes being motivated and engaged. The manager's role must evolve from "tell" to "listen".