How to Coach Your Employees Without Causing Them to Quit

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INTRODUCTIONS

- Name
- Background
- Something Unique about yourself

OBJECTIVES

- Understand what makes a World Class Company

- Identify what demotivates employees

- Identify what makes a good coach and leader

- Understand various feedback methods

- Identify ways to engage employees

- Understand how to use metrics as a motivating tool

EXPECTATIONS

What do you hope to achieve?

PERFORMANCE

World Class **Extraordinary Employee Performance** ▶ World Class **Extraordinary Organizational Performance**

EXTRAORDINARY ORGANIZTIONAL PERFORMANCE

- High Productivity

- World Class Quality

- Outstanding Customer Service

- High Profits

EXTRAORDINARY EMPLOYEE PERFORMANCE

- Proactive service oriented
- Highly Productive
- Quality Conscious
- Committed
- Takes initiative
- Creative
- Flexible
- Collaborative

ORDINARY EMPLOYEE PERFORMANCE

- Routine/reactive behavior
- Doing what one's told
- Putting in one's time
- Playing it safe
- Going through the motions

EMPLOYEE CHALLENGES

- 84% of employees said that they are less productive than they could be
- 33% of employees feel under-appreciated at work with 77% reporting that they would work harder if they felt better recognized.
- 50% of employees said that they are only working hard enough to hold on to their jobs
- 68% of customers defect from a brand or company because of negative employee attitude.
- 40% of employees are well informed of their company's goals, and tactics.
- Source: Career builder/USA Today Survey

MANAGERIAL CHALLENGES

- 56% of HR managers are worried that their top talent will leave for another job within the year.

- Disengaged workers cost the economy $300 billion or more per year.

- A 5% increase in employee retention can generate 25% to 85% increase in profitability.

- More than 50% of HR managers reported that low employee motivation was their most troublesome problem.

EMPLOYEE EFFORT

- Normal Effort
- Discretionary Effort

EMPLOYEE DEMOTIVATORS

- Politics
- Unclear expectations
- Unnecessary rules
- Overcontrol
- Unproductive meetings
- Poor communication
- Poorly designed work
- Tolerating poor performance
- Dishonesty
- Unfairness
- Being taken for granted
- Management invisibility
- Criticism

WHAT ARE THE 3 MOST COMMON DEMOTIVATORS PRESENT IN YOUR COMPANY

2 MINUTE CHALLENGE

NEGATIVE EMPLOYEE BEHAVIORS

- Slow work
- Withholding effort
- Carelessness
- Waste
- Absenteeism/tardiness
- Sabotage
- Turnover
- Doing personal things during work hours
- Conflict

WHAT ARE THE 3 MOST COMMON NEGATIVE EMPLOYEE BEHAVIORS

2 MINUTE CHALLENGE

GROUP EXERCISE: IMPACT ANALYSIS

Demotivators → Negative Behaviors → Negative Organizational Consequences

COACHING OPPORTUNITIES

- Reduce demotivators

- Set clear expectations

- Provide Consistent Feedback

- Engage Employees

- Create a fair measurement tool

75% of people who willingly leave their jobs don't quit their jobs, they quit their bosses.

WHAT TYPE OF COACH ARE YOU?

- Stan
  - Credentialed, respected, knowledgeable
  - Stoic, doesn't lose his cool, doesn't give much feedback
  - Players fear him and fear making mistakes
- Craig
  - Credentialed, respected, knowledgeable
  - Demonstrative, can lose his cool but also provides lots of positive feedback
  - Players love him and work their heart out to please him

WHO WAS YOUR FAVORITE COACH AND WHY

GROUP DISCUSSION

REDUCE DEMOTIVATORS

- Create a motivating atmosphere
- Psychological Safety
- Reduce fear of making a mistake
- Develop people
- Encourage creative ideas

SET CLEAR EXPECTATIONS

- Have a clear mission statement
- Have a clear expectation of employee responsibilities
- Have a clear expectation of employee conduct
- Make consistent among teams

INSPIRE AND DEVELOP THE BUILDERS OF TOMORROW

LEGO MISSION STATEMENT

PROVIDE CONSISTENT FEEDBACK

- Deliver Timely

- Deliver Positive as well as Constructive Feedback

- Deliver Feedback in an appropriate setting

- Deliver Feedback in an appropriate manner

- Listen Actively to what your employee has to say

- Be Consistent

CATCH ME DOING SOMETHING GOOD

- Catch them in the act of doing good
- Give specific praise for desired behavior
- Build on expertise.
- Build an atmosphere of appreciation
- More apt to listen to the constructive feedback if they know you are there to help and guide
- People take pride in what they are good at and try to get even better. (discretionary effort)

TWO POSITIVES AND A NEGATIVE

- When you observe a call, presentation, task or interaction, you write down two positive behaviors or results and one area that needs redirection.

- Deliver the feedback timely.

- Specifically point out the positive and their resulting impact.

- After delivering the two positives you will then deliver the constructive feedback.

- Constructive feedback should not be longer in length then the two positives.

- Listen

SUPER SIX METHOD

- Prepare – Go in with a plan and a customized approach
- Situation – Describe the situation with specifics.
- Behavior – Describe the behavior observed – do not try to guess at causes or motives.
- Impact – Describe the impact the observed behavior had.
- Probe to Uncover Source – Open ended questions to get at root of problem
- Resolve – A facilitated resolution where employee takes ownership

Example

- Situation - During yesterday mornings client meeting, when you gave your presentation

- Behavior - you were uncertain about two slides and your sales calculations were incorrect.

- Impact – I am worried that this has affected the reputation of our team with the client since they noticed the error.

- Probe to uncover source – Let's figure this out. Can you show me the steps you took to come up with the calculations?

- Resolve – What will you do in the future? …… Yes I agree you should……

GROUP FEEDBADCK

- Provide constructive feedback to the whole team.

- Consistent message received by everyone.

- Saves time.

- Not customized for individual recipients.

- Can be demotivating for those who are compliant.

REAL TIME STATISTICS

- Non subjective feedback

- Delivered "real time"

- Takes the emotion out of it.

- Can motivate employees to do desired behaviors

- Increase competition

- Can be a demotivator when out of norm circumstances occur.

FEEDBACK ROLEPLAY

SCENARIO 1: PERSONAL EXAMPLE

SCENARIO 2: Joan is a relatively new employee who has an excellent connection with clients. She has won over some tough customers through anticipating their needs. Joan also has brought forth some new ideas on how to automate some of the work that is currently being done manually. Recently, Joan has not been coming to the team meeting and opting to stay at her desk doing work. Actually, she has missed 4 out of the last 10 meetings. You are upset with her because you feel it is disrespectful. It has also caused a recent problem in her promising a customer a product that has been recently taken off the market. She would have know about this if she had gone to the meeting. You need to correct this situation but you are afraid if you come across too strong she will leave.

EMPLOYEE ENGAGEMENT

- Build in Fun.

- Provide Opportunities for training.

- Develop a rewards/recognition program.

- Provide opportunities for Social Interaction.

- Be Flexible.

GROUP ACTIVITY

COME UP WITH SOME FUN AND UNIQUE WAYS TO ENGAGE EMPLOYEES

WHAT GETS MEASURED, GETS PRODUCED. WHAT GETS REWARDED, GETS PRODUCED AGAIN.

James A. Belasco Ph.D.

CREATE A MEASUREMENT TOOL

- Set Clear goals
  - Individual
  - Team
- Have a consistent measurement tool
- Provide the information to the employees
- Measure frequently
- Reward individuals and team

CREATE A METRIC FOR CUSTOMER INTERACTIONS/PRESENTATION

- Use specific standard steps
- Have a rating method – numbers – yes/no – poor/excellent
- Follow up/correction

METRIC EXAMPLE

Call Strategy	Poor	Fair	Good	Excellent
Greeting				
Took order				
Cross Sold drinks and dessert				
Recapped the order				
Informed customer of delivery time				
Closed Call				
Correctly logged in the request				

CONCLUSION

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