

## How to Coach

<p><b>Step 1 – Establish Goals</b></p> <ul style="list-style-type: none"><li>▪ Work with your employee.</li><li>▪ What are you willing to accept?</li><li>▪ Focus on behavior, not emotions or attitudes - you can see behavior.</li><li>▪ Ask for employee input – Collaborate.</li><li>▪ WRITE THE GOALS DOWN!!</li></ul> <p><b>Goals should be SMART!</b></p>	<p><b>Step 2 – Collect Performance Data</b></p> <ul style="list-style-type: none"><li>▪ Don't start analyzing/concluding yet – Just COLLECT.</li><li>▪ Focus on behavior, not judgments/inferences.</li><li>▪ Use:<ul style="list-style-type: none"><li>○ Personal observation</li><li>○ Interviews</li><li>○ Reviews</li><li>○ Reports</li><li>○ Feedback</li></ul></li></ul>
<p><b>Step 3 – Analyze Performance</b></p> <ul style="list-style-type: none"><li>▪ Did it meet goal?</li><li>▪ If Not, Why? Training? Knowledge? Personal? Changes? Technology? Policies? Time?</li></ul>	<p><b>Step 4 – Review and Modify Goals</b></p> <ul style="list-style-type: none"><li>▪ Checkpoint: You know the goal, and you've "seen" the performance.</li><li>▪ Can we get there? If not, how should the goal be changed?</li><li>▪ Collaborate!</li></ul>

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### Step 5 – Identify Resources

You can't and shouldn't do it all yourself.

- Collaborate and choose.
- Internal: One-to-One Teaching\*, Peer Coaching, Partnering, Computer Training, Research, Mentoring, Special Projects, Job Rotation, etc.
- External: College Courses, Seminars, Professional Organizations, Networking, Certification, etc.

\*The One-To-One Teaching Model:

- Describe
- Demonstrate
- Dipstick
- Debrief

### Step 6 – Develop An Action Contract

- What steps will the employee take to improve?
- Collaborate!
- These are mini-goals – they should be “SMART” too.
- Keep it simple.

### Step 7 – Implement Strategies

- The employee starts working on the contract.
- Now your employee needs encouragement.

# Coaching Model

