



INTRODUCE workshop by explaining:

- Performance coaching meetings are a tool in the manager toolkit to assist employee performance management – along with appraisal and disciplinary interviews
- The bite sized workshop is about understanding the performance coaching process, preparation to undertake the coaching meeting and chairing the meeting



SHOW above slide. **EXPLAIN:**

- In this section, we will introduce a management tool called the Performance Coaching (P.C.) meeting or interview
- It can be used for job performance issues (e.g. The employee is not doing the job to the right standards) or issues around conduct (e.g. Where the employee breaks a rule such as coming in late or disobeying health and safety rules)
- Some organisations have used the meeting as a 'half way house' between informal feedback (where perhaps it has not produced the desired improvement in performance or conduct) and implementing a disciplinary procedure
- It's another tool in your Manager toolkit. It can be used for regular weekly/monthly 1-1s to incrementally improve performance too
- It is not a disciplinary, and therefore is not enshrined in law, but an opportunity to help someone change their level of behaviour

Q. What is it about the event which indicates to the team member that you are determined to tackle the situation?

A .

- The name of the event. The words 'performance coaching' sound managerial. One approach is to call the meeting an 'interview' to get across a measure of seriousness / formality, particularly if the gap in standards is large
- It's a 'sit down' chat. We may have previously given spontaneous feedback in the corner of the work area
- It's planned with a meeting space booked in advance and the team member 'invited' to appear
- It's prepared. You ask the team member to think about what they might say. At the same time you plan the meeting too

Performance Coaching Structure

1. Discuss the gap
2. Explore reasons why
3. Close the Gap



REVIEW above slide to describe the structure of the meeting. **REFER** delegates to delegate handout: Performance coaching meeting on page 4.

EXPLAIN that stage two tries to identify the motivations for the behaviour, the idea being that with any problem solving, identifying the reason for the problem will help us devise solutions to solve the problem.

CHECK for understanding.