

Building Coaches

Broward College



Managing Performance through Goal Setting, Delegating, and Coaching

Division of Human Resources and Equity and Teaching
Learning and Technology

AGENDA

Welcome, Objectives, Activity

Principles of Effective Performance Management

Goal Setting for Effective Planning

Delegating with Empowerment

Coaching

Expected Learning Outcomes

Understand the Policy and Procedures that guide Performance Management

Explain the difference between performance evaluation and performance management

Write effective S.M.A.R.T. goals and objectives

Apply levels of delegating with empowerment

Define and apply the coaching model to develop employees

Policies and Procedures

- Policy

- ◆ Employee Performance Management

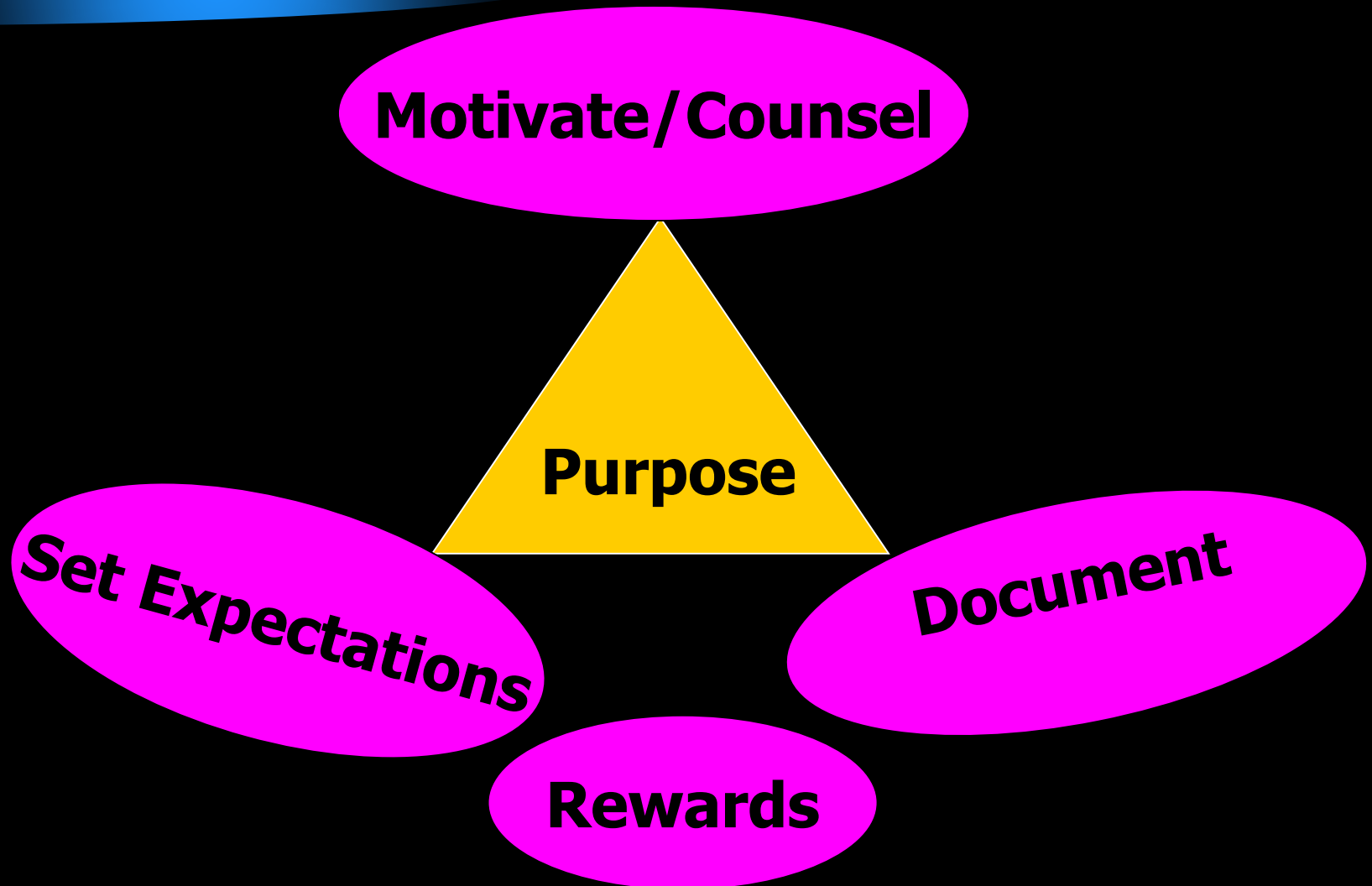
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- Procedure

- ◆ Employee Performance and Talent

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Reasons for Performance Management



Activity



*Performance Management – The
Broward College Way*

Principles of Effective Performance Management

- **Performance Management**

- ◆ ongoing analysis, measurement, and guidance of employee's performance over time.
- ◆ instructive, outcome projecting, informal conversation

- **Performance Evaluation**

- ◆ overall evaluation of an employee's performance framed by a period of time.
- ◆ evaluative, outcome reflective, formal conversation.

Principles of Effective Performance Management

EVALUATION

VS.

MANAGEMENT

Retrospective Review

Continual Feedback

One activity

Complete Process

Short-term

Long-term

Conclusions

Progress

Person & Goals

Behavior and objectives

Correct Past

Improve Present

Principles of Effective Performance Management

EVALUATION

VS.

MANAGEMENT

Annual

Ongoing

Large Deficiencies

Small Increments

Completing Forms

Basis for Planning

HR Process

Organizational Process

Evaluation alone is ineffective without Management!

Principles of Effective Performance Management

Agree upon:

- results to be achieved
- time factors
- communication/reporting
- performance measures
- reward/benefit for performance

Principles of Effective Performance Management

Start with S.M.A.R.T. Goals

- **Specific**
- **Measurable**
- **Achievable**
- **Related**
- **Timely**

Measurable

Quantity: productivity mark

Quality: Error rate; steps in a process

Costs: revenue; expenses

Time: Reduction in cycle time

Tips on Writing S.M.A.R.T. Goals

- S** How focused are your employees' goals?
How many goals has your employee identified?
- M** How can you measure this?
How will you know this the goal was accomplished?
- A** Is this goal realistically achievable
(based on current workload)?
- R** Is this a related or relevant goal?
Aligned with position / campus or college goals?
- T** When (or how often) will your employee meet the goal?

Examples

	Goal	SMART Goal	Objectives
3	Increase training sessions offered by TLT	Facilitate 5 HR training workshops per month beginning [date]. Workshops will focus on the following topics: (1) HR Policy (1) Supervisor Training (1) Benefits (2) Skill Builders	All workshops and their descriptions will be added into the Training Manager Application, offered on a rotating schedule, and advertised via email one week prior to each session. Attendance will be tracked and evaluations will be sent. A report will be prepared and submitted to my supervisor on [date]. The report will show total attendance by department/school and include a chart summarizing the evaluation statistics for each workshop.
			submit for review and editing by [date]. Finalize for delivery by [date]

Activity



Writing S. M. A. R. T. Goals

Delegating With Empowerment

An important part of the success of your employee is having the resources s/he needs to be empowered to complete assignments and reach goals through your delegation.

Delegating allows managers to:

Discuss goals, tasks, and/or issues with employees.



Seek joint agreement on work-related matters.



Give decision-making power to subordinates.



Offer new opportunities to subordinates.

Leadership goal in delegation:

*Develop your
subordinates so you can
spend time on monitoring
high quality results.*

Activity - Think Back

**Positive delegating
experience**

**Negative delegating
experience**

Factors to Consider in Delegating With Empowerment

Employee Buy-in

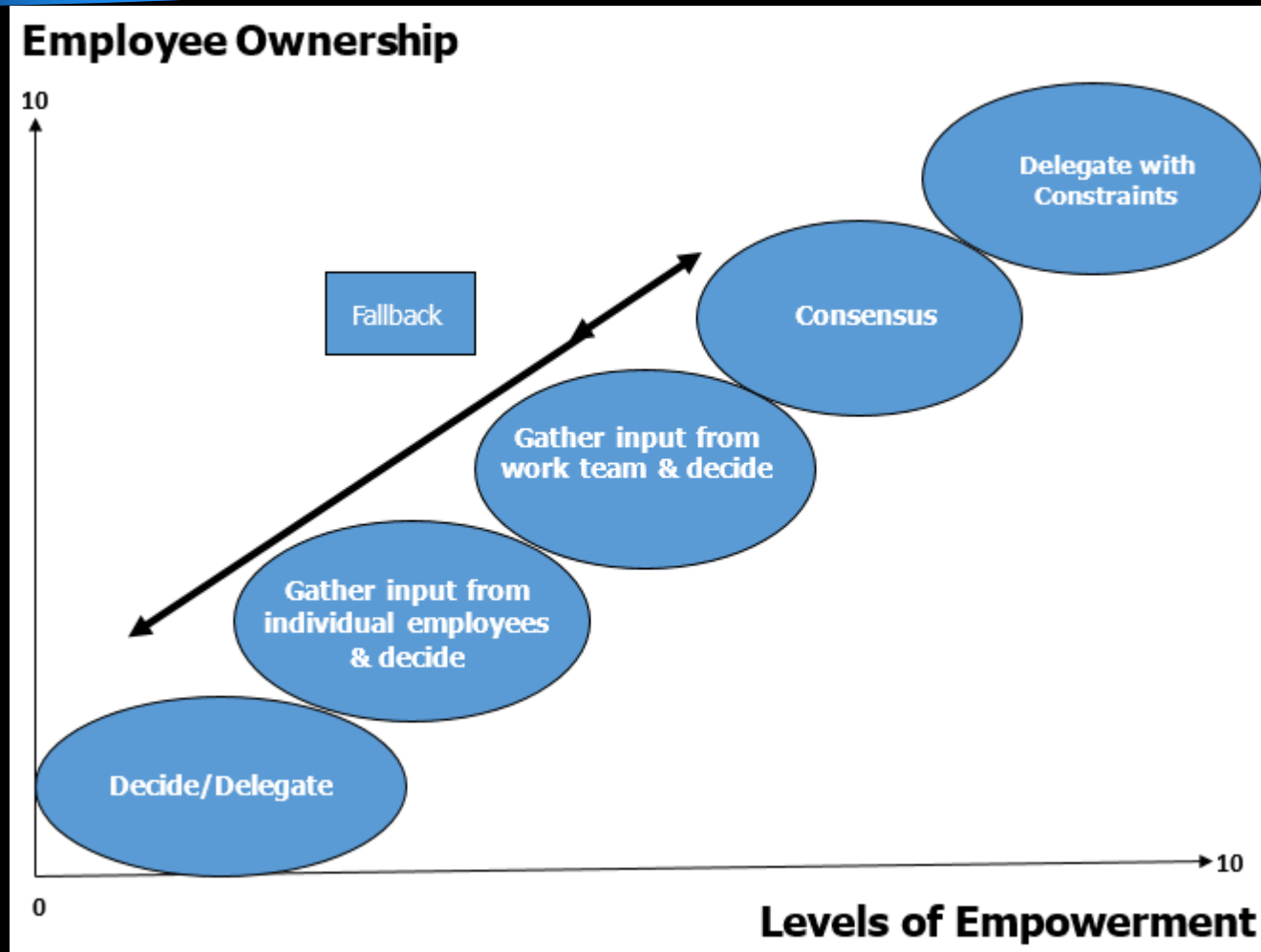
Time Available

Importance of Decision

Information Needed

Building Teamwork

Levels of Employee Involvement Decision Making



Set the Stage

Discuss the selection process of the person(s) for this particular assignment

Discuss the results needed

Set time-frame, deadlines

Explain degree of importance

Review any constraints

Solicit questions from the person

Level of Involvement

Partnering

Consulting

Hands Off

Delegation Activity

Goal

Practice determining appropriate level of employee involvement/empowerment in various workplace scenarios.

Directions

- Determine key decision to be made.
- Who are the employees and what are the benefits of their involvement?
- Choose a level of involvement.
- What factors did you consider in making your choice?

Follow-up

Give credit

Praise person in success and offer support in failure

Accept positive and negative results

Evaluate how things were done

Ask for debriefing report from person who received assignment

Coaching

**“Catch them doing
something right and
tell them”**

Coaching Defined

What:


Two-way interactive communication

How:

**Building courage, self-esteem,
responsibility and cooperation**

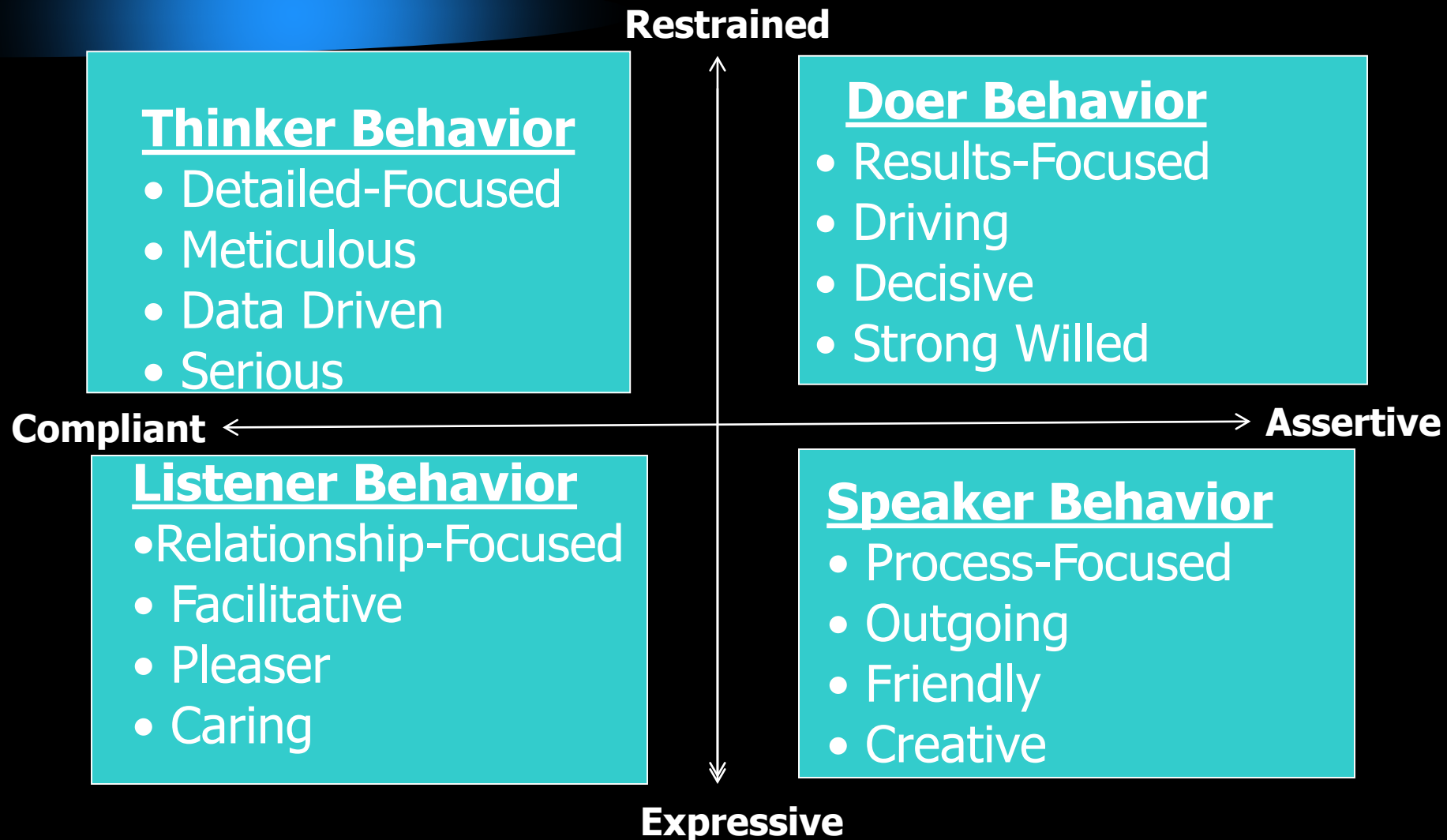
Why:

**Commitment to excellent performance,
sustained improvement, positive relationships**



Social Styles Inventory and Activity

Social Style Characteristics



Activity:

Identify Your Employees' Styles

	The Thinkers in my Life		The Doers in My Life
<p>Characteristics</p> <ul style="list-style-type: none"><i>Detail Focused</i><i>Meticulous</i><i>Data Driven</i><i>Serious</i><i>Lacks big picture view</i><i>Avoids under pressure</i>	<hr/> <hr/> <hr/>	<p>Characteristics</p> <ul style="list-style-type: none"><i>Results Focused</i><i>Driven</i><i>Decisive</i><i>Strong Willed</i><i>Lacks input from others</i><i>Dictates under pressure</i>	<hr/> <hr/> <hr/>
<p>Coaching Tips:</p> <ul style="list-style-type: none">• Make an effort to be accurate• Support their principles and thinking• Focus feedback on HOW problems are resolved• Follow up with action plans		<p>Coaching Tips:</p> <ul style="list-style-type: none">• Make an effort to be efficient• Support their conclusions and actions• Focus feedback on What results will be• Follow up with clear expectations	
	The Listeners in My Life		The Speakers in My Life
<p>Characteristics</p> <ul style="list-style-type: none"><i>Relationship Focused</i><i>Facilitative</i><i>Pleaser</i><i>Caring</i><i>Slow to get started</i><i>Gives in under pressure</i>	<hr/> <hr/> <hr/>	<p>Characteristics</p> <ul style="list-style-type: none"><i>Process Focused</i><i>Outgoing</i><i>Friendly</i><i>Creative</i><i>Overreacting</i><i>Feels attacked under pressure</i>	<hr/> <hr/> <hr/>
<p>Coaching Tips:</p> <ul style="list-style-type: none">• Make an effort to be cooperative• Support their relationships and feelings• Focus feedback on who else has used it / tried it / done it• Follow up with support		<p>Coaching Tips:</p> <ul style="list-style-type: none">• Make an effort to be exciting / excited• Support their activities and processes• Focus feedback on why recommendation is best• Follow up with attention	

Primary Goals of Coaching:

1. Improve performance

A white downward-pointing arrow with a drop shadow, indicating a flow from the first goal to the second.

2. Help employees gain ability to self-assess

A white downward-pointing arrow with a drop shadow, indicating a flow from the second goal to the third.

3. Obtain employee buy-in to improve performance

Four Steps To Coaching



Establish objectives and set expectations



Observation and evaluation



Open conversation/coaching



Reflection and summarization

Giving Feedback

Appropriate time and place

Behavior – not person

Observations – not assumptions

Description – not judgment

Giving Feedback

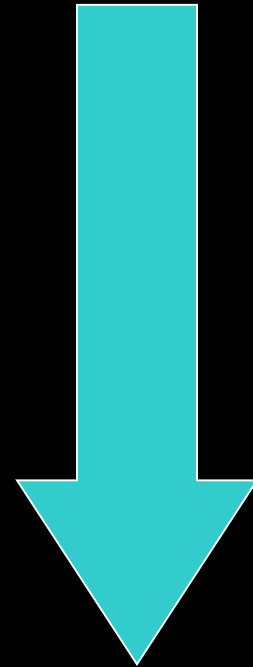
Timely - as soon as possible

Share Ideas/information

Show value for other person

Coaching Model

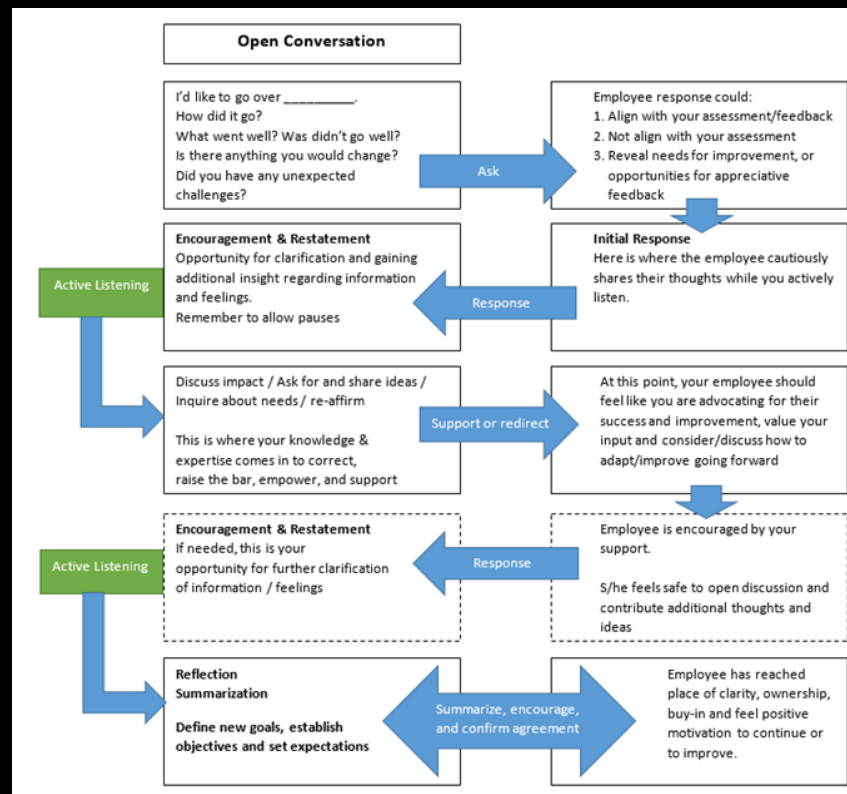
- Open Conversation
- Initial Probe
- Active Listening
- Respond
- Reflect/Summarize
- Support and Follow Up



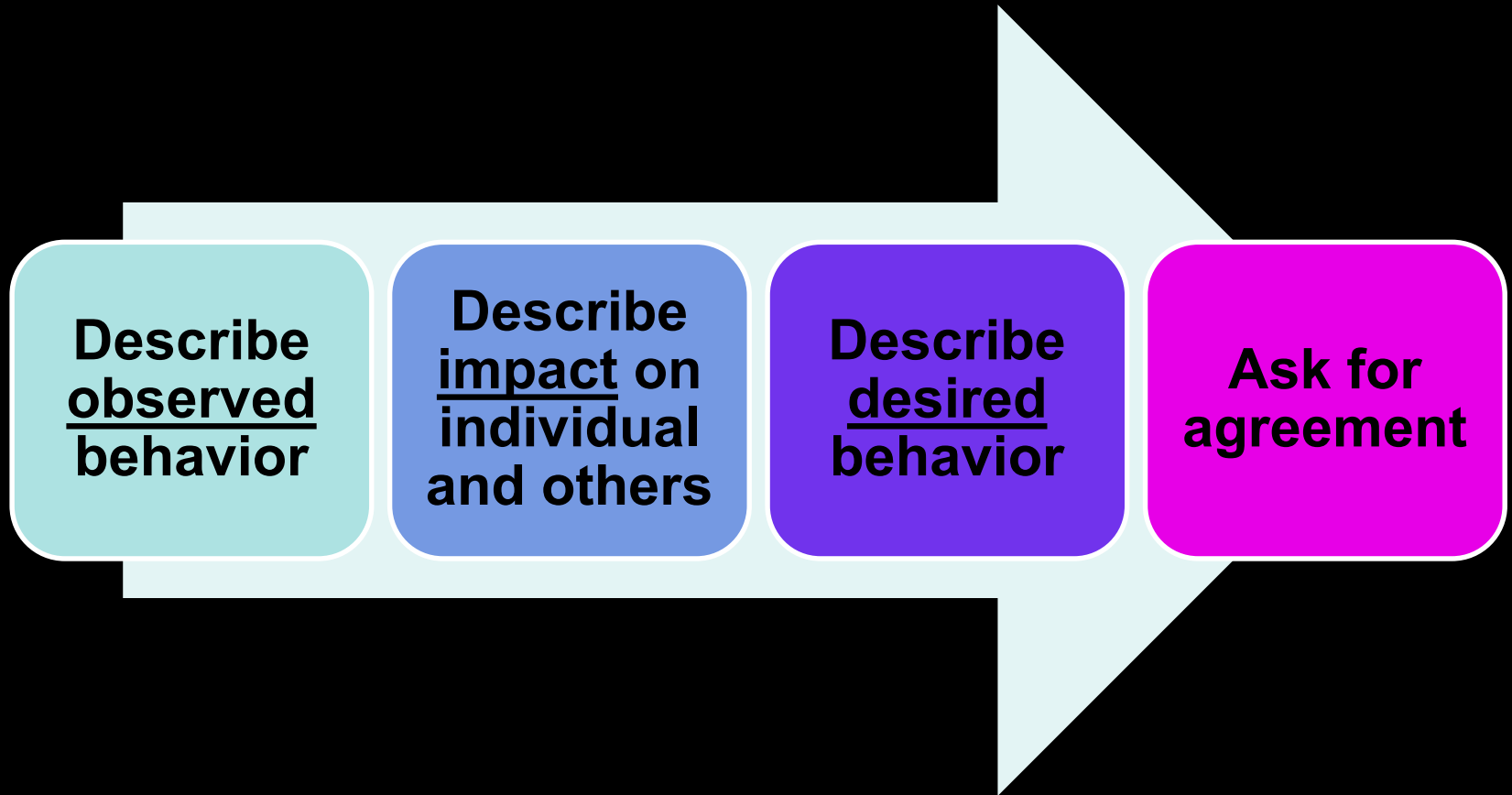
Active Listening

- Encouragement
- Restatement
- Reflection
- Summarization

Coaching Dialogue



Quick Feedback Model



Coaching Challenge

**Large Group
Demonstration**

Small Group Activity

- Use scenarios given
- Role - play the situation using designated roles
- Give feedback to supervisor

Did Well

Area For improvement

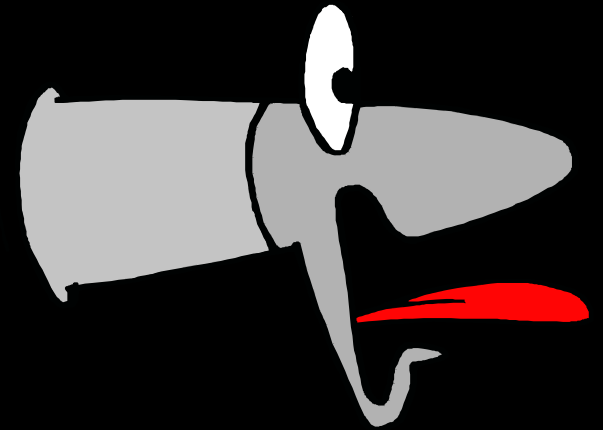
Coaching Errors!

- Forcing the coaches opinion on the employee.
- Overloading the employee with too many points.
- Failure to follow-up.
- Treating the employee as you would want to be treated. (Remember Social Style)

Follow-up

**“Don’t Expect
What You
Don’t Inspect”**

Coaching Silver Bullet



“Catch them doing something right and tell them.”

Questions and Answers



Evaluations