



- Identify what aspect of current performance you most need to address.
- Form a hypothesis about why the Employee is or is not getting desired results.
- Decide on coaching approach for discussion.
- Contact additional resources like HRBP, when appropriate.

- The steps above provide a general road map that you can adapt to make sure your coaching conversations are focused and facilitate the behaviors and changes you expect based on the Employee's ability and willingness to complete the specific task.
- Be prepared to conduct each coaching conversation somewhat differently, depending on how the Employee likes to be coached and his or her specific performance issue.
- See reverse side of card for how these five steps would vary, depending on whether you are using a directive, participative, or encouraging style.

- Monitor Employee efforts.
- Revisit agreements and review progress with Employee.
- Provide positive reinforcement, as appropriate.
- Decide if further coaching or corrective action is needed.



	Directive Style	Participative Style	Encouraging Style
Opening	Identify the problem and clearly state why performance needs to improve.	Identify the performance issue you want to focus on and why.	Identify high performance behaviors and their positive impact on achieving business goals.
Focusing	Review performance expectations and gain agreement that a problem exists.	Review performance expectations and gain agreement that there is an opportunity to improve or further develop performance.	Review behaviors that are exceeding performance expectations and note any current or future challenges.
Exploring	Ask open-ended questions that will prompt the Employee to share the cause of the problem and develop action plans.	Ask questions to discover what and how the Employee has been getting results. Solicit his/her ideas for improvement and support them, when possible.	Learn more about how the Employee is getting the desired results and what possible solutions he/she has in mind to meet any challenges.
Committing	Develop a plan of action for what the Employee will do to improve and how you will follow up.	Negotiate a plan of action for what and how the Employee will sustain satisfactory performance and make improvements, and how you will follow up.	Have the Employee come up with a plan of action around what they will do to achieve and sustain high performance. Agree on how you and the Employee will follow up.
Closing	Have the Employee summarize what he or she will do next and encourage improved performance.	Have the Employee summarize what he or she will do next. Offer appreciation for current results and encourage continued development.	Have the Employee summarize what he or she will do next. Encourage high performance to continue.