

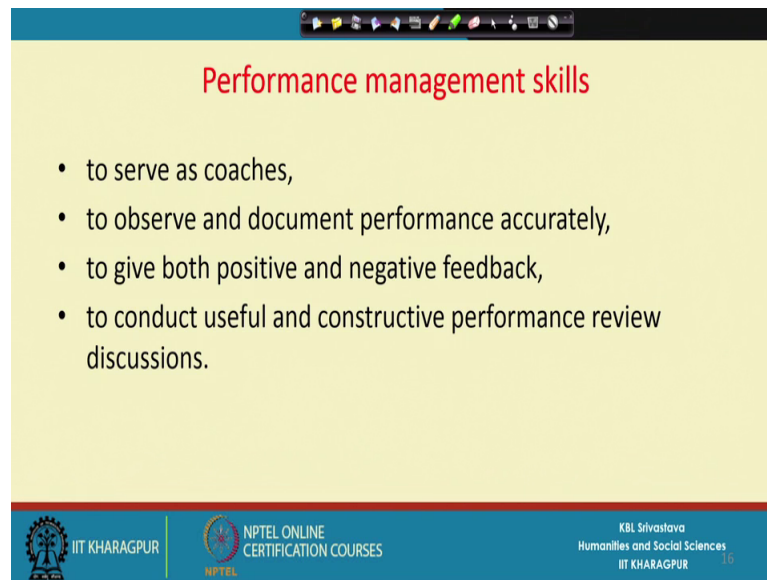
**Strategic Performance Management**  
**Prof. K. B. L. Srivastava**  
**Department of Humanities and Social Sciences**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 22**  
**Performance Management and Employee Development**

So the welcome to the next lecture; that is lecture number 22. As a part of fifth week this is the second lecture, and in this lecture basically we are going to focus on what kind of skills would be required by the supervisors or those who want to see that this development plan succeeds or happen successfully right. And here we are going to talk about different kind of skills that managers and supervisors require, in order to ensure that these development plans take care successfully. Not only that we also need to ensure that, those who are engaged in the process have certain skills in order to succeed. So, what we are going to discuss here, is consequently, what are the different kind of a skills, but we will start with one important activity, which is very relevant for improving performance and that is coaching.

Now, if you look at coaching; coaching is something that is given to the employees on the job. So, that they are able to improve performance. So, the basic idea of coaching is that, while you are working, you are being guided to learn how to perform your job better. So, basically there are certain processes that is to be taken care while coaching an individual on a one to one basis, to see that how is going to improve his performance. So, before we discuss in detail about coaching, let us look at some of the basic issues or the basic things related to coaching to start with now.

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The slide is titled "Performance management skills" in red text. It contains a bulleted list of four skills: to serve as coaches, to observe and document performance accurately, to give both positive and negative feedback, and to conduct useful and constructive performance review discussions. The slide footer includes the IIT Kharagpur logo, the NPTEL Online Certification Courses logo, and the name of the presenter, KBL Srivastava, along with his affiliation to the Humanities and Social Sciences department at IIT Kharagpur. The slide number 15 is also present.

- to serve as coaches,
- to observe and document performance accurately,
- to give both positive and negative feedback,
- to conduct useful and constructive performance review discussions.

When we are talking about performance management skills, it means that managers need certain skills. For examples they are going to act as coaches. So, they are going to coach employees to improve their performance. They also need to observe and document performance. So, they also need to have these skills, so that they are not going to be biased, so, then to be trained and how to accurately rate performance. So, that there is no error and also document them properly, because this document is required.

Suppose there is a problem tomorrow and employee is going to make a complaint or appeal against the performance evaluation that have been made. So, these documents help employees, sorry supervisors to ensure and probably defend himself that whatever observations have been made by us is correct and accurate, and another important thing is that when you are giving feedback, though we will talk about feedback in detail, you should be in a position to give both kind of feedback for, whether it is positive or negative, but you need to ensure that you should learn how to give feedback. So, that is also part of your skill that how to give feedback, whether it is positive feedback or whether you are going to give a negative feedback right.

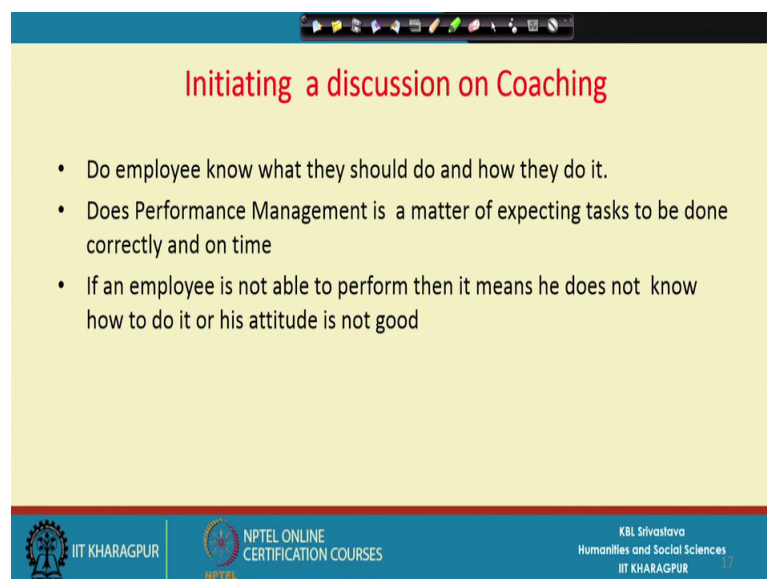
And then if you are in a position to develop these competencies, probably it would help you to conduct good performance review, because when I am talking about performance management skills, it happens when first you go for prerequisites then you plan and

execute and then you have implemented. Once you have implemented this performance management system, you have got the data right.

At each of these stages you require certain skills to ensure the effectiveness of the performance management system. So, what I am trying to convey here is, that you need to ensure that you have these skills, so that you are going to facilitate the process of improving performance by the employees right. And when performance evaluation data is available at hand and you have this data, you can make use of this data for planning the development of the employees

And also give them feedback about the performance, irrespective of the level of performance; that is achieved, whether it is positive feedback or negative feedback right. So, what we are going to discuss here is, what are the different kind of skills that is required, and to start with the major skill that we are going to talk about, is the coaching skills right. So, we will discuss some of the basic things related to coaching right.

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The slide is titled "Initiating a discussion on Coaching" in red text. It contains three bullet points:

- Do employee know what they should do and how they do it.
- Does Performance Management is a matter of expecting tasks to be done correctly and on time
- If an employee is not able to perform then it means he does not know how to do it or his attitude is not good

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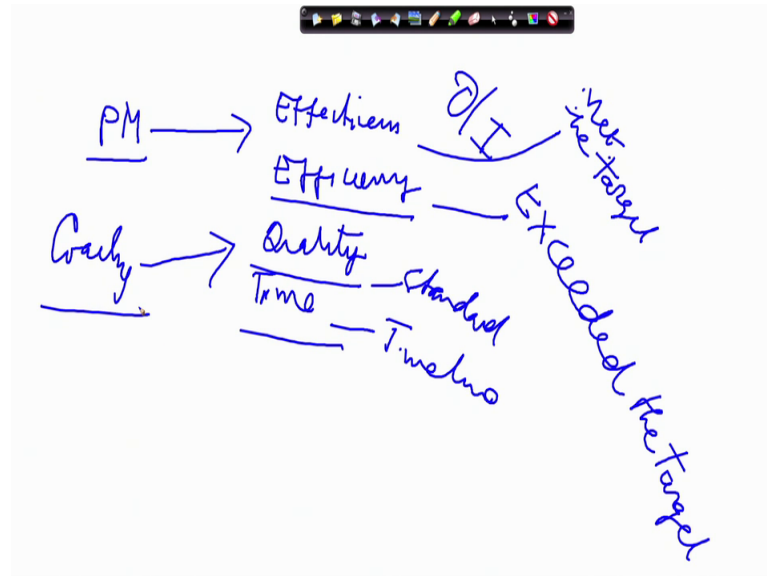
How coaching happens? The basic idea of coaching come from the statement that whether employees know what they are supposed to do, and they also know how they are going to the perform their job. it means they know about the content, and the process of the job content is, means what are the different kind of activities which comes from the job description data, and then the process that how they are going to perform the job right.

Now, it is very important that if they do not know what are they supposed to do, and how they are going to do it, then probably they require coaching right. Next thing is that you need to ensure that the assumptions that performance management has, is not simply looking at how the person is doing job, but also ensure that the job is done efficiently within a timeframe right, meet the standards of quality and quantity both right. So, you are going to measure performance on certain dimensions, I have already talked about it. What are these dimensions? The performance is measured against effectiveness, efficiency, quality and time. So, these are four dimensions against which your performance is measured. It is not only simply performing a job.

For example, if I am giving a lecture, so it does not mean that I have completed my lecture within a given time frame right; that is one thing. It means I have done my job, but what is more important is that, whether I have delivered the content which was supposed to be delivered in the job or not. So, whether the lecture is reliable and valid in terms of the content is meaningful, and second how I have delivered in order to deliver whether I have those competencies which are required. Like good communication skill, speaking skill, observations skills, whether I have those things or not.

So, what I need to look at it that whether employee know the content and the process right. And when it comes to measurement as I told you, when we are talking about performance management skill is measuring performance management against these 4 factors effectiveness, efficiency, quality and time

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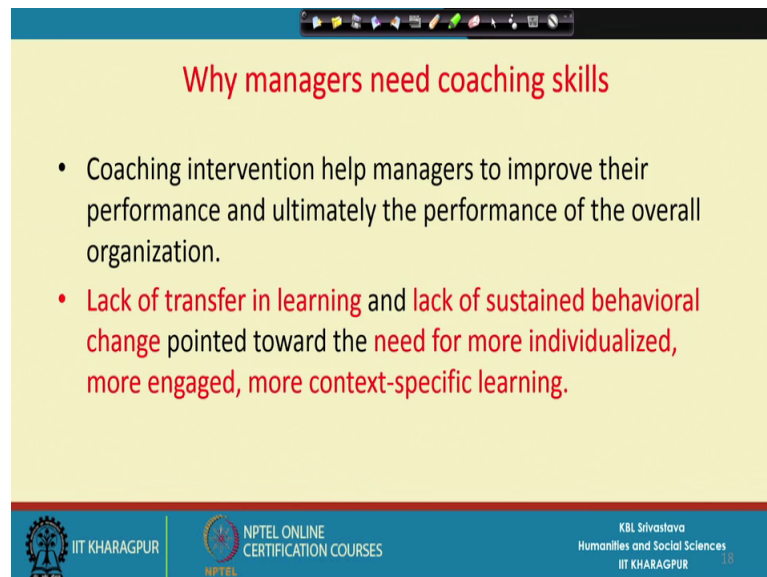


So, these are the things against which you are going to measure the performance of the individual right. It is not simply meeting the targets, but performance management must meet these expectations; how effective you have been in terms of output input ratio right, how effect efficient you are with whether you have use less input to produce more output, what is the quality of your product and services and how much time you have taken, whether you have added to that standard time frame and produced quality products more or less right that you are going to see. Whether a meeting the standard or exceeded the standard. So, when you are talking about effectiveness, it means that you met the target efficiency, means you exceeded the target right

Then whether you have paid the quality standards and adhered to the timeline; that is set for achieving that performance or not right. So, when I am talking about coaching, the coaching. The idea of coaching is linked with these kind of things right. So, whether coaching has help you to improve the performance meet, the quality standards do the job in time, it is not simply meeting the task; that is given to you at time right. So, moving further when I am talking about these kind of things. So, it is not only matter of expecting task, but doing it correctly and on time right. If he is not able to perform, then it means that he does not know how to do or there are certain behavioral issues which need to be looked into right

So, coaching is given on both, using for technical skills as well as for behavioral skills right. So, it is very important to look at it, that how coaching is going to help individuals, to improve performance of their paper.

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**Why managers need coaching skills**

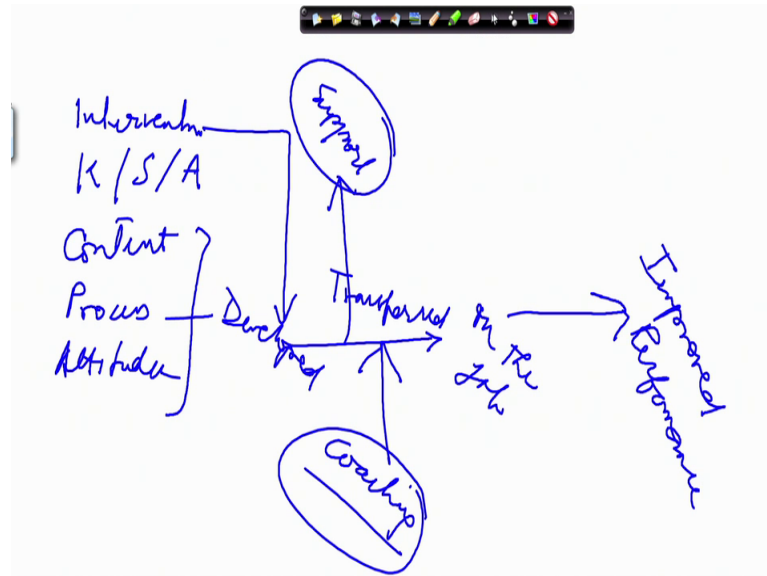
- Coaching intervention help managers to improve their performance and ultimately the performance of the overall organization.
- **Lack of transfer in learning** and **lack of sustained behavioral change** pointed toward the **need for more individualized, more engaged, more context-specific learning.**

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Now the idea is that, this coaching is going to help in what ways. Coaching is also kind of learning interventions which is going to help you to improve your performance, and also it is linked with the performance of organization. Sometimes it has been found that you go to attend their learning program, but you are not able to transfer whatever you have learnt on the job.

So, this is a problem. Second problem is happen that you do not change your attitude and behavior right. So, these are the two major problems that is why you require coaching. So, now we, let us identify that what are the issues ok.

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So, any kind of intervention, a learning intervention that happens related to your knowledge, skill or attitude right. It means it talks about two kind of things, in order to perform your job well; that is content and process. Content means the knowledge of the job which you are going to perform and the process through which you are going to do it right. So, we are covering both knowledge skill and attitude. What actually happens when you are going for any kind of intervention, learning intervention? The idea is that you developed the knowledge and a skill both, and you also develop positive attitude right in order to perform well. .

Now, when you are talking about these content process and attitude, which is supposed to be developed as a process; as a part of the intervention, any kind of learning intervention right it should be transferred on the job right. If you are able to transfer it on the job what happens; result is improved performance right. Now the thing is, where coaching is going to help you, coaching intervention needs here. So, it is going to moderate your learning to ensure that you are able to transfer your learning on the job right. There could other factors, which are going to help you to transfer smoothly. For example, support in terms of commitment and the resources by the top management right, in terms of guiding and help by the supervisor.

So, all this is required which we are saying that in terms of support right. So, when we say that knowledge leads to action, it could appear to be a good statement, but what we need to add here, is knowledge leads to action provided.

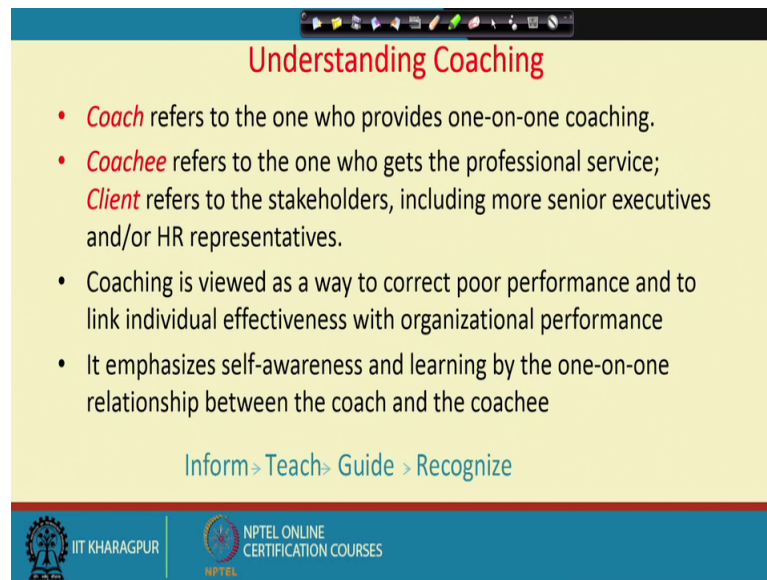
You are going to provide or you are going to see that necessary conditions are met, and these necessary conditions are support in terms of resources and infrastructure from the management and organization, and also see that you facilitate this process to ensure that the person is able to transfer his knowledge on the job right, and that is where coaching is going to play a major role right and that is why we are talking about coaching here. So, the lack of transfer in learning is one factor, and then you are not able to change your behavior right.

And that is why sometimes we require more context specific learning right. For example, if I do not know that how to operate this machine right, and somebody is going to tell me how to do this job. If he is simply theoretical telling me this is the process, probably I will not be able to learn it, because I have the knowledge, but I am not able to convert that knowledge into skill, but he demonstrate it. So, what happens if he is going to demonstrate it? This is how the machine is to be operated, probably not in one go, but two go third go. Probably I would be able to understand the process in a better way and able to operate the machine.

So, the idea of coaching is that you are able to transfer your learning. You are in the job by bringing about the required changes in the behavior and attitude, and understanding the process in the context of your job, and that is why it is very important.



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The slide is titled "Understanding Coaching" in red text. It contains four bullet points: 1. *Coach* refers to the one who provides one-on-one coaching. 2. *Coachee* refers to the one who gets the professional service; *Client* refers to the stakeholders, including more senior executives and/or HR representatives. 3. Coaching is viewed as a way to correct poor performance and to link individual effectiveness with organizational performance. 4. It emphasizes self-awareness and learning by the one-on-one relationship between the coach and the coachee. Below the bullet points is the text "Inform > Teach > Guide > Recognize" in blue. The footer includes the IIT Kharagpur logo and the NPTEL Online Certification Courses logo.

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Inform > Teach > Guide > Recognize

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So, let us understand what happens during the coaching process or what coaching is. So, will need to understand certain terms; like who is the coach. Coach is one who is going to provide you training or going to see that you have certain learning experiences right. Then the next is coachee, who is the coachee. Coachee is the one who gets the service from the coach and the client is the organization or the management, because coach is going to be appointed by the client to help the coachee, to ensure that coachee learns the processes through which they are going to perform the job right.

Now, if you look at this coaching is how it is viewed. It is viewed as a view to as a way to correct poor performance. So, the basic idea is coaching is, that you are not able to perform well it means that you do not understand processes, so you should be able to learn through this coaching process. So, that you become more effective in your performance and you contribute to organizational performance.

So, the idea is that you move from this; like first you inform him what is to be done and then you also teach how it is to be done, and then you demonstrate that this is how it is to be done, and then you tell him to do it, and if he is able to do it then you recognize. So, this, the process is something like this inform, teach, guide and recognize and that is how you are going to proceed. So, the idea here is that the individual himself had to learn it. The coach facilitate he is going to tell you how to do it, but ultimately you are going to do it.

So, the basic objectives here in the coaching is, to increase your awareness that, this is how I am going to perform my job this is what I need to learn in order to be more effective in my job. So, it is very important that the coach develop a good relationship, one to one relationship with the coachee, so that he is able to help them right in the process. So, after understanding these basic concepts let us see what happens.

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**Coaching: What it is?**

- **Helping relationship**
- Manager Interacts with employee and takes active role and interest in performance
- **Collaborative ongoing process**
  - Directing employee behavior
  - Motivating employee behavior
  - Rewarding employee behavior
  - Concern with long-term performance

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Basically it is a helping relationship, why I am telling that it is a helping relationship. The idea is that the manager will going to help the coachee, or the individual employee, to learn certain things, especially the processes to perform the job effectively right. And it is possible only when, manager is able to create enough interest he is able to motivate in and encourage that, and is also participate in the process, takes some active role, to see that how he is going to improve his performance right, and that is why it is known as a collaborative process.

It means that the coach and the coachee both are going to collaborate with each other; otherwise they will not be able to perform well right. And it is also ongoing process it is not that once you have certain things it is enough, tomorrow you are going to learn another thing from a different coach right.

So, it is a collaborative ongoing process, where the coaches might change, but you need to continuously learn new things in order to improve your performance right. How it is done? He is going to direct employees that how to behave alright. So, that he develop

those competencies to perform well. He also going to motivate employees, why you need to do it right. So, basically the idea is that as a manager you allow employees to engage in goal directed behavior.

What I mean to say by goal directed behavior is, that you want to say that you focus on your goal, this is what are the thing that you are going to do and how it is going to help you to improve your performance right. Once he is able to do it, you also going to appreciate and recognize it by rewarding him and make sure that he is able to sustain this in the long term right. So, that his performance continuously improves. Moving further what we are going you to discuss is that, we have talked about coaching. So, it is why we are going for coaching right.

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The slide is titled "Defining Coaching" in red text. It contains two bullet points on the left and a diagram on the right. The diagram shows the word "Coaching" in the center, with arrows pointing to "Unlocking Potential", "Performance", and "Outcome". A hand is shown writing the word "Coaching" with a marker.

- Coaching involves **practical, goal-focused forms of one-on-one learning** and behavioral change and also in groups as the preferred tool for behavior change
- The purpose of coaching **is to produce learning, behavioral change, and growth in the coachee for the economic benefit of the client that employs the coachee.**

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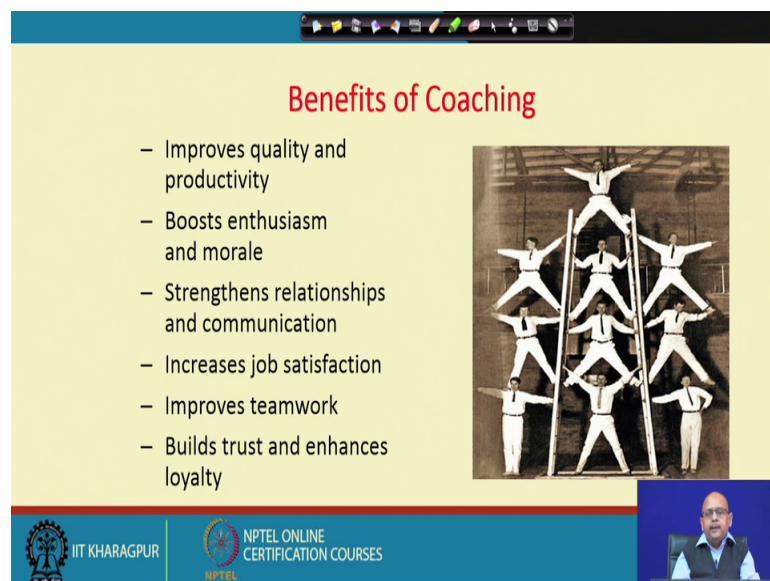
Coaching helps you to do what; unlock your potential, look at this, which talks about unlocking your potential right. Improving your performance and it is also concerned with the outcome right. Now when I am talking about unlocking your potential, it means that you are having certain qualities, but you do not know how to bring it out. So, a coach might help you to unlock your potential, you might have seen lot of performances right on the TV, on the stage shows, what happens in the beginning you screen out certain people, based upon their the kind of talent they have and then what you do you groom them, you coach them.

So, that they become better performers. You might have seen reality shows related to dance, song and all kind of things, what happens? in the process they try to screen out those who are having the talent. So, as a coach your responsibilities is to see that, you are able to improve your performance and reach the target at level of performance right.

And for that what they are going to do. They are going to unlock your potential. So, through this process of coaching what actually happens you will be able to unlock the potential right. So, what does it involve, practical goal focus form of one to one learning. So, you tell them how to do, what to do, and then you also try to see that the person is able to make those changes in themselves right. So, that he is able to improve right. So, the objective is to produce learning, behavioral changes and growth in the coachee, for the economic benefit of the client; that is the organization, that employs the coachee.

So, why management and organization going to spend lot of money on the, this kind of activities, because coaches are expenses, so you have to hire them and they are going to train your people right. So, that coaches train you, you improve your performance and that helps you to see that organization also improve it is performance. So, your performance is linked with the organizational performance. So, coaching is also linked with your performance and organizational performance right.

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**Benefits of Coaching**

- Improves quality and productivity
- Boosts enthusiasm and morale
- Strengthens relationships and communication
- Increases job satisfaction
- Improves teamwork
- Builds trust and enhances loyalty

The slide features a photograph of a human pyramid where several people are standing on the shoulders of others, illustrating teamwork and trust. The slide also includes logos for IIT KHARAGPUR and NPTEL ONLINE CERTIFICATION COURSES, and a small video inset of a speaker in the bottom right corner.

What are the benefits? Look at this example. This is a stage show you can see that how they have been able to synchronize their activities in order to create this performance

right. This is an outcome of coach coaching, but the lot of processes goes on in order to ensure that this kind of synchronization achieved by the artist or the performers right. So, when you are going to look at the benefits what actually happens ok.

You remember we talked about measuring performance in terms of quality, efficiency and time right. So, it improves, it also in helps you to be more excited, motivated, it creates a lot of enthusiasm, because you are able to perform well this will think about the next level right. At the same time it also strengthens relationship and communication among the members, between the coach and the coaches. And when you are able to perform well, it creates satisfaction for both the coach and the coaches right. So, basically when coach and coachees are working together then it has them to develop a good team which is going to be more effective.

So, when I am talking about teamwork you know sometimes you are not going to have only one to one coach right. There could be a coach who is going to have a number of coachees right; like in sports you might be having a number of players working with a coach. So, the idea of the coach is to ensure that all the players of the team are able to synchronize their activity, create a kind of synergy that helps to them to improve their performance right.

So, it also helps to develop good relationship among the team members and also communicate effectively within the team right, and the result would be better quality product, more efficiency right, and it is dependent on trust and loyalty. So, if you trust on each other as a team, probably that would help you, and these are some of the benefits of the coaching

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**Supervisor's Role in Coaching**

A supervisor:

- Should be motivated to see the work group succeed
- Can use all information on hand
- Has opportunity to coach and counsel
- Has authority to carry out coaching
- Is responsible for unit's effectiveness

The slide includes a photograph of a female coach in a red shirt crouching on a basketball court, talking to a group of young players sitting on the floor. A basketball hoop is visible in the background. The slide footer contains the IIT KHARAGPUR logo, the NPTEL ONLINE CERTIFICATION COURSES logo, and a small video inset of a male presenter.

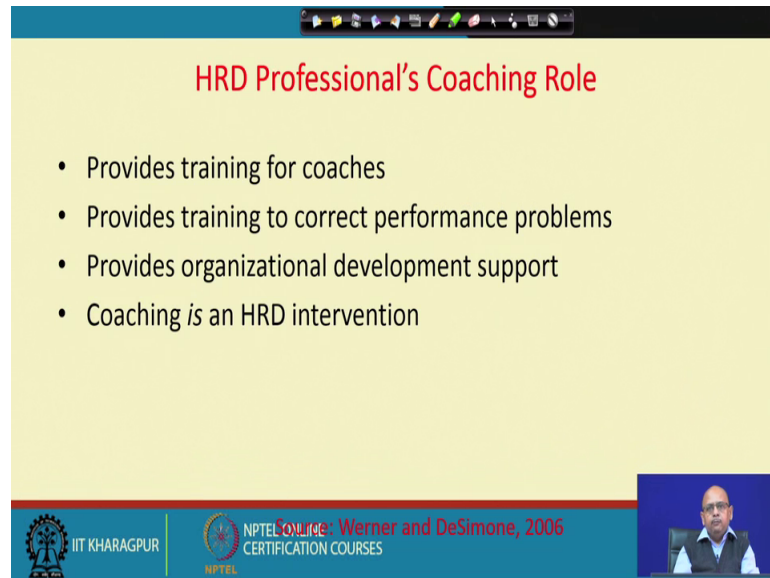
Now, look at the role of the supervisor. Now if you look at this picture what happens. This is a basketball game, where a coach is trying to teach certain things to their students right. The idea here is that he is going to tell you how to perform certain activities right. What are the different kind of activities that you have to perform, so that to become a good player right.

So, what is the role of supervisor? he is motivated to see that that group is going to succeed in his performance right. So, whatever knowledge and skill he has, he is going to provide you through teaching, through demonstration by taking it on himself. So, if suppose you are he is going to tell you that how are going to put the ball in the basket. So, he is going to demonstrate it and then he will ask you to carry it out.

So, that he sees that whether how well you are doing, and then probably if certain corrective actions is required in your behavior, certain changes are required, he is able to help you to do that right. So, supervisor has a important role right, and he also has the authority, because he is responsible for your coaching. So, he is going to do everything that is required for you to learn the job effectively right.

So, supervisor also has a very important role to play in the process right, and since he is responsible for the performance of the team, because you have seen that if the team is not able to  
whatever

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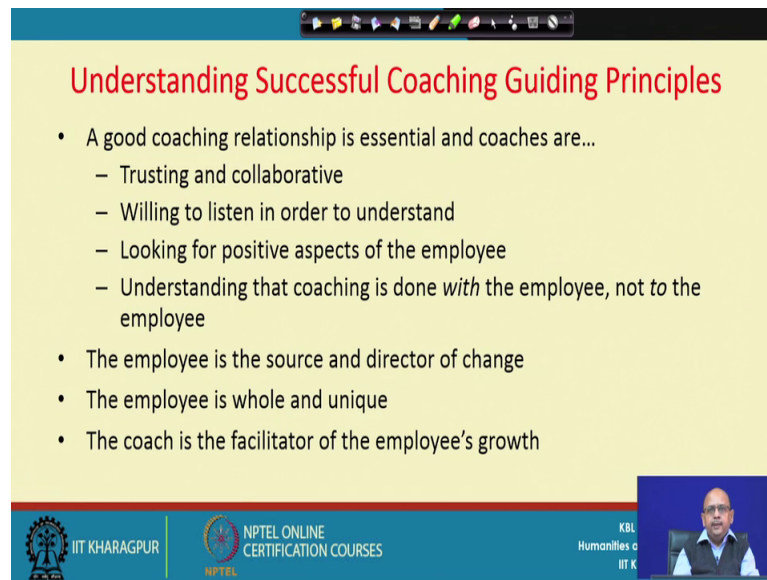


The slide is titled "HRD Professional's Coaching Role" in red text. It contains a bulleted list of four points: "Provides training for coaches", "Provides training to correct performance problems", "Provides organizational development support", and "Coaching is an HRD intervention". The slide footer includes the IIT Kharagpur logo, the NPTEL logo, and the text "NPTEL Online: Werner and DeSimone, 2006 CERTIFICATION COURSES". A small video inset in the bottom right corner shows a man speaking.

Now, HRD also had a important role. So, HR professionals are going to see when it comes to selection of the coaches right. Now they are not going to only select coaches, but they also need to see that coaches are trained very well. So, that they can provide good and effective services to the employees right. They also need to see that, yes if they are having certain performance related problem they could correct it; otherwise there could a problem right.

They also provide all kind of support in terms of resources equipment, technology right, which is required by the coaches for that developing those skills, which is required by the coaches right, and that is why we call it a intervention. Just like learning experiences coaching is also kind of ex intervention through which people are able to improve their performance right

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**Understanding Successful Coaching Guiding Principles**

- A good coaching relationship is essential and coaches are...
  - Trusting and collaborative
  - Willing to listen in order to understand
  - Looking for positive aspects of the employee
  - Understanding that coaching is done *with* the employee, not *to* the employee
- The employee is the source and director of change
- The employee is whole and unique
- The coach is the facilitator of the employee's growth

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Now, look at some of guiding principles of successful coaching. So, if you are talking about coaching it is based on the relationship between the coach and the coachees right. So, how you develop a good successful relationship between the coach and coaches? Because without developing a good relationship between coach and coachee, it is not possible for you to have good coaching or effective coaching, then these are the factors like trust and collaboration. Do you really trust on each other, whether the members of the team collaborate with each other, have trust with each other or whether the members of the team trust on coach or whether the coach collaborate with the team members or not ok.

Now, another important factor that has been found to be very very contributing to the successful is, willing to listen, whether coach really listens to their clients or the employees or the coachees. And by listening whether he is able to understand what is the problem, because unless you listen to your coachees you will not be able to find out what kind of problems they have, what kind of skills they are liking, how it can be overcome right. So, you are going to look at these issues and you are also going to see what kind of problems you have. So, they are going to look at your strength and your weaknesses. So, that they are able to identify the areas for improvement; that is to be taken care by the coach right. Since it is to be done with the employees right, so you have to ensure that you are going to take care of the employees right.



So, the idea is that you are going to ensure or facilitate this change, but ultimately it has to be done by the employees, because they are the major source of the change. So, they are going to direct their activities, the coach is in the role of a facilitator right, he is going to tell you demonstrate it you, that how the job is to be done, but ultimately it is to be done by you right. Since each individual is unique and different in terms of it is personality, the coach has to recognize that and see that how this could be, this individual could be developed depending upon the nature, the temperament personality that has, that the person has in addition to his knowledge and skill base.

So, what is very important is that the person has to be understood in it is totality, including it is personality and his behavior, and see that depending upon that what needs to be done in order to ensure, that the person is able to do himself. Sometimes we say know that this person you cannot be trained, this is hard nut to crack. It means that the person has a very rigid personality, it means that you need to develop certain strategies to see that how this person can be developed right. So, ultimately you act as a facilitator and moderator of growth, that ultimate responsibility for learning, depends upon the individual or the employees.

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**The Role of the Coach**

- Establish and clarify goals of the session
- Develop a plan to accomplish the tasks and responsibilities
- Ensure team members have a clear definition and understanding of their roles and responsibilities
- Align expectations with members of the team
- Advise, instruct, and demonstrate desired teamwork behaviors and skills
- Encourage and provide feedback for improvement
- Acknowledge and reinforce desired behaviors when observed

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So, the role of the coach is what? He is going to see that, what is the objective of the coaching session, which has been fixed, what, so they are supposed to learn in the

process right. He is going to see that, what is your development plan which is going to help you to achieve your tasks and responsibilities right? He is also going to see that you understand what you are supposed to achieve in terms of roles and responsibilities, and how you are going to align your expectations with other the members of the team, because you are going to work as a team and you are going to set norms you have to be very very cohesive, we have talked about this kind of things.

So, you need to ensure that your needs and expectations are aligned with all the team members. So, that everybody has a common thinking, this what you know as group thinking. So, group thinking is very important. In group thinking what happens that you have a common frame of your friends where everybody think alike. So, if all the members of the team are part of this, they are aligning their needs and expectations each other.

So, achieving your thinking, so that everybody has a common goal of frame of reference for which they are going to work. Then as a coach you are going to advise, instruct demonstrate whatever is required. So, that they are able to develop those skills right, and you encourage them also give feedback. So, for example, in a baseball game a person is throwing a ball in the basket, but it is not going to the basket, then what you do.

You tell him that this is how it is to be done. So, you demonstrate it, and then again you ask him to correct it as you see that. No this is not the right process to do it, so you tell him that how to do it right, and if he is doing well, you acknowledge and reinforce the desired behavior, so that he is motivated enough to sustain that level of performance that is very important.

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	Mentoring	Coaching
Purpose	Diverse from socialization to management development	Improving performance through self-awareness and learning
Coach	Internal senior manager	External professional
Coachee	Diverse from lower level employee to high potential	Mostly executive and higher level manager
Process	Less structured and lack of mentor expertise	Systematic and structured
Focus	People centered	Issue and/or problem centered
Duration	Can last for a long time	Short-term

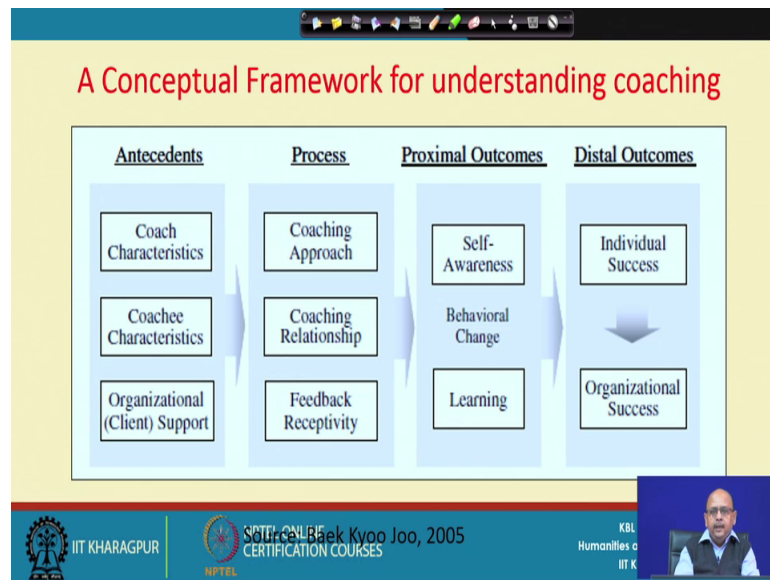
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In addition to that you also have another activity; that is carried out that is mentoring. So, in addition to coaching you also provide mentoring, but mentoring is somewhat different from coaching. Coaching what happens, it is a case of one to one learning to improve your performance. Mentoring you a senior person, basically acts as a coach and he takes the responsibility for the growth and development of the employees. Here the objective is same the growth and development of the employee, but the process is different.

It is not that much structured, where a senior management is see that how are going to do it and then based upon his learning experience, his knowledge and skill, which he is going to share with you, he is going to help you. It is again people centered, but coaching is issue or problem centre, because in mentoring you are going to see that how a person grows personally and professionally. In coaching you see that how the person is going to resolve his issues relate to performance and able to perform well right.

If look at the time duration; yes mentoring could be long term relationship, while coaching once you are able to learn it, the coaching process ends there right.

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And finally, let us look at a framework for understanding the coaching. So, look at the antecedents process, short term outcomes and long term outcomes, proximal and distal outcomes. So, the coaching depends upon these three things. What is the nature, temperament, characteristics of the coach? What is the nature temperament and characteristics of the coachee, those who are going learn, and what kind of support is going to be provided by the client or the organization.

So, that is antecedents, then you have the process. How the coaching is adopted, what kind of approach is used by the coach for the learning? Then what kind of relationship is developed between the coach and the coachees, and what kind of feedback is given to the organization right. And in terms of outcome whether he is able to increase self awareness, and whether coachees are able to bring about changes in the behavior, leading to better performance.

It depends upon what, the kind of learning that has happened. So, this proximal outcomes lead to better outcomes in terms of individual performance better success and ultimately this leads to what you call improve organizational performance and success right. So, what we have done here that we have try to explain the basics of the coaching, and next lecture we will again discuss and continue our talk about coaching further.

Thank you very much.