

4

Feedback

► procedures for coaching team members

► expressions for coaching

► roleplaying an interview

4.4 Speaking Coaching

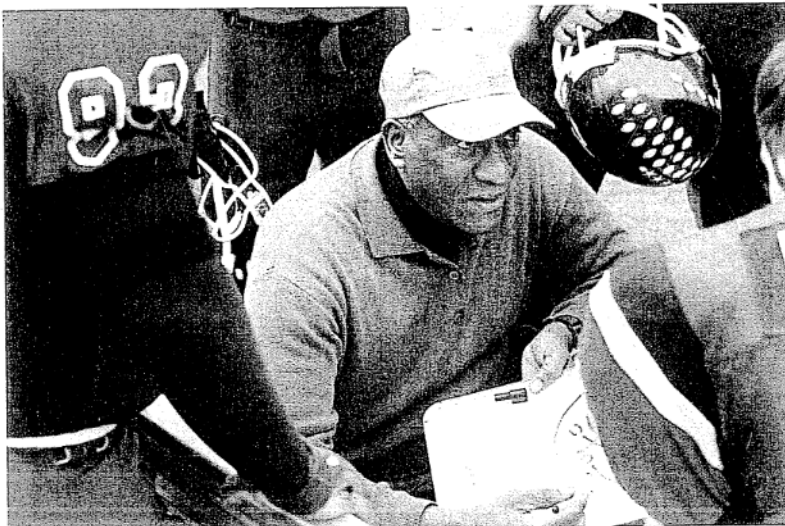
Discussion

1 Decide how you would respond as a manager to each of these situations. Choose options from the list a–l.

- 1 A new employee has failed to complete an important project.
 - 2 An experienced employee has failed to complete an important project.
 - 3 A new employee has delighted customers with exceptional service.
 - 4 An experienced employee has delighted customers with exceptional service.
- | | |
|--|-----------------------------------|
| a) fire the employee | g) pay them a bonus |
| b) supervise the employee more closely | h) give them more autonomy |
| c) scream and shout for twenty minutes | i) thank them for their hard work |
| d) have a heart-to-heart talk to identify the causes | j) give them a promotion |
| e) give them a final warning | k) tell them not to overdo it |
| f) do nothing | l) something else |

Reading

2 Read the two procedures for coaching team members and explain why opinions a–f below are incorrect.



Recognizing merit

- 1 **Make contact**
 - Set the scene: describe the time, place and situation when the employee's performance was exceptional.
 - Refer to the work in question.
- 2 **Give praise**
 - Give a specific example of the facts or results you appreciate.
 - Point out the personal qualities which contributed to the employee's success.
- 3 **Conclusion**
 - Explain the positive consequences of the employee's behaviour for the company, the department and for you yourself.
 - Keep the interview short and avoid discussing other subjects: two or three minutes are usually enough.

Constructive criticism

- 1 **Make contact**
 - Set the scene: describe the time, place and situation when the problem occurred.
 - Describe the problem and the results.
 - State facts, not opinions.
- 2 **Diagnose the problem**
 - Elicit the causes of the problem (behaviour, method, equipment, organization, etc.).
 - Express your opinion.
 - Explain the consequences for the organization.
- 3 **Commit to action**
 - Offer suggestions which recognize the employee's good points but eliminate the faults.
 - Invite the employee to make comments.
- 4 **Conclusion**
 - Set new objectives, stating the methods to be used and a deadline.

- a) Just let your people know if you're happy with their work: you don't need to go into details.
- b) People know when they've messed up: they don't need me to tell them. I just shout to let them know how I feel about it.
- c) Never mention an employee's qualities, next thing you know, they'll want a pay rise.
- d) Don't expect your assistant to understand what went wrong; if she knew, she'd be doing your job!
- e) Congratulating someone on a job well done is a good opportunity to set them more ambitious objectives.
- f) If it works for the army, it works in business. Tell them to work harder, and no talking back!