



Effective Coaching:

Engaging Your Employees

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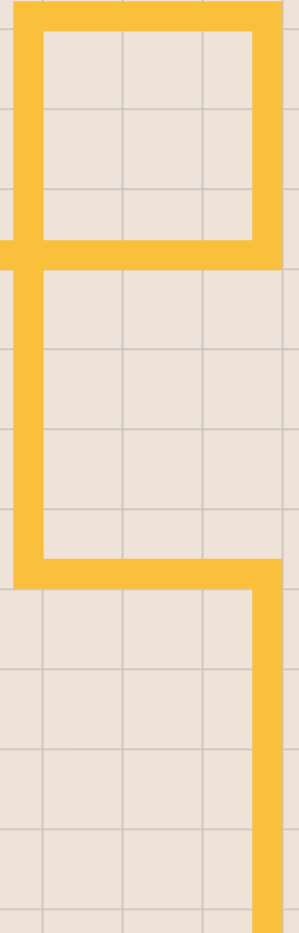
Welcome to the Webinar!

- We will email you the recording and slides within 24 hours.
- Please participate in our poll.
- Please use the Q&A box for questions.

Agenda

- Setting the Stage
- Coaching vs. Progressive Discipline
- Creating a Coaching Environment
- Coaching Questions
- Coaching Conversations

Setting the Stage





What is Coaching?

- Purpose
- Frequency
- Integration with daily work



Q. Should I Use Coaching or Performance Evaluations?



**Q. Should I Use Coaching
or Performance
Evaluations?**

A. Both!



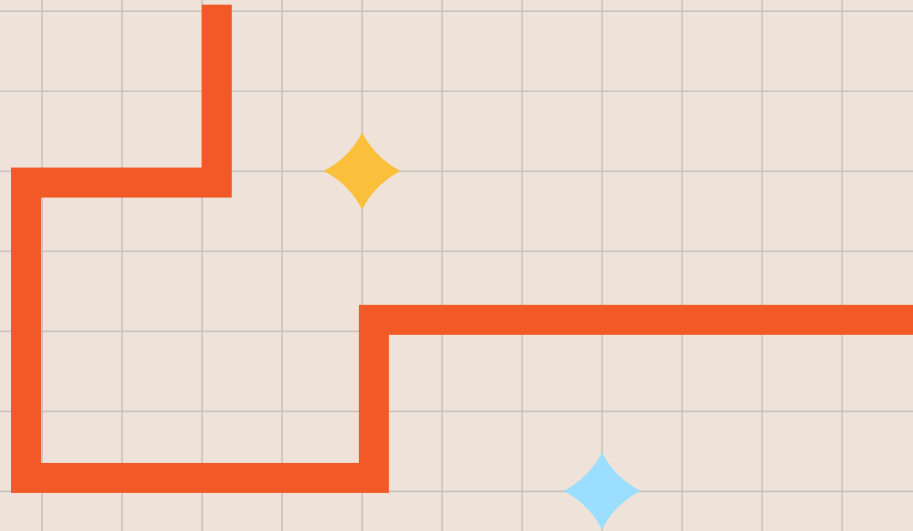
Coaching Definition

“A style of management primarily characterized by asking employees **questions** in order to help them fulfill their immediate responsibilities more effectively and **advance their development** as professionals over time.”

-Harvard Business Review Guide to Coaching Employees



Coaching Basics



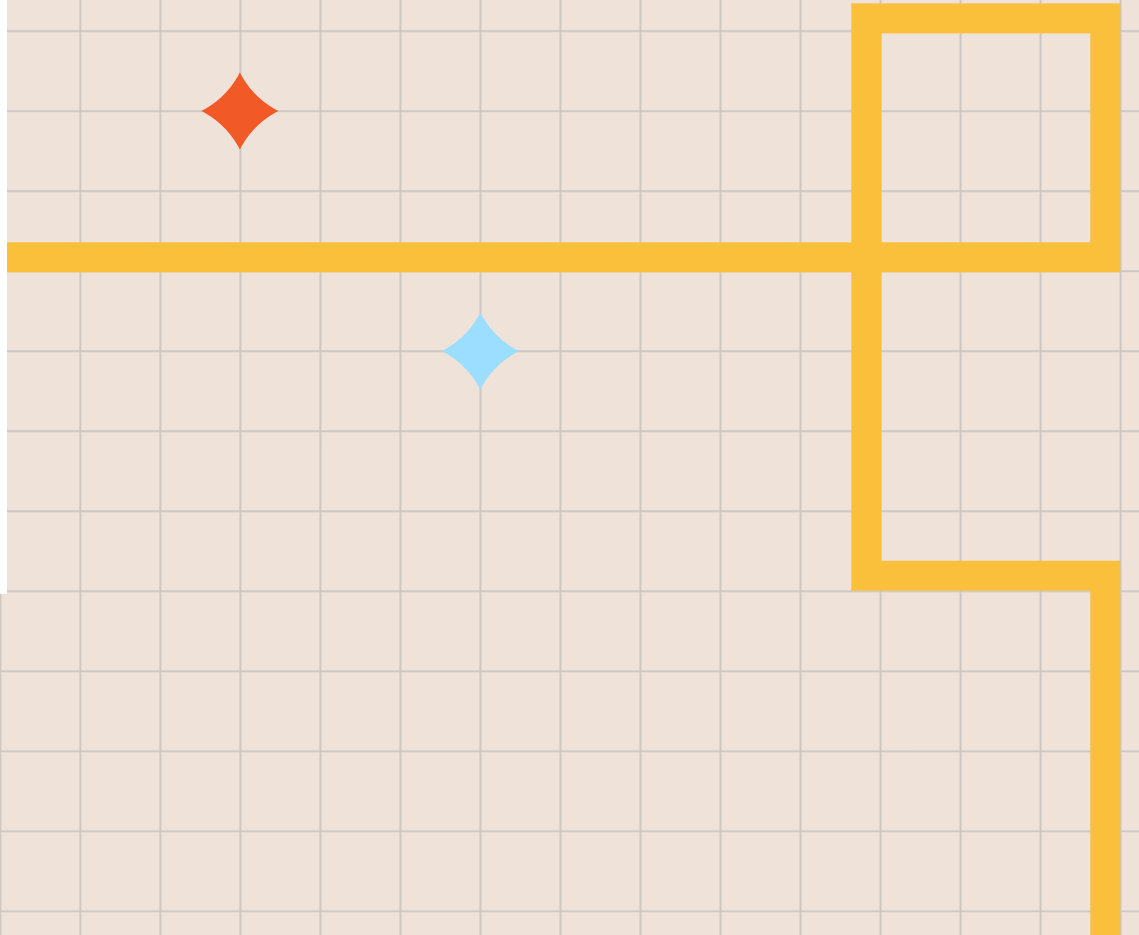
- Owned by the manager and the employee
- Regular and open communication
- Support and encouragement of employee from both manager and the company

A close-up photograph of several small green seedlings with two leaves each, growing out of a dark brown, textured soil tray. The seedlings are in various stages of growth, with some being taller and more developed than others. The background is blurred, focusing attention on the plants.

Outcomes of Effective Coaching

- Increased employee engagement and commitment
- Accelerated talent development
- Improved performance and productivity
- Decreased turnover

Coaching vs. Progressive Discipline



A close-up photograph of a person's hands writing on a document. The right hand holds a silver pen, and the left hand rests on the paper. The background is blurred, showing a wooden desk and a blue shirt.

Progressive Discipline Basics

Progressive discipline includes:

- Verbal counseling
- Written warnings
- Other consequences (suspension, performance improvement plans, final warnings, etc.)
- Termination

A close-up photograph of a person's hands. The right hand is holding a silver pen and is in the process of writing on a white sheet of paper. The left hand is resting on the paper, with fingers slightly curled. The background is a blurred wooden desk surface. The lighting is soft and even.

Progressive Discipline Limits

- Can lack flexibility
- Change likely to be motivated by fear, not actual employee growth
- Process is owned entirely by management and HR
- Often seen as a formal step before termination

Appropriate Use

- Misconduct
- When coaching has been ineffective

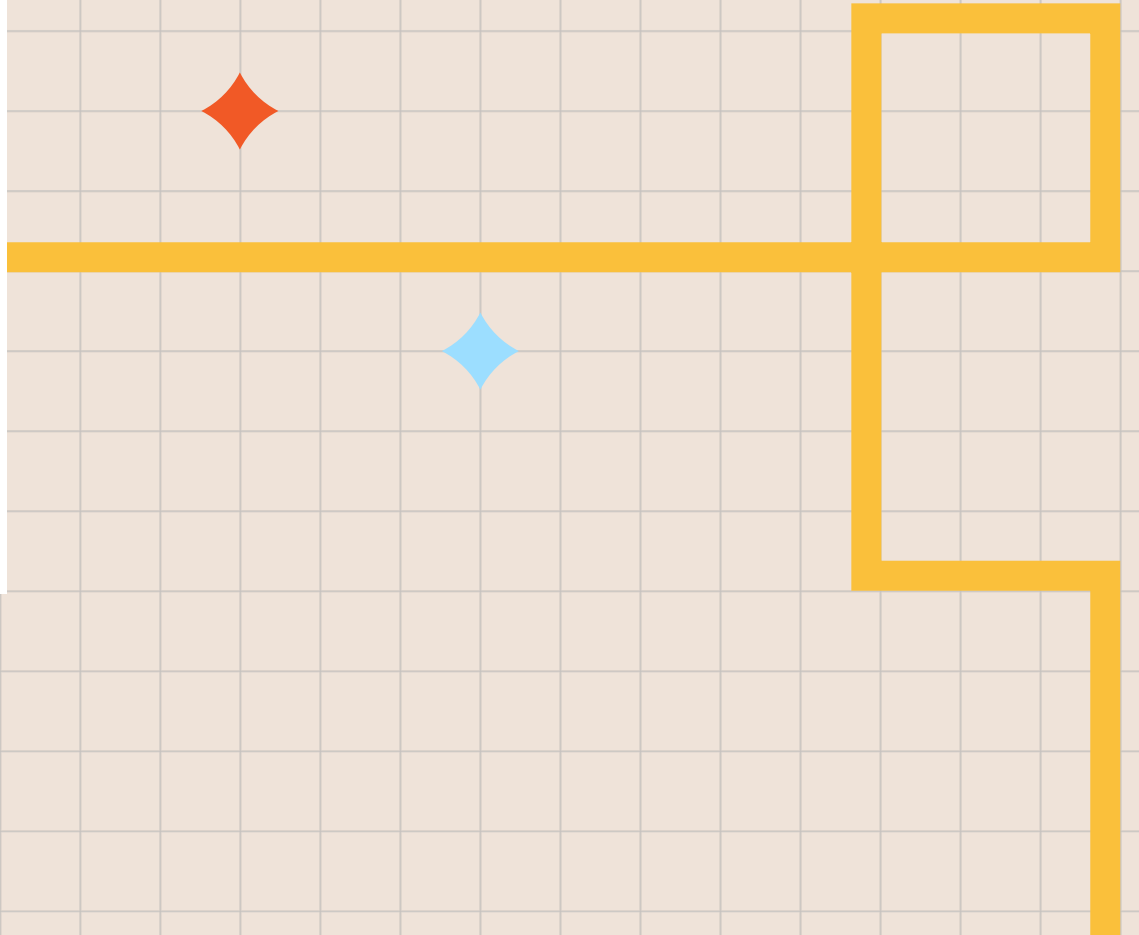




Poll Question

Before now, how confident have you been with the distinction between coaching and progressive discipline?

Creating a Coaching Environment





Trust and Open Communication

- Encourages full participation and openness
- Allows employees to see coaching purpose of focusing on their development
- Ensures issues don't go unaddressed





Growth Mindset

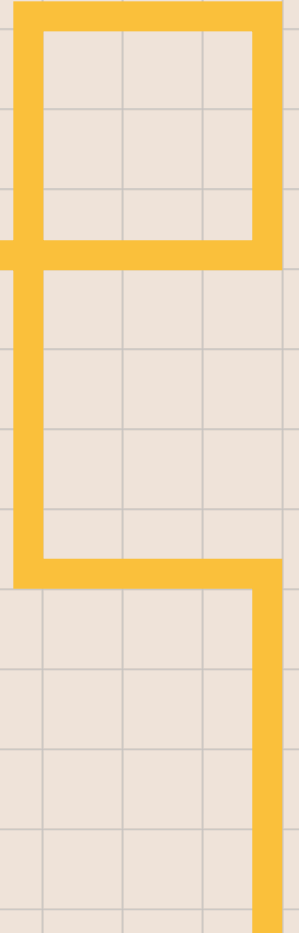
- Assumes that intelligence and ability aren't fixed, and people can learn through effort and trying new things
- Applies to both employee and company
- Employee must be willing to put forth effort and try new solutions
- Company must be ready to learn as well and to value input from all levels



Shifting to a Growth Mindset

- Assume positive intent
- Listen more than you talk
- Allow employee to suggest solutions; ask before you advise!
- Don't say what you would have done differently
- Don't interrupt, be distracted, or focus on what you will say next

Asking Coaching Questions





Facilitate Employee-Led Solutions

- The employee has the solution; your role is to help them locate it with questions
- Keep questions broad and open-ended
- Avoid questions that start with “why”



Use Open-Ended Questions

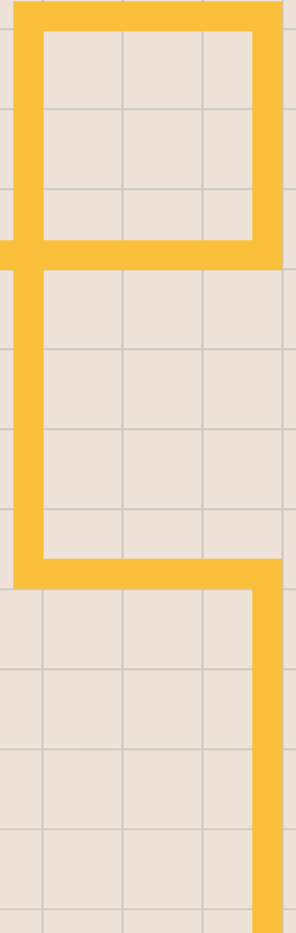


Questions should not be able to be answered with “yes” or “no”

Examples:

- “What is the status?” vs. “Are you finished?”
- “What can you learn from this?” vs. “You won’t do that again, right?”
- “Tell me your understanding of...” vs. “Is this clear?”

Having Coaching Conversations



A close-up photograph of a construction worker's hands. The worker is wearing a bright green high-visibility safety vest with orange reflective stripes. They are holding a silver pen and writing on a white sheet of paper that is part of a clipboard. The clipboard is resting on a large set of architectural blueprints spread out on a surface. The blueprints show various technical drawings, including a property line and some circular patterns. The worker's left hand is resting on the blueprints near the clipboard. The background is slightly blurred, showing what appears to be a construction site with some equipment.

Problem Solving

Problem Solving: Coaching Questions

- What have you done so far? (or) What is happening right now around [this issue]?
- What do you propose?
- What is your goal/desired outcome in this situation?
- What are some different ways you might approach this? What are the pros and cons of each?
- What approach seems most effective to you in reaching your goal?





Project Management

Project Management



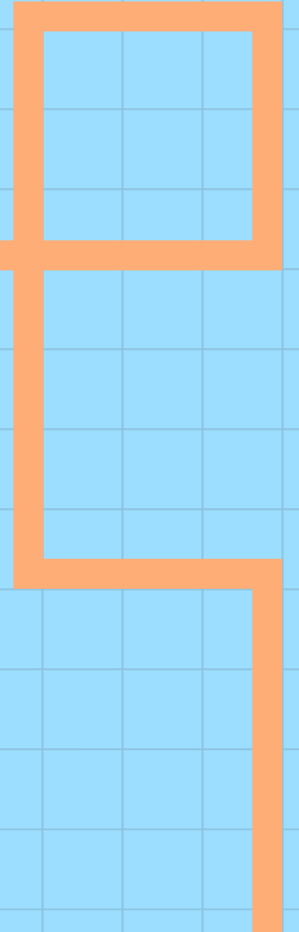
- Envision that you are finished with this.
Describe the final product.
- If you need to complete this project by
November 10th . . .
- If you will finish the project on time, what tasks
do you need to concentrate on in the short
term?
- What can you do to ensure success? How will
you do that?



Project Feedback

- What's the desired message of this presentation?
- How effective do you think it is at communicating that?

Q+A



Thank you!

