High Performance Coaching

Skills and Tools for Supervisors of University Staff

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Purpose & Objectives

Program Purpose

The purpose of ***High Performance Coaching*** is to provide I&S supervisors with effective coaching skills and tools to enhance the impact of the staff performance management process

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Purpose & Objectives

Learning Objectives

➢ Explain the Performance Management Process (PMP) and why consistent feedback and coaching is important

➢ Prepare for coaching conversations

➢ Use relevant coaching techniques

➢ Clearly document effective coaching notes and evaluation narratives within the PMP

➢ Apply the coaching process consistently with each employee

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Importance of PMP

State of Colorado Expectations

- One formal coaching requirement
- Opportunity for employee to succeed
- Ability for supervisor to achieve unit's goals and mission
- Strong interpersonal relationships

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Importance of PMP

Infrastructure and Sustainability Expectations

- Understand & address employee strengths, growth opportunities, and areas for improvement
- Culture change to make this a motivational tool
- Increased engagement and collaboration
- Two-way interaction
- Quarterly coaching for new employees for the first year
- Coaching twice a year
- Timely and accurate documentation
- PMP is consistent and more efficient to complete

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Coaching Best Practices
Purpose

- Establish an effective, ongoing relationship
- Provide feedback and support
- Understand your employees strengths and opportunities
- Align and accomplish the organization's mission, vision, and goals

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Coaching Best Practices
Foundation

- Build trust with your employees
- Consistent, ongoing feedback and communication
- SMART Goals
  - Specific
  - Measurable
  - Attainable
  - Relevant
  - Time-Bound

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Coaching Best Practices
Active Listening & Effective Questions

- 2-Step Feedback Approach
  - Share a specific observation
  - Describe the impact
- Effective and ineffective questions
- Consider using a question funnel

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Inclusive Excellence in Supervision

Be Aware of Common Rater Biases

- **Recency**: Most recent action/interaction heavily influences coaching or rating

- **Affect**: Favoring an employee because they are liked/likeable

- **Physical Characteristics**: Rating an employee higher or lower based on their age, attractiveness, style, etc.

- **Leniency/Strictness**: Fellow managers or certain employees

- **Similar to Me**: Rating employees higher who are most similar to the supervisor

- **Halo/Horn**: Focusing on one positive/negative action/interaction while overlooking all other information

- **Contrast** – Comparing employees to one another based on non-job related information

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