



# WORKDOVE

## Manager's Coaching Guide

### Align, Coach, Lead

Setting Expectations | Coaching Skills & Tips  
Evaluating Performance & Providing Feedback

# Align

Define performance expectations and workplace behaviors that define success for each employee.

## Assigning Performance Objectives

We recommend you determine performance objectives that support your organization's goals, best matches the position, and uses S.M.A.R.T. goals as a guideline.



**SPECIFIC** - This creates clarity. Ask the six "W" questions for every objective. "Who", "What", "Where", "When", "Which", and "Why".

**MEASURABLE** - This creates a target and a way to measure progress. Ask yourself "How much?" Or "How many?" And whether the objective is easy to track.

**ATTAINABLE** - Objectives should meet your organizational needs, but should also be realistic and within the capacity of the position. High but attainable goals should stretch the team without feeling out of reach.

**RELEVANT** - Relevance is key to driving the team and your organization forward. Identify how the objective supports your organizational goals and if it matches the position.

**TIMELY** - Assigning a time frame for an objective creates a sense of motion and urgency. Time lines communicate clear expectations giving employees the opportunity to plan, prioritize and perform to meet deadlines.

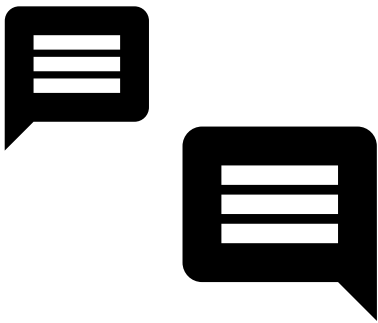
## Assigning Workplace Behaviors

All of your organization's workplace behaviors are important, but to effectively coach an employee, we recommend you select up to 10 behaviors that are most relevant to the position and the employee. For example: What values could the employee master to become great?

**“It is better to do something about one thing, than nothing about everything.”**  
Limiting objectives and behaviors allows employees to be laser focused on a few key area for 90 days. Objectives can be amended or updated for future periods if necessary to do so.

## Coach

Coach team members with a focus on the behaviors that drive results and support the organizational culture. Use the Performance-Values Matrix, 360 Feedback, and past Check-Ins to identify best coaching opportunities.



**Check-In with your team** - Conduct frequent conversations to review wins, priorities, questions and feedback (10 to 15 minutes).

**Review Conversation** - Assess employee's performance and behaviors using coaching conversations and feedback (30-60 minute Coaching Session).

## Coaching Skills and Tips

Creating a coaching culture takes practice which begins by applying coaching skills. Consider the tips below to get started.

### Ask Questions

Use open-ended questions to allow your employee to elaborate on their answers. This gives you valuable details you can use during your coaching session. Use questions like:

- What is going well?
- How did you come to that conclusion?
- Can you tell me more about that?

## Listen

Demonstrate you believe what the employee has to say is important. Active listening makes the employee feel heard. Waiting several seconds before replying allows time for the employee to elaborate with more details.

- Listen without formulating your response before they are finished.
- Ask clarifying questions if appropriate.
- Confirm your understanding by restating or paraphrasing what the employee has said.

**Employees care about what you have to say when they know you care about what they have to say.**

## Coaching Tips

Questions and active listening are the foundation of a great coaching conversation. Effective 1 on 1 Meetings usually include:

- Understanding the employee's behavioral profile and learning style (see inside for more details).
- Providing feedback that is specific and well balanced.
- Clarifying employee's feedback by paraphrasing your interpretation.
- Inquiring for additional detail when employee's feedback is limited.
- Responding to employee's comments and suggestions so they feel heard.

# Lead

Evaluate performance, recognize and reward high performers, and assess if you have the right employees in the right seats.

## Performance-Values Matrix

We recommend adjusting your coaching approach based on the matrix's four quadrants.

Employee is performing well but is displaying behaviors that do not support the culture. Focus coaching on re-aligning the behaviors.

- Has something happened personally or in the workplace?
- Are bad behaviors ingrained in the employee's personality?
- How is the employee affecting others in the workplace?

*Note: If unacceptable behaviors are not addressed, they can become a part of your culture.*

Employee is performing well and displaying the right behaviors. Focus coaching on recognition, career advancement and achieve personal vision.

- How can the employee mentor / coach others?
- Does the employee have suggestions to improve the organization?
- How can we recognize their performance and continue to motivate them?

*Note: You should spend 80% of your time with Star employees.*

Employee is not performing nor displaying behaviors that support your culture. Focus coaching on rapid improvement and evaluating the overall fit.

- Has something happened personally or in the workplace?
- Are objectives appropriate for the position and skill level? Are they aligned with organizational goals?
- How is the employee affecting others in the workplace?

*Note: Organizations often keep these employees on the team too long - avoid doing this.*

Employee is demonstrating the right behaviors but has not yet achieved the desired performance. Focus coaching on skills and training.

- Are objectives appropriate for the position and skill level? Are they aligned with organizational goals?
- Does the employee have the capability and acumen to meet expectations?
- Would training opportunities help the employee increase performance?
- What is a reasonable amount of time for the employee to achieve objectives?

*Note: It's common for new hires to fall into this quadrant.*

# Lead

Don't underestimate the importance of preparing for the review conversation. Leading a team requires intention.

## Review and Coaching Conversations

The below steps are helpful, not only during the review conversation, but also during the Check-In conversation and informal conversations where coaching helps create action.

Review the performance objectives and behaviors.

- Ask what's on track and going well.
- Ask what's not going well and about their plans to improve.
- Give feedback on how the employee performed against goals (target vs. actual).
- Illustrate how the employee is on track, behind, or ahead of expectations.

Provide support & create action plans.

- Ask how you can help the employee.
- Ask the employee for feedback on how you could improve.
- Discuss next actions, commitments and plans going forward.

## Giving Feedback - Positive and Constructive

Positive and constructive feedback promotes growth and open communication. By following some general rules, employees are more likely to receive feedback and apply it.

- Be specific, timely, honest and balanced.
- Be constructive and prepared to coach the employee to a solution.
- Focus on the future, rather than the past and tie it to important personal goals.

Check out our [Review Conversation Guide](#) for more skills and tips to ensure you are having effective and meaningful conversations.