

My personal learning-objectives for today

What I want to remember:

Leadership & people development

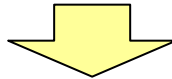
Feedback and Coaching one-on-one

- What is coaching / what it's not
- Give effective feedback
- Assess the gaps and set objective(s)

A draft of coaching road-map for Khun

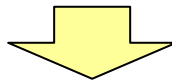
STEP 1: Assess the gaps and set coaching objectives

Career or performance improvement need:



Current performance / behaviour	Target performance / behaviour

Possible root-cause(s)



S.M.A.R.T. coaching objective

Progress-indicator(s)

STEP 2: Plan Progress

<i>Resources needed (including time, people, etc...)</i>	Available?
	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Obstacles, difficulties on the way

	Focus	Actions	Milestones/dates
Session 1	A	B	C
Session 2	A	B	C
Session 3	A	B	C

Celebration of achievement

NEXT STEPS: **W**ork-out issues, **I**nspire **and** **N**urture

Skills

- **Build rapport and trust**
- **Treat coachee as a peer, not as a subordinate**
- **Listen with empathy**
- **Observe, watch for non-verbal messages**
- **Match “people’s worlds” (verbal and body language, emotions)**
- **Ask open-ended questions**
- **Always provide honest feedback**
- **Give autonomy, allow to fail and help to rebound successfully**
- **Bring unconditional support / don’t judge**
- **Recognize achievements, small and big**
- **Encourage, build-up self-confidence**
- **Assist in problem-solving**
- **Inspire with examples, experience (“mentoring”), success stories**
- **Nurture with methods, best practices, tips**



Do's & don'ts of effective feedback (1/2)

DON'TS	DO'S
<ul style="list-style-type: none"> • Provide feedback before subordinate makes self-assessment • Judge the person • Engage in Win-Lose dialog • Design appraisal as a list of critics • Express your feelings • Voice criticism only • Kill a compliment by saying 'but...' • Rule out criticism of hierarchy • Disregard subordinate's environment • Judge only by numbers 	<ul style="list-style-type: none"> • Ask for subordinate's self-appraisal first • Assess performance on FACTS • Engage in Win-win dialog • Design appraisal as situation analysis and problem solving work • Balance positive comments & requests for improvement • Make all compliments specific • Avoid « but » after a compliment • Be open to receive criticism • Consider environment in appraisal • Always stretch further your high-potential employees

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Do's & don'ts of effective feedback (2/2)

DON'TS	DO'S
<ul style="list-style-type: none"> • Focus on weak points only • Shy away from conflictual issues • Manipulate subordinate • Speak more than listen • Dive into personal conflicts • Want to change subordinate's personality • Stay at 'wish' stage • Avoid to conclude 	<ul style="list-style-type: none"> • Consider strengths and 'areas for development' • Talk about conflictual issues • Be straight-forward & respectful • Install a truthful dialog • Avoid to discuss personal conflicts • Be realistic and engage in actions • Make a synthesis of discussion and actions decided

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10 tips to become an effective coach of your subordinates

1 Create confidence, intimacy, motivation and set the rules of coaching sessions

Convince the executive he/she can improve him/herself.

Motivate on “how good it will feel to succeed”.

Agree on rules of interaction during coaching sessions, in particular:

- you two are on equal footing, and fully committed to success
- absolute confidentiality is guaranteed
- you are ready to assume risks and mistakes, to help your subordinate grow
- both guarantee honest feedback at all time, even when it is unpleasant!
- remind that coaching helps executive finds solution him/herself

Do not postpone or shorten coaching sessions.

2 Clarify needs for improvement and coaching goals

Agree precisely with the executive what are his/her needs for improvement.

Set coaching goal(s), which need(s) to be **stretching**, to ensure the subordinate changes his/her ways, and SMART:

- **S** Specific
- **M** Measurable
- **A** Attainable
- **R** Relevant
- **T** Time-bound

Break complex objectives into smaller ones.

List key-success factors, particularly in the subordinate’s attitude.

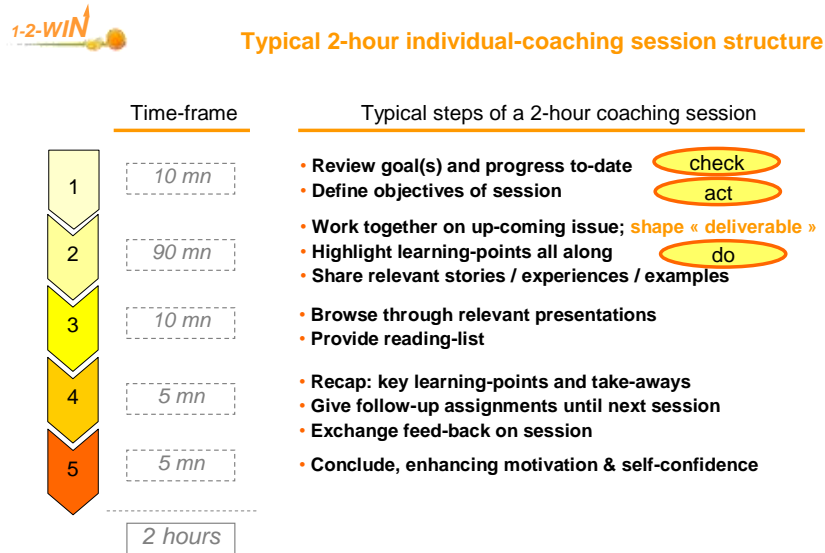
3 Plan coaching sessions, each one with a specific outcome

Plan each coaching session, with a specific focus, tools/documents used and the expected outcome. Example:

Session focus	Actions	Milestone(s)
Project planning	Fine tune project objectives; articulate priorities and urgencies; anticipate difficulties and solutions; identify and gauge resources & costs; use planning tools (Gantt charts, etc)	A comprehensive planning of the project is built-up, with clear priorities and a Gantt chart; difficulties and solutions are assessed; resources and costs are presented

4 Ensure each coaching session is highly productive

Focus work on up-coming issues and get tangible results by the end of the session.
Work under time-limits, to improve effectiveness.
Example of an effective coaching-session structure:

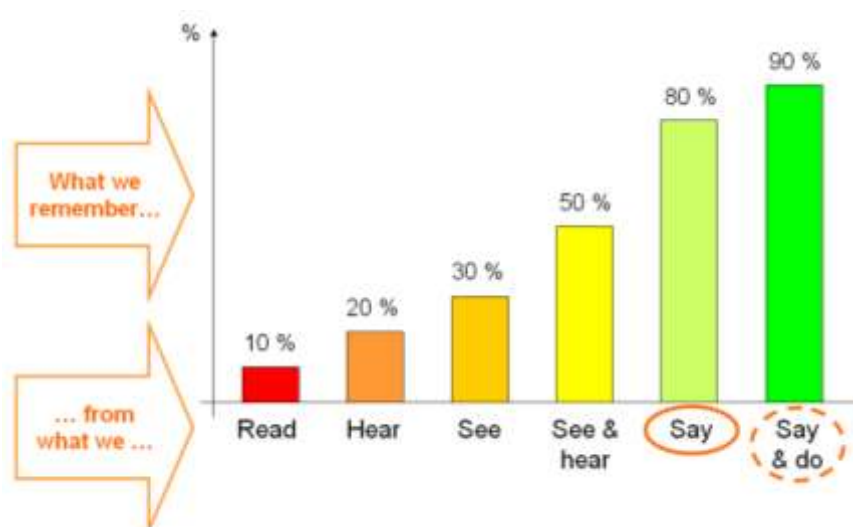


5 Encourage autonomy, at calculated risks

Allow to fail... and rebound successfully!
Take responsibility for subordinate's mistakes.

6 Question, play roles to help executive solve issues him/herself

A solution not implemented is quickly forgotten, so your subordinate must find solutions to problems him/herself, and then execute.



7 Illustrate with stories, your own and others

Consult bibliography below for inspiring books.

8 Measure progress and recognize success

Never miss an opportunity to say “well done”!

9 Take any set-back as a learning experience

Always remember that learning from mistakes is so valuable.

10 Ensure that your subordinate recognizes that he/she made the progress...

... so as that he/she gains confidence and autonomy! Then you both win!

Bibliography

- **Winning (Jack Welch; Harper Business)**
- **You can win (Shiv Kera; MacMillan)**
- **The Success Principles (Jack Canfield; Harper Element)**
- **Who moved my cheese? (Dr Spencer Johnson; Vermillion)**
- **The Angel Inside (Chris Widener)**
- **Now Discover your Strengths (Markus Buckingham; Pocket Books)**
- **Leadership and the one minute manager (Ken Blanchard; Harper Collins)**
- **Appreciative Coaching (Sara Orem et al; Jossey-Bass)**
- **The first 90 days (Michael Watkins; HBS Press)**
- **What got you here won't get you there (Marshall Goldsmith, Hyperion)**

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- <http://www.gsb.stanford.edu/news/audiovideo>
- <http://mitworld.mit.edu>
- <http://www.marshallgoldsmithlibrary.com/html/marshall/video>
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