

# MANAGER AS COACH

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PNY TRAIN THE TRAINER SESSION



THINKHUMAN  
**UNLEASHING THE SOUL OF YOUR BUSINESS**

## FEEDBACK

### POSITIVE FEEDBACK

It is rare to find someone who can know how to do everything well from day one; you have to put some effort into training. "So **the key to training someone to do a new task is, in the beginning, to catch them doing something approximately right until they can eventually learn to do it exactly right.**" Not discipline, only encouragement works with people who are not secure in what they are doing. Praise gets them moving in the right direction. Though it need take up very little time, praise is the fuel which can drive a whole enterprise. Approximately 3:1 Positive to Corrective feedback creates high performance [Losada, 2004]

### CONSTRUCTIVE FEEDBACK

#### ☐ **Make It Safe**

Activating the primary threat and reward circuitry takes 1/5th of a second [2008 study from David Rock, CEO of the NeuroLeadership Institute]

Negative emotion decreases performance, causes reduced intake of information, and reduces accuracy [Frederickson, 2001]

- Talk about the behavior, not the person.
  - What went wrong, not WHO was wrong. Any time blame is in the space, you'll limit the outcome]
- No backlash
- Handle issues directly / no gossip
  - Don't talk about that issue with anyone else (except if in a productive way so you can powerfully handle the situation)
- Have your emotions, but don't let them have you [mindfulness]
  - Don't be snippy, hot-tempered or impatient (including sighing, or rolling your eyes)

#### ☐ **Start with Personal Responsibility**

- Don't ignore or sidestep real issues
- Call our own honest part in the equation
- Be *willing* to resolve and let go of your entire list on someone

#### ☐ **Choose Logistics Thoughtfully**

- Give the feedback person to person, not through the messengers of technology.

- Choose the best time and place. [not in public]
  - Immediate/timely
  - In private if it's criticism and in public if it's praise

## **LISTENING**

### **❑ Be Curious**

- Being open allows for effective conversations - pretending to be open is not the same thing. Breathe.
- Assume the people giving you feedback have good intentions.
  - To the best of your ability, resist interpreting motives. We judge ourselves on our intentions and others on our interpretation of their behavior.
  - If you find it tough in the moment, ask for a "time out" to think about the feedback and resume the conversation later.
- Listen with a specific purpose in mind: to understand their point of view.
  - Listen without waiting for what you want to say.
  - Get in their shoes. See from their vantage point. Remember it represents someone else's reality, so don't dismiss it if it doesn't align with your perceptions. Close the empathy gap. Really consider what they're saying.
- Make Sure You Understand - Most people don't "get it" when they hear feedback.
  - Most people stay stuck thinking about their own pre-existing opinions and stories. Get clarification on any points you need to understand better.

### **❑ Play Back**

- Take notes on what they're actually saying.
- Notice if you're paying more attention to your own thoughts about what they're saying, rather than focusing on what they're saying to you.
- Say back what you understand, and make sure you have it accurately.
- Don't add, change or defend - just say back what they're saying.

### **❑ Thank Them for Sharing Their Feedback with You.**

- Be responsible for your part.
- If they give feedback - be grateful for getting feedback.

## PERFORMANCE BREAKDOWN FEEDBACK TOOL

### 1 = PREPARE

**ASSESS THEIR DEVELOPMENT LEVEL AT TASK** - Low, Medium, Cautious, High

**IDENTIFY CAUSE** - Identify the reason of the performance shortfall

- Skill/knowledge/training gap
- Communication gap / have I been clear about the goals / do they understand what is expected / What does an "A" look like.
- System/process/equipment or work area that is a barrier to achieving the goal
- Accountability breakdown
  - Was there a Clear Request = "HOW MUCH & BY WHEN"
  - Did you find out initially:
    - can they do that given what's on their plate?
    - what questions or concerns they have and what support they need from you (and did you provide it)?
  - Did you track is your team member moving towards the goal on pace or moving off course?
  - Were they receiving clear accountability feedback
- Other [motivation, confidence, prioritization, etc.]

### 2 = GIVE FEEDBACK

- Give solution and future focused feedback. Direct from blame to progress and learning
- Explain the "why" for learning and growth. Focus on their interests "what's in it for them" to shift
- Leave the person feeling empowered / Be aware of the energy you leave the other person with

### 3 = UNDERSTAND THEIR THINKING

*"What do you think about that? And what do you think will make a difference to resolve this?"*

After you say it all - listen to their thoughts. Coach them to uncover with them the SOURCE OF THE BREAKDOWN [Important to identify and own your role that could have had it work better.]

### 4 = AFFIRM YOUR ROLE

- Find out from them how you can effectively support them. Affirm what you, as the leader, will do to assure they have everything they need to achieve performance

### 5 = ALIGN ON NEXT STEPS

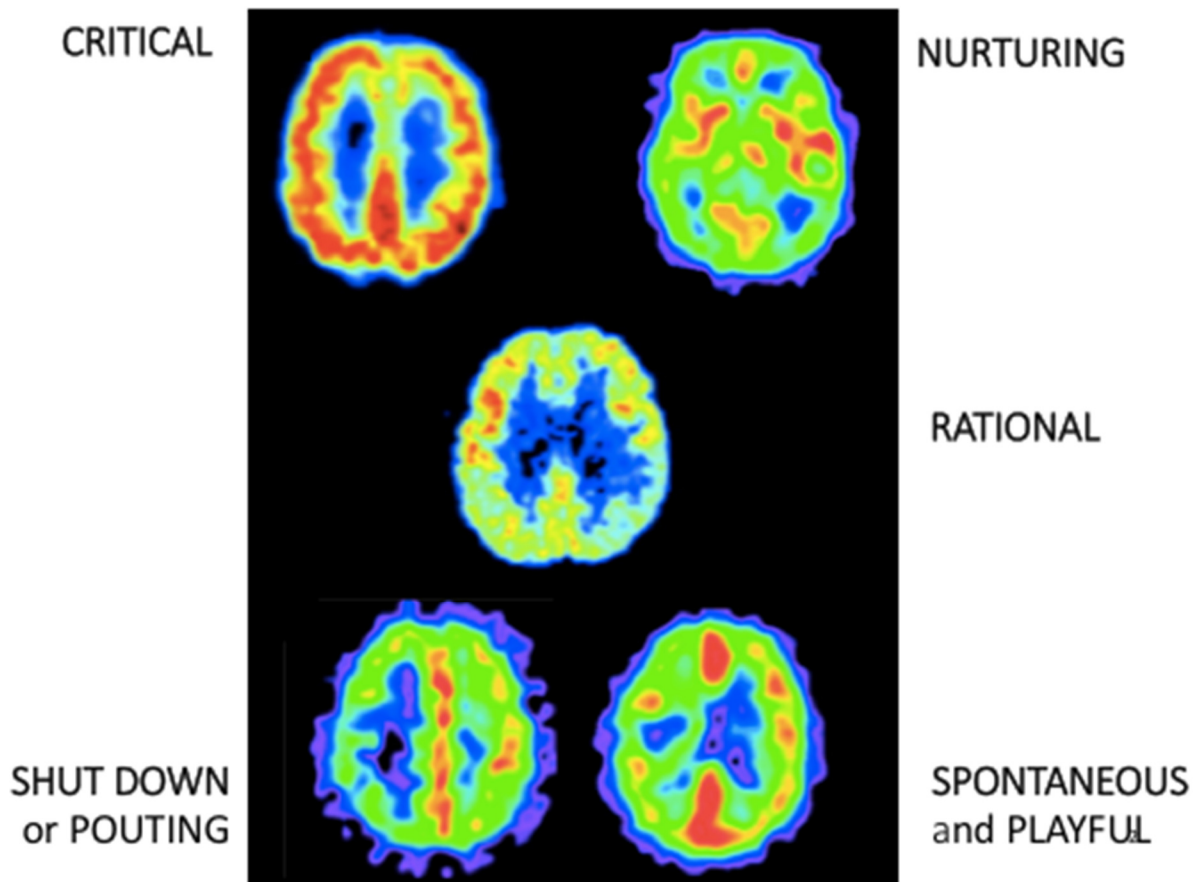
Agree to the go forward plan and write it down. This works in every scenario whether skill/knowledge, communication or system/process

- Set milestones and dates for completion
- Follow up as often as it makes sense to both of you
- Establish consequences for not achieving and recognition for achieving goal

# FEEDBACK OBSERVER FORM

\_\_\_\_ Feedback behavior-based  
\_\_\_\_ Solution-focused  
\_\_\_\_ Direct

or \_\_\_\_ Feedback directed toward the person  
or \_\_\_\_ Past-focused / Blame  
or \_\_\_\_ Side-stepped issues



# COACHING BASICS:

Rather than you doing all of the talking, **ASK** questions to help them problem-solve vs. give answers. When mistakes are made, or there is a learning opportunity, help your team **EXPLORE** options, grow and learn how to resolve issues on their own.

1. **ASK OPEN ENDED QUESTIONS** to help them problem-solve vs. give answers
  - a. EXPLAIN the “why” for learning and growth [not blame]
  - b. TEACH them “to fish” vs. feeding them
  - c. if needed, SUGGEST alternatives
  - d. help them to find OTHER RESOURCES
  - e. OPEN ENDED QUESTIONS
    - i. What's on your mind?
    - ii. What else? (getting people to dig a little deeper and generate more options)
    - iii. Focus on the real problem, not the first problem
    - iv. How can I help to move things forward?
2. **LISTEN**
  - a. LISTEN to their reasoning or thought process
  - b. LISTEN for WHAT went wrong, not WHO was wrong - Any time blame is in the space, you'll limit the outcome.
  - c. DON'T JUST LISTEN TO WHAT IS BEING SAID, BUT ALSO TO WHAT IS NOT BEING SAID
  - d. PLAY-BACK
3. **SOLIDIFY INSIGHTS** - ELICIT FEEDBACK ON WHAT THE PERSON IS GETTING FROM COACHING
4. **CLEAR PLAN OF ACTION AND ACCOUNTABILITY**
  - a. AGREE on clear follow up, next steps and accountability process in place

# EFFECTIVE ONE ON ONES

Primary Focus on Unblocking and Developing The Team Member  
No Multi-Tasking

## NON-TRANSACTIONAL - FOCUS ON ELEVATING AND UNBLOCKING

Avoid a tactical or transactional overview.  
Move transactional updates or project work to different meetings.

## WHEN Do We Do One-on-Ones?

Regularly Scheduled  
Good Managers Rarely Miss Them  
Weekly or Bi-Weekly With Each Team Member Minimum

## HOW LONG?

30-45 Minutes [depending on frequency]

## WHERE Do We Conduct One-on-Ones?

The Key is NOT IN PUBLIC – It does NOT have to be “in private” .  
If you have office, in your office with door closed  
If you have a cubicle, at your desk, with sensitivity – it really does work

## PREPARE and FOLLOW UP

Spend 5-10 minutes preparing for the meeting and let them know in advance how to prepare. Preparation deepens impact.  
Notes & Follow Up creates structure for action.

## MANAGER PREPARATION

### DIRECT REPORT:

### DATE:

Notes you make to prepare for your 9 minutes.

1. What do my follow up notes say I need to follow up on [personal and professional]?

2. What specific positive feedback do I have?

3. What adjusting feedback do I have? / What coaching do I have for her/him?

4. What areas do I want to support them to grow and develop? [including supporting them to live a specific Core Value which might be a blind spot which will help them grow and be more effective]

5. What is something I can delegate that would be helpful to their development?



**EMPLOYEE PREPARATION**  
**PREPARATION FOR ONE-ON-ONE WITH MY MANAGER**  
**DATE:**

1. What's on my mind?

2. What worked really well last week

3. On a scale of 0-10, am feeling successful?

4. What am I finding challenging? What support do I need from my supervisor?

5. What would be success for me this coming week?

6. What questions do I have?

## ONE ON ONE MEETING NOTES

NAME \_\_\_\_\_

DATE \_\_\_\_\_

### 1. Personal update [2-5 minutes to CONNECT]

How are they. What's happening in their world. Connection.

### 2. Team Member Update [7-10 minutes for THEM]

Avoid a tactical or transactional overview. Move transactional updates or project work to different meetings. Let them know in advance how to prepare and ask them to be prepared. They speak. Hold your coaching and advice. Focus on listening.

1. What's on your mind?
2. What worked really well last week
3. On a scale of 0-10, are you feeling successful?
4. What are you finding challenging? What support do you need from me?
5. What would be success for you this coming week?
6. What questions do you have?

Notes you take from their 9 minutes.

### 3. Manager update [7-10 minutes for YOU] From your preparation.

### 4. Development plan update [7-10 minutes for THEIR DEVELOPMENT]

Focus on the one thing that is most important to them from a development standpoint for 6 weeks. Insights. Discussions. Agreed next steps