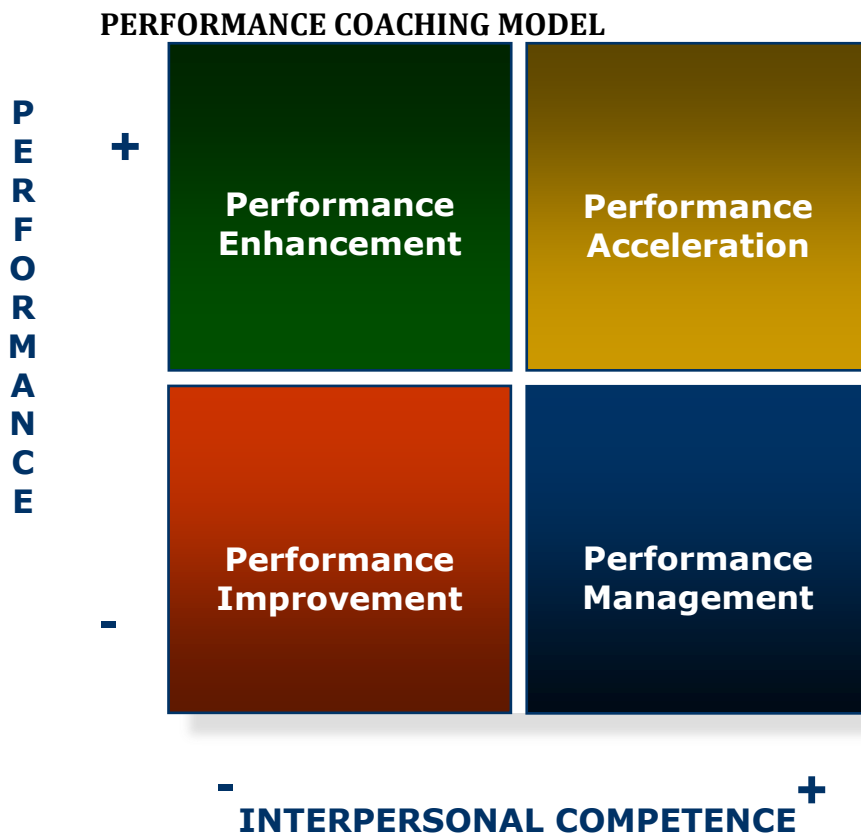




Coaching Exercise #17: Which Performance Coaching Model Would You Use?

The use of a *Performance Coaching Model* can provide managers and coaches with a framework to enhance the skills and productivity of talent at all levels of the organization. This performance-based coaching model helps to clarify contracting, the definition of specific goals, typical assessments to be used, and approaches to maximize both individual goals and organizational outcomes.



The Performance Coaching Model is based on two important factors: (1) Overall job performance, and (2) Interpersonal competence. Within those two factors, there are four quadrants that each identify a typology of four coaching approaches, each targeting specific goals and methods aimed at facilitating “what gets done” and “how things get done” for your employees. The four quadrants are as follows: (1) Performance Improvement (2) Performance Acceleration (3) Performance Enhancement, and (4) Performance Management.

When beginning to think about the best approach to use when coaching your employee, it is important to consider the best suited approach given your client or employee’s current situation or circumstance.

Read the four scenarios below describing four different employees, each within a different typology or quadrant within the Performance Coaching Model.

As you read through them, think about which of the four coaching approaches you would use given each of the situations.

SCENARIO 1: AARON, MANAGER OF FINANCIAL SERVICES AT NATION CORP. FINANCIAL FIRM

Aaron is a 38-year old Manager of Financial Services at Nation Corp. Financial firm. He has an MBA from a prestigious school and has worked for four years doing financial services. When he applied to Nation Corp., they offered him a position in management, overseeing financial responsibilities. He has not been trained in management practices, but does a great job at performing his job functions that deal with financial tasks.

Recently, his performance as well as his team’s performance has declined because he has had some challenges with meeting deadlines and project management. While he has great relationships with his team, he is not perceived as a strong influencer and communicator, and often times his direct reports don’t take him very seriously. As much as he tries to please his team, he often struggles with his presentations and capturing his team’s attention during group meetings.

Nation Corp. Financial Firm sees the potential in Aaron and really appreciates his hard work and aspirations, except they are concerned with his recent sales numbers and those of his team’s. Aaron claims that he is overwhelmed by not having the time to fulfill his tasks and manage the tasks of others.

You are his boss, and would like to coach him with helping him influence his team towards better sales numbers.

Which of the four Performance Coaching models would you use to help Aaron become a better manager?

SCENARIO 2: CHRIS, DIRECTOR OF ONCOLOGY AT ST. PETER'S HOSPITAL

Chris is a 54-year old Surgical Oncologist at St. Peter's Hospital. He has been working there for about 14 years. He is a well-known Surgical Oncologist, and has achieved outstanding results on his patients. He leads about seven Surgical Oncology residents, and oversees about six staff members within the Oncology department.

Recently, some of his direct reports and residents have complained about the way Chris leads them. They don't feel empowered or motivated. They claim that Chris does not listen to them and is constantly criticizing them. These complaints have been starting to lead to the team's lack of performance. While some of the team members like Chris, a majority of them have been complaining that his attitude and temper are too difficult to deal with. They also claim that he "chooses favorites", and treats his direct reports differently and unequally. They also believe that he never spends time with them and doesn't show them what they need to do to grow at St. Peter's Hospital.

You are the Director of Oncology at St. Peter's Hospital. You are challenged with a situation where you need to help Chris through his leadership practices, while keeping him, since his expertise in Surgical Oncology is such a great asset to St. Peter's Hospital.

Which Performance Coaching Model would you use to help him through his management practices?

SCENARIO 3: BOBBY, SALES MANAGER AT HOME SALES REALTY

Bobby is a 44-year-old sales manager at Home Sales Realty. She has been a Manager of Sales there for nearly 4 years. Bobby's team members have complained that she doesn't guide them and hold them accountable to their duties. They also perceive her as very defensive, lacking in warmth, overly focused on assignments without much effort to develop a personal relationship with others, and almost arrogant.

Recently, when the economic market declined, the sales of her office decreased significantly. Her office went from being number three to number 12. As an attempt to repair things, she terminated several employees that she thought were contributing to the decrease in sales. She also attempted to hire new "qualified" employees. Although she made several changes and attempts to fix the sales problems in her office, her sales numbers continued to decrease. She claims that her team's lack of performance was due to the economic climate, and it is out of her hands to help them improve. Bobby's team members have complained that she doesn't guide them and hold them accountable to their duties. They also complain that she misguided them at making detrimental and costly decisions. It has also become evident that her team members have participated in unethical practices, because she neglected to oversee their performance.

The Executive Team at Home Sales Realty are concerned that Bobby's leadership practices are costing the firm it's ROI as well as its reputation. You are a Regional Manager at Home Sales Realty, and you oversee several regional offices including Bobby's office.

Which Performance Coaching Model would you use to work with Bobby?

SCENARIO 4: BRIAN, MARKETING MANAGER AT CITY PRESS

Brian is a 26-year employee of the *CITY PRESS* newspaper. After receiving his marketing degree, he became a full-time employee a marketing specialist. Brian has demonstrated strong technical competence as a marketing representative and was responsible, with the other marketing team members, for the daily marketing tasks.

Over the years, Brian has achieved a series of excellent accomplishments that have resulted in attracting customers to *CITY PRESS* newspaper. Five years ago, Brian became a first-level supervisor in the Press Operations department. About one year ago, Brian was promoted to manager.

Today, Brian has seven direct reports. Brian's tasks include operations of marketing media with other important departments, including Editorial and Advertising.

Brian still prefers to do much of the technical work personally, mainly because his quantity and quality are better than the work of most of the front-line employees. Brian enjoys staying abreast of the latest technological changes and monitors the newspaper, marketing trends, and telecommunications industry closely.

Brian has always had excellent technical skills and carefully monitors and checks the work of others. When work isn't completed on time, Brian spends considerable amounts of time checking with other departments. Otherwise, Brian has relatively little contact with employees in other departments of the newspaper.

Due to the recent changes that have been going on at the company, Brian might need to step to the plate, and take on two additional departments to manage. If that happens he will need to manage other managers, which he has little experience with. The firm is concerned about whether Sam is qualified to take on this big load, however, they feel that he has a great deal of potential. You are on the executive team at Full-Court Press, and have been asked to take responsibility for leading Sam.

Which Performance Coaching model with you use to help Sam through his management practices?