

# Coaching Feedback for Success

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People and performance managers

# Did you know.....

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- What the most misused, abused, disused management tool in history is?
- Who are the only people who sing the praises of Performance Appraisal?
- Who avoids HR people or Performance Appraisal like the plague?



# Key purpose

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- Improve employee/employer performance in the future
- How?
  - Assess what has happened to date
  - Obtain information to make jobs more productive
  - Identify & overcome barriers to performance
  - Engage employees

# Taken from actual performance appraisals...

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- “Since my last report, this employee has reached rock bottom, and shows signs of starting to dig.”
- “His men would follow him anywhere, but only out of morbid curiosity.”
- “I would not allow this employee to breed.”
- “He sets low personal standards, and then consistently fails to achieve them.”
- “This employee is depriving a village somewhere of an idiot.”

# Actively listen

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- Listen & don't interrupt
- Reflective
- Be aware and analyse



# Influencing skills

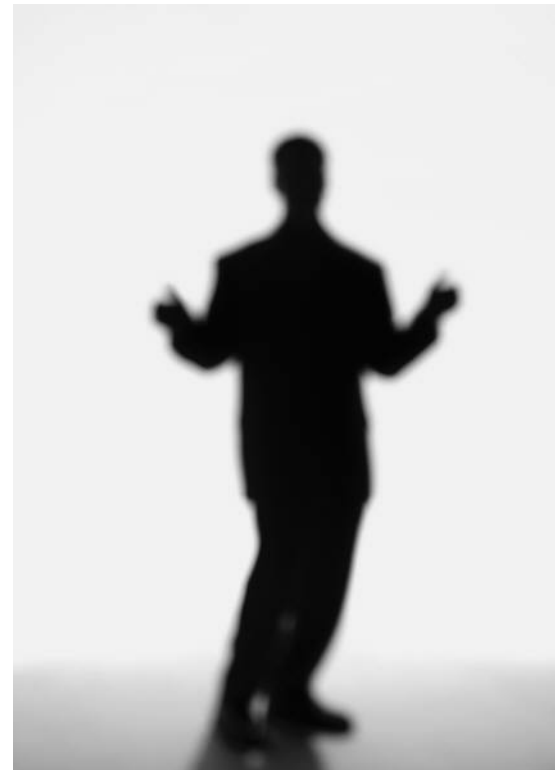
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- Speak quietly, deliberately & directly
- Ask one question at a time
- Then shut up, watch and listen to the answer

# Styles that are not in vogue!

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- **Thumbs up appraisal**
- **It's all about me**
- **She'll be right mate**
- **The pub crawl – I love you mate**



# Why many performance systems don't work

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- No
  - job planning/description
  - goals or targets
  - ongoing monitoring of job
  - expectations set on performance
  - ongoing and immediate feedback
  - set standards within business

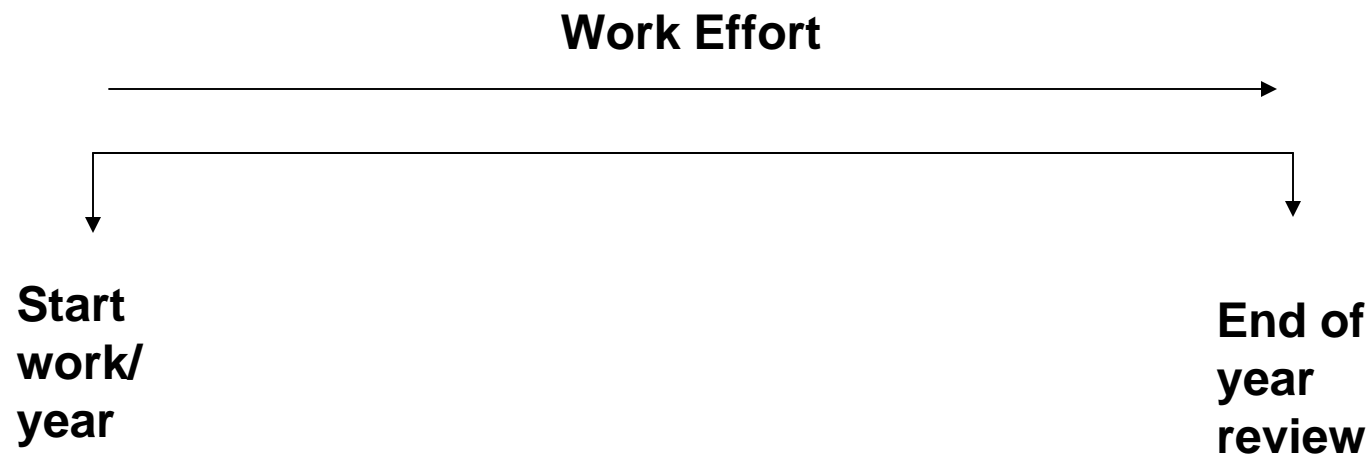
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Mostly employees will leave  
your employment because.....

# Look familiar?

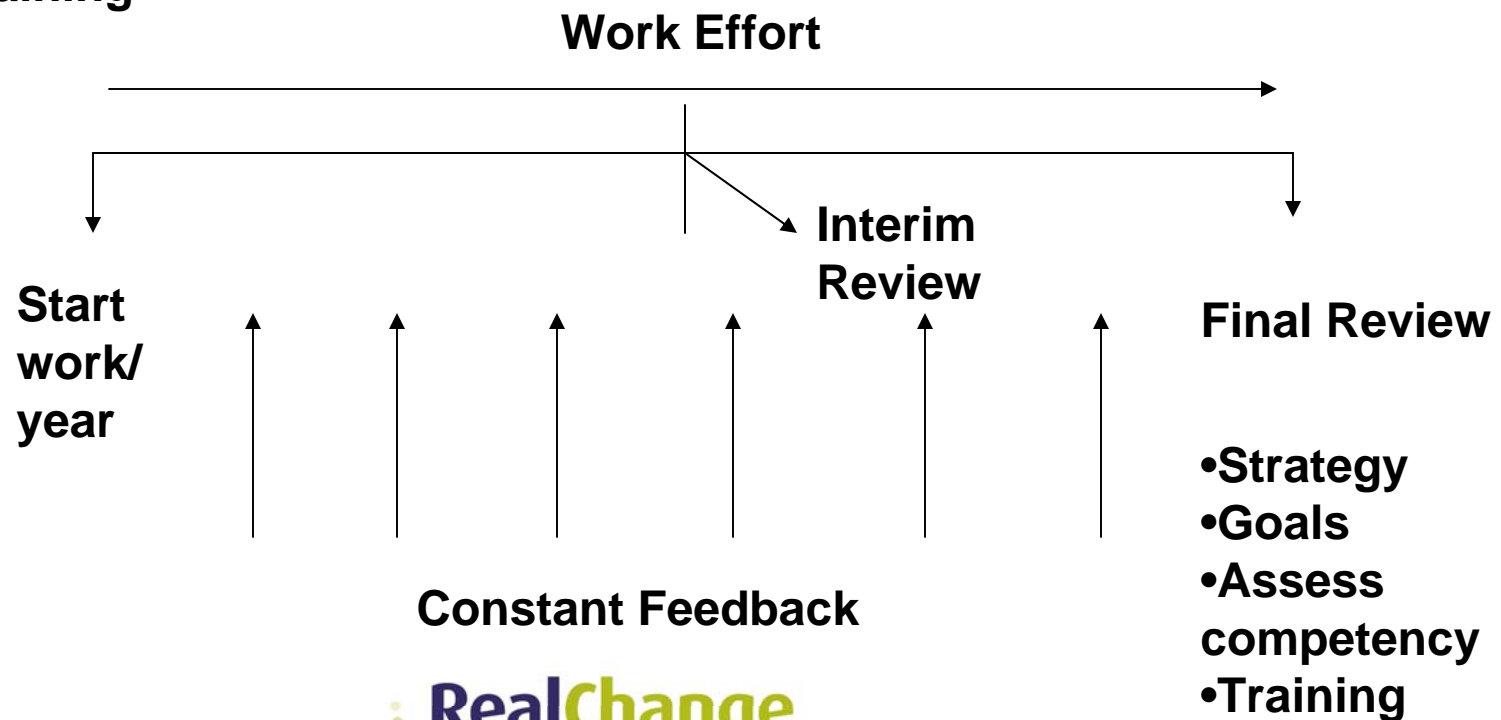
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- Very common model in offices today



# Ideal structure

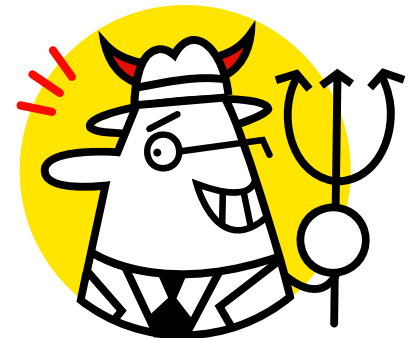
- Strategy
- Goals
- Assess competency
- Training



# Don't use it for evil

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- Bring to their attention all the areas they have failed in
- Solely to terminate
- Talk about yourself
- Casual chit chat – no documentation
- Bitch & burp session



# Use it for good

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- Their value & success
- Feedback on performance
- Assess training gaps
- Action improvement areas
- Get feedback on your business, workplace, culture, team



# Use it for good.....

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- Future goals and align to company vision
- Your future vision and where they fit in
- Reward & promote
- Career path/opportunities



# New kids on the block

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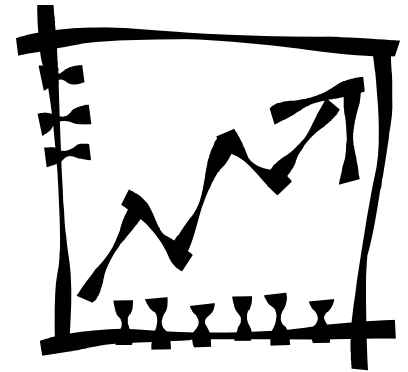
- Induction
- Employee contracts
- Job description
- Training
- Buddy program
- Profile – work preferences



# Setting Performance Expectations

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Key  
Performance  
Indicators



# Existing employees

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- 6 & 12 month appraisals
- Constant ongoing feedback
- KPI's – numbers & behaviour
- Self assessment

# Why self assessment?

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- KPI's
- Reflect on performance
- Objectives met beyond stated goals
- Improvement opportunities
- Future goals
- Improve department effectiveness and competitiveness

# Tips for managers

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- Job description
- Facts not opinions
- Prepare questions, development plans, remuneration, career path, performance gaps, training
- Review self assessment
- Future goals
- Previous performance appraisal & goals set
- Agenda for discussion, provide copy to employee
- Make appointment

# Where do you start

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- Ask them to discuss their performance
- Your feedback
- KPI's, feedback from manager, peers, customers, your observations
- Opportunity to respond
- Goals are realistic or reassess
- Assess improvement opportunities

# Closing

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- Re-state/confirm action plan
- Confirm training
- Ongoing poor performance – understand consequences
- Outstanding performance – praise, impact on team, business, company, career opportunities
- Sign documentation
- Make next appointment
- Restate your commitment to their success

# 12 month appraisal

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- Re-assess goals
- Set new targets – KPI's
- Provide overall feedback
- Career objectives
- Remuneration – reward performance
- No surprises – it is an overview

# Feed forward

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- Feedback takes into account what has happened, cannot change it, can however learn from it.
- Feed forward
  - Ability to change the future
  - Engages and commits
  - Creates enthusiasm about their job
- **Take the learning, make the changes and move ahead**

# Poor performance

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- Know your facts
- Provide feedback immediately
- Collaborative solutions
- Action plan – dates & time frames
- Follow up
- Focus on behaviour & results do not personalise

# Fear factor

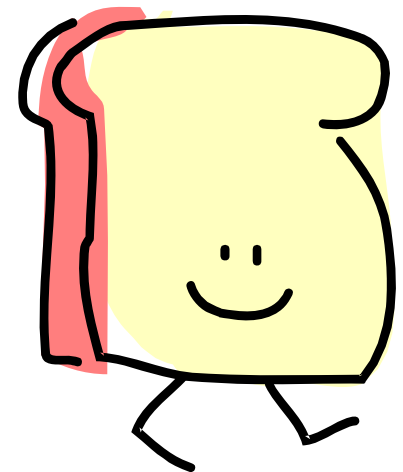
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- Does not equal better performance
- Does reduce performance
- Reduce loyalty & effort
- Ensure disengagement

# Sandwich

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- Praise first
  - Let it sink in and allow for response
- Criticise
  - State you are concerned or dissatisfied & why
- Response



# SARAH

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- Shock
- Anger
- Rejection
- Acceptance
- How.....

# Exit interviews

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- Business – identify reasons why employee is leaving
- Employee – leaves feeling valued, debrief session
- Conducted by someone other than manager
- If you don't agree don't argue
- Create general set of questions

# Other areas to assess

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- Communication
- Leadership
- Customer service
- Time management
- Personal development

# Final thoughts

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- Accept excellent performance and not accept poor performance
- Make sure you are the right person to conduct appraisals
- Give your team time, resource & opportunity
- Work on overcoming organisational blockages
- Help them up, help them on or help them out
- Make success visible, notice, appreciate, celebrate, publicise the what & how
- Reach for the stars and you just may touch one but you wont end up with a handful of mud