

Maximizing Staff Performance

Finding a Better Way to Lead
Karen R. Hilton



T.A.P. Executive Coaching

- In private practice since 2014
- Experienced Business Executive/HR Practitioner
- Certified by International Coach Federation
- EVP, Volunteer Leadership, SHRM-Atlanta



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PERFORMANCE





Feedback



A conversation that includes observations, insights:

- ✓ About things in the past
- ✓ Clarifies understanding/awareness
- ✓ Provides context and impact (as a result here is what happened)
- ✓ Defines consequences/reward

Manager ROLES

- Model appropriate positive and constructive feedback
- Keep feedback related to work-related duties and outcomes
- Be consistent
- Demonstrate a balance between collaboration and accountability
- Identify tools and resources that foster your own development as a manager of people:
 - www.shrm-atlanta.org
 - www.shrm.org

Manager RESPONSIBILITIES

- Clarify expectations... early
- Acknowledge/validate
- Be honest, transparent
 - ✓ Answer questions directly
 - ✓ Ask courageous questions
 - ✓ Explore developmental areas proactively
- Where gaps exist, be specific

Coaching

A supportive process that fosters the employee's sense of:



- ✓ Ownership
- ✓ Accountability
- ✓ Expectation
- ✓ Autonomy
- ✓ Vision



Organizations with leaders who coach effectively and frequently improve their results by as much as 21%

- Bersin by Deloitte

The Every Day Coaching Process

- **Establish rapport**
- **Identify the Discussion Topic**
 - ❑ What would you like to talk about today?
 - ❑ How can I support you?
 - ❑ What's top of mind for you?
- **Identify Goals**
 - ❑ What's most important for you to accomplish/learn?
 - ❑ What would you like to get out of our discussion today?
- **Clarify current state**
 - ❑ Describe what is stressing you right now?
 - ❑ How would you describe what's bothering you today?
- **Identify what success looks like**
 - ❑ If you had all the support in the world, what would success look like?
 - ❑ When you achieve that goal, what will it look/feel/sound like?

The Every Day Coaching Process (cont'd)

- **Identify what's getting in the way**

- What do you think is keeping you from moving forward/making progress
- What's the biggest obstacle your facing on this?

- **Gauge commitment**

- Now that you've identified what you want, what's your level of commitment to move forward?
- You sound hesitant. How likely are you to do that?
- What's your best option?
- What's next?
- What do you want to do about that?

- **Accountability**

- How can I support you?
- How will you know you succeeded?
- How are you going to track your progress?
- What are you key take-aways?

Feedback (Assessing, Judging, Critiquing, Evaluating)	Coaching (Supporting, Listening, Encouraging, Validating, Acknowledging)
You have ownership in the process/outcome	The individual has freedom to design the process/outcome.
There is a realistic expectation that you have responsibility for their success/failure	There is reasonable expectation that you are not directly responsible.
You/others gain/lose based on the process the individual uses and/or the outcome	The individual has the most to lose/gain based on the process the individual uses and/or the outcome.
There is a requirement involved.	Immediate, specific results are not required.
Your/the organization's vision for the process/outcome is more important than the individuals'.	The individual's vision is more important than your own/the organizations'.

Your Turn!

How to Prepare for a Performance Conversation

- Gather Insights
 - Identify concerns, issues
 - Review career accomplishments, milestones
- Schedule the Time
- Make the Meeting a Priority
- Prep Yourself to Be Open

What To Do in a Performance Conversation

- Meet to discuss plans and goals
- Review accomplishments, etc.
- Provide suggestions for activities that can help them reach their goals
- Help set realistic timelines for goal achievement
- Anticipate and troubleshoot potential obstacles
- Schedule check-ins/milestones
- Remain flexible and revise plan as needed
- Share concerns/praise (ongoing)



How To Behave in a Performance Conversation

- Listen Actively
 - Acknowledge What You've Heard
- Take Notes
- Remove Distractions
- Repeat What You've Heard/Clarify As Necessary
- Identify Next Steps/Accountability

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THANK YOU!



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