

Executive Summary

PERFORMANCE COACHING

Helping identify the skills and capabilities within people



THE SUMMARY IN BRIEF

The Coaching Model was designed specifically for the state of Tennessee. It is the state's comprehensive model for teaching the strategic leadership skill of coaching to managers and supervisors. The Coaching Model is a performance management tool designed to enhance employee engagement and foster a high performing work environment. It prepares managers and supervisors to engage in coaching conversations with employees in an effort to meet individual performance goals.

LEADER AS A COACH

One of the key responsibilities in leading people and managing employee performance is to coach. Coaching is a critical responsibility of leadership. Effective people leaders clearly understand that coaching is not simply a feedback session or a conversation that occurs over a single event.

Coaching is a management skill by which the manager engages the employee in multi-way communication and development by asking appropriate questions, guiding the employee, listening, and providing feedback.

WHY COACH?

Having S.M.A.R.T. Performance Plans is just the beginning of creating a high performance environment. Supervisors and managers must develop the skills necessary to work with employees to determine how to move employees from good to great performers. Coaching is a proven process that engages supervisors, managers and their employees in achieving the agency's goals, thereby creating a workplace of continuous improvement. This is a behaviorally-based coaching model, which means that the focus of the coaching is on a specific behavior. Behavior can be changed. When a behavioral change becomes habitual it leads to dramatic changes in performance, self-perception, and realization of potential.

EFFECTIVE FEEDBACK

The process of giving and receiving effective feedback is paramount to the coaching relationship. Feedback is a communicative method in response to an employee's behavior that provides effective input into job performance.

What it is...	What it is not...
A manager-employee dialogue about how much value they can create	A one-way communication
A shared responsibility	Owned by the manager
A response to an action/behavior	About the person
Day to day interaction	An annual event
Effective input into an employee's job performance	Just a "thank you"
Based upon the need of the employee	Based on manager's need
The opportunity to help the employee be successful	The manager giving directions as he/she wants the employee to perform

THE BENEFITS OF COACHING

- Increases employee retention
- Promotes staff productivity
- Focuses on individual employee performance
- Builds an internal leadership pool
- Increases employee accountability
- Allows manager to manage, not micro-manage

PERFORMANCE COACHING WORKSHOPS

Workshops are offered statewide starting the week of April 21 through June 30, 2014. Open workshops in the Nashville area will be held daily. Two sessions will be offered each day, from 8:00 am – 12:00 pm and from 12:30 – 4:30 pm. To register for an open workshop in Nashville, please go to <http://www.tn.gov/dohr/learning/resources/registration-and-resources.shtml> and click on the registration link. To register for open workshops outside of Nashville and agency specific workshops, please contact Antonio.Q.Meeks@tn.gov to request a learning facilitator.