



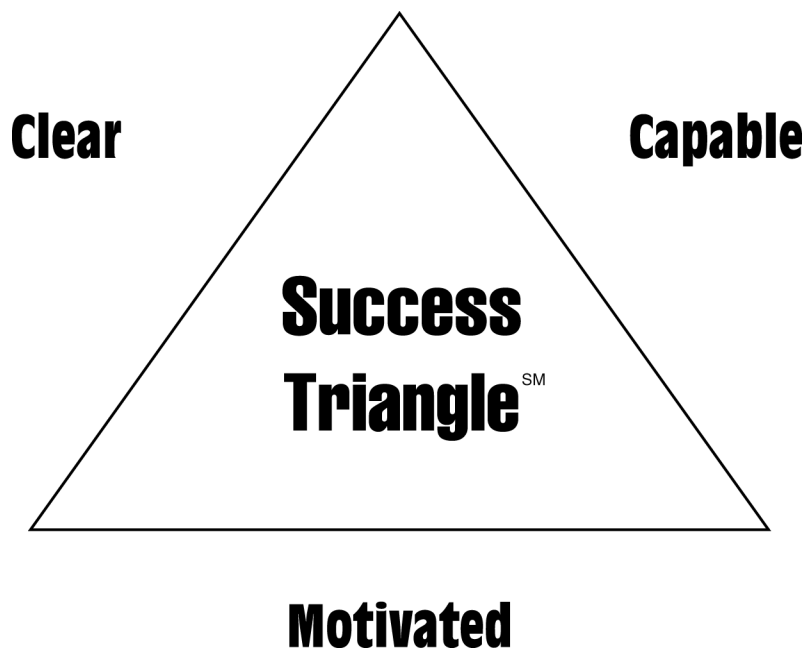
Honesty in Coaching

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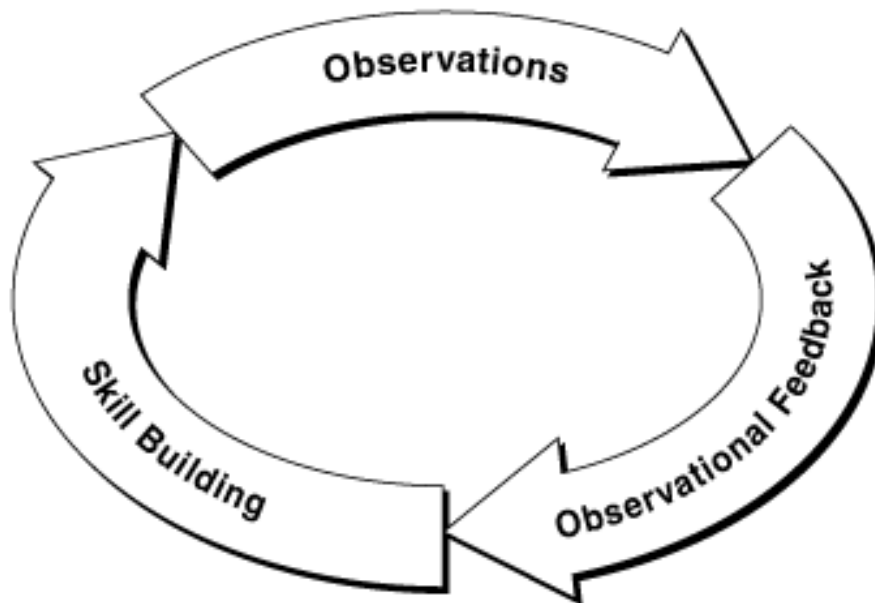
Does not mean you have to be _____.

The goal is to build _____ and improve performance
_____.

Most people appreciate candid, honest _____.



Gathering and Analyzing Data for the Observation



Conducting the Observation

Really pay attention to the micro-details of the observation so you can provide feedback for improvement.

There are four items to look for during an observation:

- **Positives and Proven Best Practices**

- **Sins of Commission**

- **Sins of Omission**

- **Style**



Observational Feedback

Be sure to offer feedback immediately following the observation. If you are not able to do it immediately, schedule a time to deliver your feedback.

There are four steps to providing Observational Feedback.

1. Obtain the employee's perception of their performance

2. Provide your perception of what you observed

3. Reach a consensus on feedback and skill building needs

4. Reach a consensus on how to improve the employee's skills





Pre-Positioning Honesty in Coaching Scriptwriting Clinic

Clinic Instructions:

Tactful honesty is essential to taking your team to a higher level of Executional Excellence. To improve performance results, you need to provide the necessary feedback in a comfortably candid manner.

1. Use the template on page 6 to script in the first person what you will say to pre-position and begin a tactful and honest coaching session.

Your first-person script should be written in a positive, motivational/inspirational manner and include:

- why your coaching is going to be more precise and candid going forward
 - why now
 - how being precise and candid benefits the player
2. Use the Four Steps of Scriptwriting:
 - a. Brainstorm bullet points/headlines.
 - b. Reduce headlines to Big Five and rank.
 - c. Develop each bullet point/headline into sentences.
 - d. Construct a first-person script.
 3. Test your script with the individual next to you.

Example:

"I realize that in the past I was not as effective in my coaching as I could have been. Because I want to help you be the best you can be, I'm going to be more precise in my coaching. When I observe you in interactions with clients, I will look for opportunities to add value. I will be careful to give specific and candid feedback on the areas that I believe you do well and those I believe you can lift to a higher level."

"I want you to be great. I want our team to be uncatchably first. Excellence in every step is essential."



Pre-Positioning Honesty in Coaching Script Template

Key Elements

Why you are going to be more precise and candid

Script

[illegible]

Why now

Benefits to player

Coach's Attitude

Irritation Triggers

- Finishes your sentences
- Personal attack
- Profanity
- Knows it all
- Is not listening
- Becomes demanding
- Places blame on others



Irritation Triggers Workshop

Creating Receptivity

What

How



Handling Challenging Situations

Recognize the Behavior Exists

Determine the Cause

What other causes might exist?

Clarify, Respond, Confirm

Create Solutions and Action Plan





Scriptwriting Clinic

- Excessive Tardiness the last three weeks
 - Determine the cause is construction on route to work.
- Excessive Personal Phone Calls
 - Determine the after-school care provider quit and the oldest child (age 13) is now watching the siblings after school.

Recognize the Behavior Exists

Determine the Cause

Create a Plan for Improvement



[illegible]