Executive Briefing Presentation


The Powerful Act of Coaching Employees

> "Coaching employees provides counsel in real time and clearly identifies goals in the context of the employee's job."

Introduction

- The flawed annual performance review

- Transition from performance review to coaching

- Performance coaching

- Coaching and development

- Elements of successful coaching

1. Take steps toward performance coaching
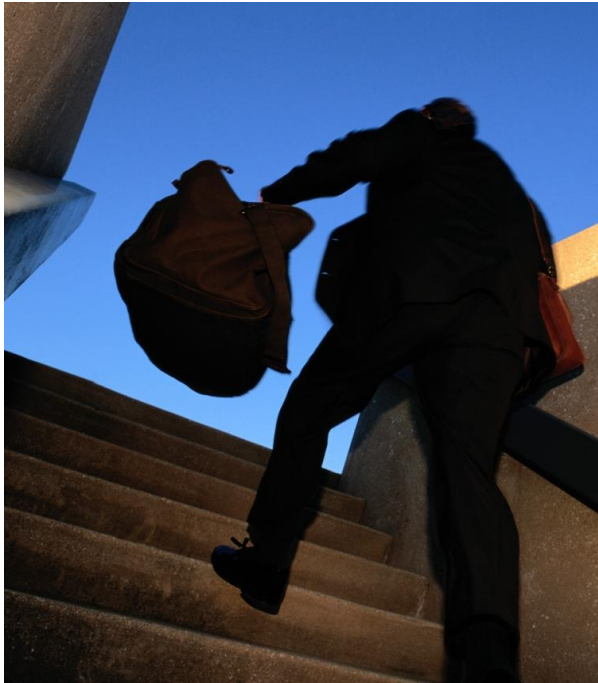
Acknowledge, Institute, Check

- Acknowledge that good performance rarely happens by accident
    - Lack of performance training
    - Small impact of leaders on performance

- Institute a new system of coaching
    - Start at the top
    - Examine corporate culture and strategy
    - Define and describe the new system

- Check to make sure the system is instituted well
    - Don't cut corners
    - Monitor managers' progress
    - Always inspect what you expect

2. Performance appraisals vs. performance coaching

> "The review is founded on good motives...but the results often leave much to be desired."

What is wrong with the performance review?

- Current performance review system
  - Annual event
  - Rates performance
  - Good motives
  - Snapshot of employee's yearly performance

- Comparative performance reviews
  - Ranking employees discourages teamwork
  - Competition doesn't help in talent shortages

- No consistency during performance reviews
  - Rushed meetings
  - No opportunity for feedback

3. The common threads of coaching and development

	Where it Applies	Keys to Success
Manager Coach	All managers throughout the organization	Strong focus on competencies, training and assessment tools
Assigned Coach	People in transition or sometimes in crisis	Internal education and identification of key problem areas
External Coach	Top leaders, HIPOs, special situations	Selected identification of high value opportunities

Coaching delivers major results

- Bersin & Associates discovered seven processes ensure the best performance management:
  1. Goal-Setting
  2. Alignment of performance goals with organizational goals
  3. Employees self-assessments
  4. 360-degree assessments
  5. Manager appraisals
  6. Competency assessments
  7. Development planning

- Use feedback, development, training and assessments to drive success

The Powerful Act of Coaching Employees

4. Essential management coaching skills

Help the manager develop coaching skills

- Corporate executives must help managers develop coaching skills
  - Ability to identify people who fit the job
  - Ability to create strategies that inspire performance

- No manager comes fully equipped with the knowledge need to coach successfully
  - Each employee's unique characteristics
  - Each employee's work attributes
  - Each employee's fit and compatibility with the job, team and manager

The Powerful Act of Coaching Employees

5.1 Five elements of successful coaching: Job Fit

Profile for Behavioral Traits

| Trait	Scale
Energy Level	5 6 7 8 9
Assertiveness	5 6 7 8 9
Sociability	5 6 7 8
Manageability	5 6 7 8
Attitude	4 5 6 7
Decisiveness	5 6 7 8
Accommodating	4 5 6 7
Independence	5 6 7 8
Objective Judgment	4 5 6 7
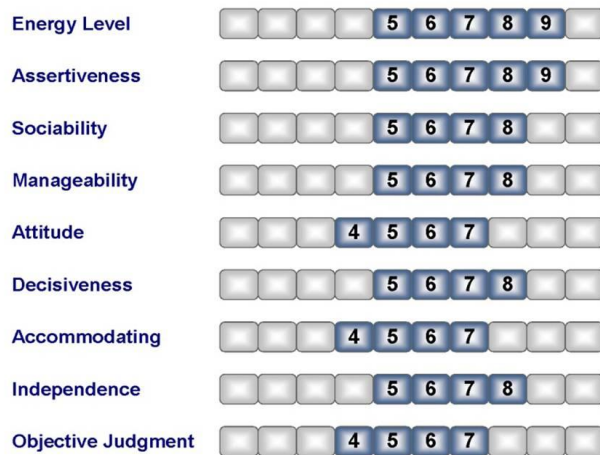
" **"The differences between top and average performers come down to more than just experience."**

Job Fit

- There are five key elements of successful coaching:
  - Job Fit
  - Motivation
  - Chemistry with manager
  - Chemistry with team
  - Leadership ability

- Job fit shows how well an employee matches the top-performers

- Knowing where the employee doesn't match a top performer helps the coach teach and train

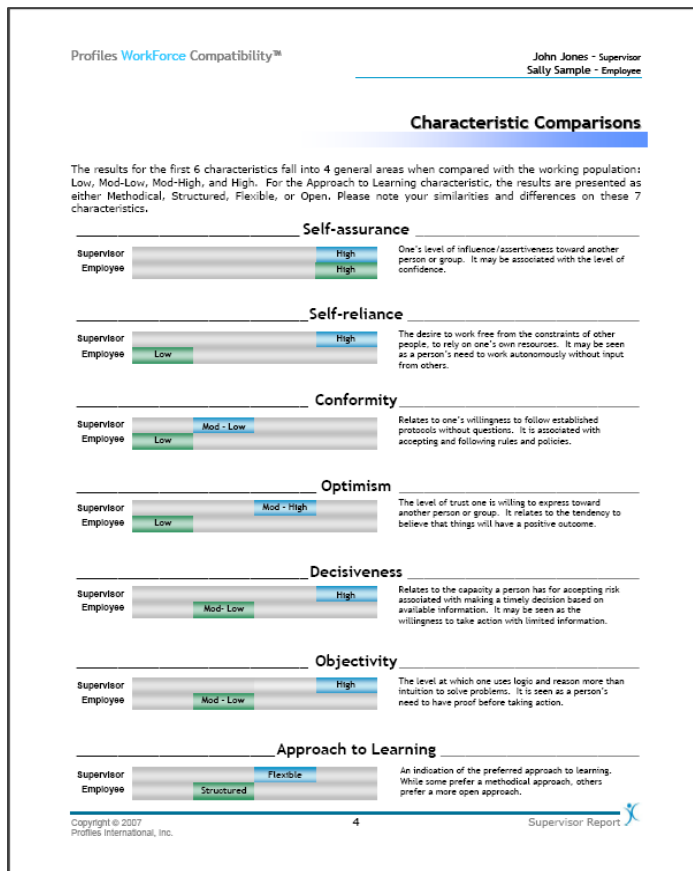## 5.2 Five elements of successful coaching: Motivation
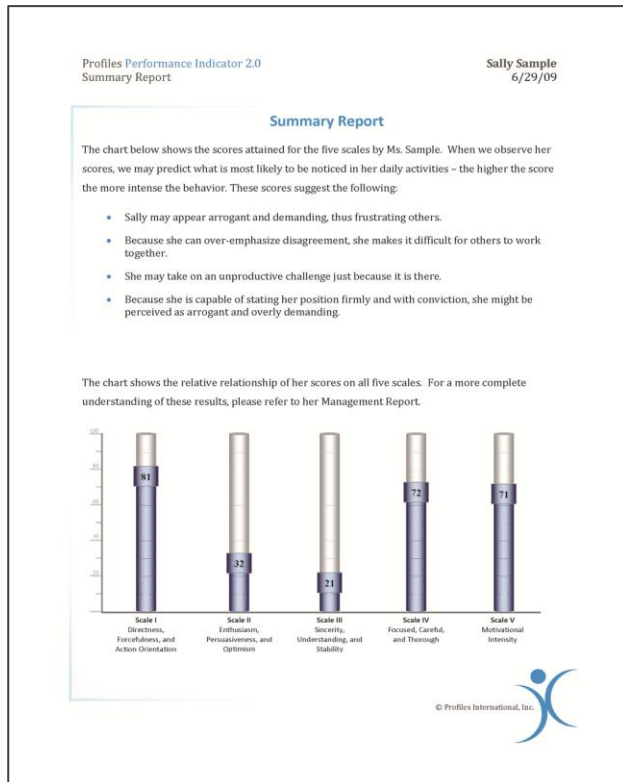
Motivation

- Coaches help employees through organizational turbulence

- Coaches need to know how each employee will react to challenges at work

- Assessments measure an employee's:
  - Need for control
  - Social influence
  - Patience and ability to be a team player
  - Focus on precision and quality
  - Motivational intensity and focus on change

- Knowledge helps coaches know how to motivate each employee

5.3 Five elements of successful coaching: Chemistry with the Manager

Chemistry with the Manager

- Managerial Fit

- Identify potential conflict points

- Know what to say and how to say it

- Assessments can help the coach/employee relationship by:
  - Examining work relationship
  - Identify similarities and differences
  - Provides recommendations

- Enhance relationships, communication and management coaching styles

5.4 Five elements of successful coaching: Team Chemistry

Team Balance Table

12 FACTORS	LOW	MOD.LOW	MODERATE	MOD.HIGH	HIGH
Control	●		2, 6, 7, 8	4, 5	3
Social			●, 2	4, 5, 6, 7, 8	3
Patience		2, 4, 5	3, 7, 8	●, 6	
Precision		3, 4, 5	2, 8	●, 6, 7	
Ambition	●	6, 7		2, 4, 5	3, 8
Positive Expectancy		2	6, 7, 8	●, 3, 4, 5	
Composure		2, 3, 4, 5, 8	6, 7	●	
Analytical	3	●, 2, 4, 5	6, 7, 8		
Results Orientation			3, 6, 7	●, 2	4, 5, 8
Emotions		●, 6, 8	3, 4, 5, 7	2	
Team Player		2	3, 4, 5, 6, 8	●, 7	
Quality Orientation	4, 5	3	●, 2, 6, 7, 8		

Note: A shaded area suggests a factor NOT well represented on this team

The image above shows a Team Balance Report from the Profiles Team Analysis. The Team Balance Report helps managers identify the presence or absence of characteristics that are essential for achieving success as a team.
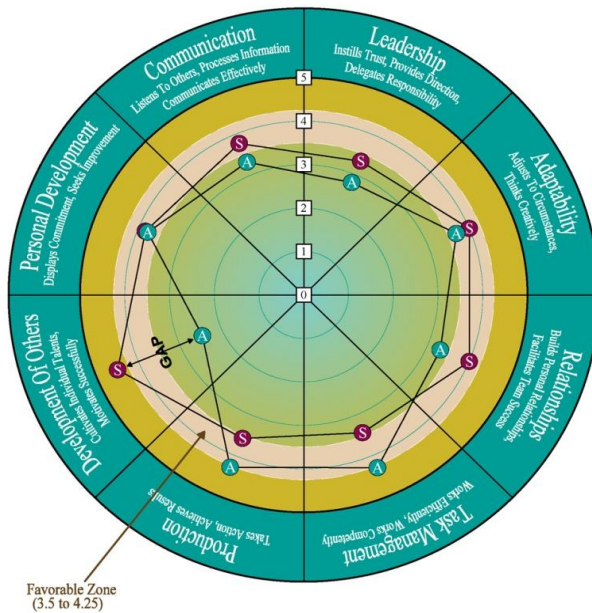
Chemistry with the Team

- Teams are essential in the workplace

- Know the characteristics and behaviors of team members

- Coaches can help by knowing the answers to the following questions:
  - Who in the team needs to be in control?
  - What characteristics is the team lacking?
  - How do we avoid or resolve potential conflicts?

- A successful coach knows the answers to these questions before creating a team

5.5 Five elements of successful coaching: Leadership

Favorable Zone
(3.5 to 4.25)

The image above is a graphic from Profiles' CheckPoint 360° assessment. The chart compares an employee's self-evaluation and his or her co-workers evaluation according to eight different skills.

Leadership Ability

- Determining who has leadership potential in the workplace can be a great coaching practice

- There are eight specific leadership competencies:
  - Personal Development
  - Communication
  - Leadership Ability
  - Adaptability
  - Relationship building
  - Task management
  - Production
  - Development of others

- Learning these important competencies allows the coach to maximize leadership capabilities

Coaching Makes a Difference

- Don't base important decisions on annual evaluations

- Coaching creates open lines of communication

- Transition from annual performance evaluation to coaching by:
  1. Realizing the flawed nature of performance appraisals
  2. Taking the steps to get out of your current situation
  3. Identifying the common threads of coaching and development
  4. Learning to identify job fit and specialized knowledge about employees
  5. Determining job fit and compatibility with co-workers

How We Do It – Overview of our assessments and solutions

Your Business Objective										
Our Popular Solutions										
High-level Strategic Workforce Management										
Identifying high-potential employees and managers		PXT				CP360			PSA	CSP	
Strategic workforce and succession planning		PXT		PPI	CP360				PSA	CSP	
Restructuring, reorganizing and downsizing		PXT		PPI		PMF	WES		PSA	CSP	PLP
Post-merger integration of organizations		PXT		PPI		PMF	WES		PSA	CSP	PLP
Everyday Workforce Management										
Basic pre-employment screening	SOS		PST								
Screening, interviewing and selecting job candidates		PXT	PST	EBC					PSA	CSP	
Onboarding new employees		PXT		PPI		PMF					
Improving employee productivity and work quality		PXT		PPI			WES				
Improving employee motivation and communication				PPI		PMF	WES				
Resolving conflict between co-workers				PPI							
Selecting and managing teams				PPI							
Evaluating management effectiveness		PXT		PPI	CP360		WES				
Prioritizing management development needs					CP360		WES				
Sales and Customer-facing Workforce Management										
Screening, interviewing and selecting job candidates			PST	EBC					PSA	CSP	
Retaining and growing customers and accounts									PSA	CSP	PLP
Improving sales performance				PPI	CP360	PMF	WES		PSA		PLP

Legend

SOS	Step One Survey		PMF	Profiles Managerial Fit
PXT	ProfileXT		WES	Workplace Engagement Survey
PST	Profiles Skills Tests		PSA	Profiles Sales Assessment
EBC	Employee Background Checks		CSP	Customer Service Profile
PPI	Profiles Performance Indicator		PLP	Profiles LoyaltyPro
CP360	CheckPoint 360			

How We Do It – Assessment and solution descriptions

ProfileXT® (PXT)

The **ProfileXT (PXT)** assessment measures how well an individual fits specific jobs in your organization. The "job matching" feature of the PXT is unique, and enables you to evaluate an individual relative to the qualities required to perform successfully in a specific job. It is used primarily for employee selection, on-boarding, managing, and strategic workforce planning.

This assessment reveals deep, objective insight into an individual's thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

How We Do It – Assessment and solution descriptions

Profiles Performance Indicator™ (PPI)

The **Profiles Performance Indicator** is a DISC-type assessment that reveals aspects of an individual's personality that could impact her fit with her manager, coworkers and team, as well as her job performance. It is used primarily for motivating and coaching employees, and resolving post-hire conflicts and performance issues.

The PPI specifically measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, and adapting to change, as well as responses to conflict, stress and frustration. The output from this assessment serves as an "operator's manual" for an employee, which helps managers better motivate, coach and communicate with the employee. It also helps to predict and minimize conflict among co-workers, and it provides crucial information for improving team selection and performance.

A powerful feature of the PPI is the **Team Analysis Report**, designed to help managers form new teams, reduce team conflict, improve team communication, improve their ability to anticipate problems and enhance their team leadership skills.

It helps evaluate overall team balance, strengths and weaknesses, as well as team members' personality characteristics along 12 key factors: control, composure, social influence, analytical, patience, results orientation, precision, expressiveness, ambition, teamwork, positive expectancy and quality of work. It also provides team leaders with practical recommendations and action steps to take in order to succeed in their jobs.

How We Do It – Assessment and solution descriptions
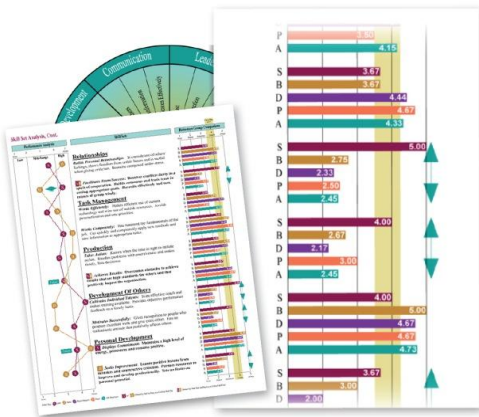
CheckPoint 360°™

The **CheckPoint Management System** is a 360-degree assessment. It is used primarily to evaluate the effectiveness of your managers. This assessment combines feedback from direct reports, peers, supervisors, and even customers, with a personalized program for developing specific leadership skills based on that feedback. This process highlights a manager's job performance in 8 skill clusters: leadership, communication, personal development, development of others, production, task management, relationships, and adaptability.

The CheckPoint 360 helps managers identify and prioritize their own development opportunities. And, it helps the organization to better focus management training and development investments, proactively uncover misaligned priorities between senior executives and front-line managers, and surface management issues that could lead to low employee productivity, morale, satisfaction, and turnover.

Profiles Managerial Fit ™ (PMF)

People typically don't quit their companies, they quit their bosses. **Profiles Managerial Fit** (PMF) measures critical aspects of compatibility between a manager and their employees. This report offers an in-depth look at one's approach to learning, as well as six critical dimensions of compatibility with their manager: self-assurance, conformity, optimism, decisiveness, self-reliance, and objectivity.

Managers use this information for adapting their styles in order to get the most from each employee; improve communication; increase engagement, satisfaction, and productivity; and reduce employee turnover.

Profiles International – Who We Are

Profiles International helps organizations worldwide create high-performing workforces.

Through our comprehensive employment assessments and innovative talent management solutions, our clients gain a competitive advantage by selecting the right people and managing them to their full potential.

Where We Are

Profiles serves 122 countries around the globe and has material in 32 languages.