

MANAGERS' GUIDE TO PERFORMANCE PROBLEMS - COACHING

COACHING YOUR EMPLOYEES IS AN INFORMAL WAY TO MANAGE ALL TYPES OF WORKPLACE ISSUES.

Working with people can be challenging. Many workplace issues involve personality conflicts rather than issues with a skill or knowledge deficiency. Unfortunately, personality conflicts can quickly deteriorate working relationships and often impact the quality of work in your organization.

Coaching your employees is an informal way to manage all types of workplace issues as soon as they arise.



Identify the Problem

The first step is to clearly identify the problem. Some examples of performance or work related problems include: not meeting performance standards, such as poor quality or quantity of work; missed deadlines; inappropriate behaviour; lateness; and unprofessional conduct.

Collect Information

The next step involves reviewing the performance standards to ensure they are reasonable and have been clearly communicated to your employees.

Some Questions to Consider:

- What do I observe that indicates a problem?
- Where, when and how frequently does it occur?
- Has my employee ever performed satisfactorily? When?
- Is there a skill deficiency?
- Are there obstacles or disincentives preventing my employee from performing?

Manage People Better with Fusion

Develop a Plan of Action

Meet with your employee to explore options for correcting the problem – instruction, training, and coaching are some examples.

The Coaching Meeting - Tips

- Treat your employee fairly and respectfully at all times.
- Be professional – don't use language that is judgmental or critical; don't comment on your employee's personality.
- Focus on the work related performance and behaviour.
- Be specific about what exactly your employee needs to improve.
- Mutually agree on a plan of action to correct the problem.
- Document - keep a record of all meeting dates and notes.
- Allow your employee sufficient time to improve.

Follow Up

- Meet with your employee regularly to review performance.
- Continue to offer assistance.
- If the problem continues, allow your employee the opportunity to explain why.
- If the problem is resolved, continue to provide positive feedback and conduct regular performance meetings.
- If the problem persists, consider a more formal approach.

The information provided is an overview. Your situation is unique. Contact Fusion Career Services for advice.