

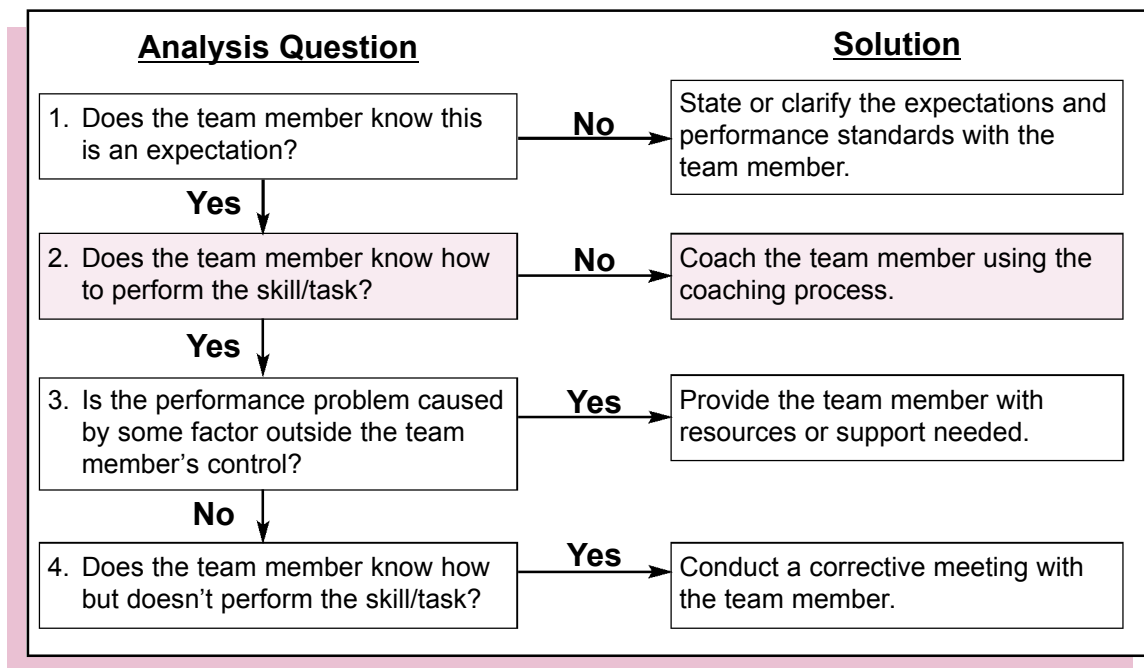
The Coaching Process

Certain work situations demand coaching. When a new team member is hired, when performance has slipped, where there is a change in technology, or when you have a team member with exceptional potential are instances of when coaching is necessary.

There are essential elements involved in an effective coaching session. The coaching process consists of observing and analyzing the performance, creating a non-threatening environment for the team member, showing the team member how to perform the task, and following up on a regular basis.

Coaching deals with performance, so it must begin with observation and analysis. How is this team member performing a task now? How can it be improved? And, finally, can it be improved by coaching, or is there another approach?

Whenever you observe performance, it helps to think about the situation using the series of questions below. That way, you can determine whether or not there is a need for coaching, or a need for some other solution.



Be specific when communicating to the team member. It's important to remember to create a positive, non-threatening environment that will make the team member receptive to improving his or her performance. Initially, most of us tend to be defensive at any suggestion that our performance might be under par. That is why it's important to provide as much privacy as possible for your coaching sessions in order to protect the team member's self-esteem.

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Facilitator Notes

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