

Expert Insights



Coaching to Develop Employee Performance

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Publisher
Profiles International
5205 Lake Shore Drive
Waco, Texas 76710-1732
www.profilesinternational.com



Introduction

Managing to ensure superb performance from all employees is crucial, especially during times of economic turbulence. Fortunately, this kind of management is more enjoyable than most tasks and results in increased organizational value.

Coach early and often. Early, to catch potential problems before they happen. Often, because continuous interest and feedback virtually guarantees better performance. Coaching provides counsel in real time and identifies clear goals in the context of the employee's job.

Effective managers catch problems early and often so that they can provide continual feedback and guarantee better performance. They do not rely on yearly reviews to direct their leadership. Efficient managers provide clear goals in the context of the employee's job.

The Power of Coaching: Training & Development

1. How to Transform Managers into Coaches



The transformation from manager to coach takes effort and a few easy steps.

It is important for managers to remember that **one size does not fit all**. Each employee is different, and employees work differently. The better the manager understands the employee, the more effective the coaching and the results will be.

How do you **transform managers into coaches**? Building and changing the corporate culture begins with the leader's adoption of a system, definition of the system, and modeling of the system. Top leaders coach managers to be the kind of leaders the organization wants. Two of the competencies of a coach include:

- An ability to identify people who fit the job
- An ability to create strategies for employee development that inspire people to perform and achieve

These competencies set the foundation for development, but even the most able manager requires help in these areas. No manager is equipped with essential knowledge about every employee. Successful coaching requires specialized knowledge about:

- Each employee's unique characteristics
- Each employee's attributes in the context of his job and in the context of the work environment
- Each employee's fit with his job, manager, and teams

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2. Implementing coaching-based performance management



Coaching-based performance management is essential for maximum productivity.

First, acknowledge that good performance rarely happens by accident. Many employers find it unnecessary to worry about job training or good job fit as long as they find an employee with a good job history. According to a recent survey of more than 1,000 people, including managers and leaders, 90 percent believe that leaders have little influence over employee behavior. This is not surprising, given that many leaders often view performance training as unnecessary.

Profiles has developed a coaching-based performance management methodology that **provides key insights about each employee.** This step-by-step approach shows how to leverage knowledge to improve employee performance. This approach works because leaders are able to use it continuously and proactively from the beginning of each employee's career.

This process is incomplete unless each of the following factors are in place:

- **Understanding employee fit and compatibility in current job**
- **Understanding motivation, stress, and conflict behaviors**
- **Optimizing working relationship with direct supervisor**
- **Optimizing relationships with their work teams**
- **Optimizing their leadership skills**

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3. The Motivational Coach



Motivational coaching enables successful employee development.

Coaches play an important role in helping employees successfully maneuver company difficulties such as turnover, budget reductions, and cost reductions. Coaches need to understand how each employee will react to the constant ups and downs of the specific work environment. A Profiles assessment will take the guesswork out of determining how each individual might react in a specific situation.

Profiles assessments measure:

- Need for control
- Social influence
- Patience and collaborative preferences
- Focus on precision and quality
- Motivational intensity and focus on change

“Coaching is the most potent tool for inducing lasting personal change.”

Source: Ivy Business Journal

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4. The Coaching Relationship and Team Dynamics



Understanding relationships improves team dynamics.

Relationships directly impact productivity, and they can create improvements for the organization if potential conflict points in the relationship are identified early. Defining conflict points will enable leaders and team members to work together to avoid or solve issues. Clearly defining points of conflict also helps managers determine the best way to effectively communicate with each employee.

Coaches and leaders should also carefully consider their own attributes. An assessment provides specific recommendations for managers and employees to effectively communicate with each other.

The assessment will:

- Examine the working relationship between employee and manager to predict compatibility
- Identify similarities and differences in styles, and detect how these similarities and differences might result in conflict
- Provide specific recommendations for managers and employees to achieve maximum productivity in the workplace

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5. Coaching to Develop



Developing employees generates leadership.

The final step in coaching-based performance management **determines leadership capabilities**. Specific leadership competencies and skills are examined in order to identify leadership potential.

The assessments will calculate personal development, communication, leadership ability, adaptability, relationship building, task management, production, and the development of others.

Motivating employees to perform to their maximum potential is the **responsibility of the leaders of the organization**. Once a manager discovers the value of coaching early and often, as opposed to conducting annual reviews, he will be able to increase efficiency and productivity in his employees.

The most effective approach requires:

- Coaching tailored to the individual with a goal of increasing productivity
- Coaching based on insight about the employee's competencies within the context of his job, as well as his ability to work with his team and manager



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Summary:

The Power of Coaching: Training & Development

1. How to transform managers into coaches
2. Implementing coaching-based performance management
3. The motivational coach
4. The coaching relationship and team dynamics
5. Coaching to develop

imagine great people™

Profiles International – Who We Are

Profiles International is the best source for talent management solutions, with over 20 years' experience and more than 40,000 clients in over 120 countries. Our data-driven talent management solutions – built on complex behavioral science, yet simple to administer and read – help you find the right people, shape them into a winning team, and lead them to their full potential.

Contact Us

Profiles International
profilesinternational.com

(800) 960-9612

