

**Strategic Performance Management**  
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**Lecture - 23**  
**Coaching for performance improvement**

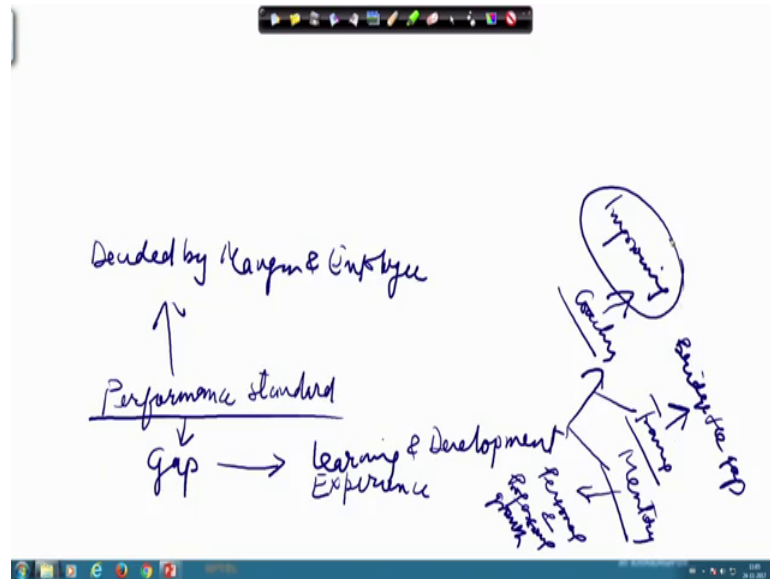
So very good morning and we are into the fifth week of this course on Strategic Performance Management, and this is the third lecture of this performance management skill and in this lecture what we are going to talk about is that how coaching helps us to improve our performance. Before this lecture we talked about some of the issues related to coaching and we try to define how it is different from mentoring and other interventions. And as I told you that coaching is given to improve your performance on the current job right.

So, while other interventions could be different right for example, when we are talking about training; training is given to see that you are able to improve your performance on the job if there is a gap in the performance with that is your actual performance and expected performance or standard performance; if there is a gap then there are certain options which can be done, like going for some kind of learning and development experiences to manage your performance.

So, coaching either intervention are what you call as a learning and development intervention has been very very powerful for improving performance of the employees. Coaching is not only used to see that you are able to perform your job up to the standards or meeting the standards, but we can also look at it that how we can improve upon the existing performance; whether it is related to standard performance or not right.

So, in this lecture basically we are going to talk about how case coaching can help us in improving performance. So, I will start it by discussing something like this.

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So, suppose this is what we call is your performance standard right. So, when we are talking about performance standards; it is decided by manager and the employee. So, it is a joint activity and when we say that it is decided by the management and then if there is a gap in the performance, then this gap has to be filled with some kind of learning and development experience.

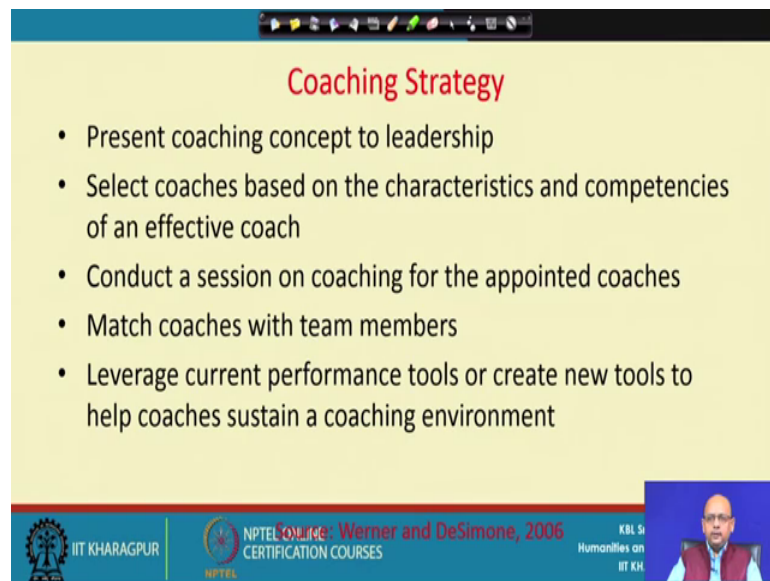
So, what are the options? You have coaching, you have training you have mentoring ok. So, coaching mentoring and training there are different options that are available. Now mentoring is not exactly about improving performance on the job, but mentoring is given to ensure the your personal and professional growth right. Training to bridge the gap in the performance and coaching is basically for improving the performance right.

So, when we are talking about coaching assets the idea is that how we can go about improving the performance of individual through the coaching. So, the idea is that you are not going to meet only set standards which is decided are pre specify the upgrade determined, but you are going to improve upon those set standards which is already set by the management and the employ in consultation with each other right

So, coaching has been used in a very powerful way, in different fields not only in organizational setup, but you also will find that coaching has been used in the sports and other areas very successfully. And it has been that how it has been seen that how it is going to help you to improve your performance.


Now, so what we are going to discuss here is that does it really help in improving performance, what kind of strategies to be adopted, how are going to progress in the monitor that yes it is helping in improving the performance right? So, we will be discussing some of the issues here related to what you call coach improving performance.

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**Coaching Strategy**

- Present coaching concept to leadership
- Select coaches based on the characteristics and competencies of an effective coach
- Conduct a session on coaching for the appointed coaches
- Match coaches with team members
- Leverage current performance tools or create new tools to help coaches sustain a coaching environment

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So, first of all we will talk about what kind of a strategy is to adopted by everyone all the stakeholders, who are going to be part of this process of coaching. So, when we are going to decide about the coaching strategy; the idea is that see what is action plan that has been decided by the management in consultation with HR and other right.

So, to start with first of all the management need to be convinced especially the top management is that is that how coaching is going to help in improving the performance of the employee's right. So, the concept of coaching has to be presented to the leadership in order to make them understand and be convinced about its contribution in improving performance right.

So, unless management is convinced about the credibility, unless they know that the how it is going help you. So, you need to convince them by presenting this concept in such a sense that by giving certain examples of other companies. And see that how companies have been successful in achieving higher performance through these kind of activities. So, there is a need to implement these kind of things in the organization right

Then further once you the management is convinced that we need to go for these kind of activities; then the next stage is that you talk about how we are going to take it up. So, the next stages that you are talking about the process. What kind of processes you are going to adopt in order to understand that this coaching is going to be helpful and successful that to the employees in order to increase their performance right.

So, when you are going for coaching ; obviously, you first of all you identify the need for training or coaching what you call right, then you see that how we are going to make use of this coaching right. So, you are using certain strategies that we will talked about. So, then you are going to see that; you are going to design and develop a training program; as a part of it you are going to see that who is going to coach employees right and then you have to see that how they are going to the deliver; since it is a one to one basis or one to group. So, you have to see that how coaches are going to help employees to improve their performance.


And then finally, you are also going to see that yes there is a better compatibility between coach and team members; especially in terms of their behavioral competencies right. And also see that the coaches are technically competent in the functional skills so, that they are able to perform well and they are able to demonstrate those activities which they want clients to learn or the coach is to learn right.

And then you are going to use certain tools and other things to see that you are able to sustain this in the sense that you are able to create an environment in the organization so, that coaching is going to be really successful and they are able to compete in a business environment, which is quite often changing and changing very fast as well.



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### Performance Management and Coaching


- Performance appraisal
  - The first step
- Performance management
  - Employee goal setting
  - Coaching
  - Rewards
  - Individual development



Source: Wells Doty, Ed.D.

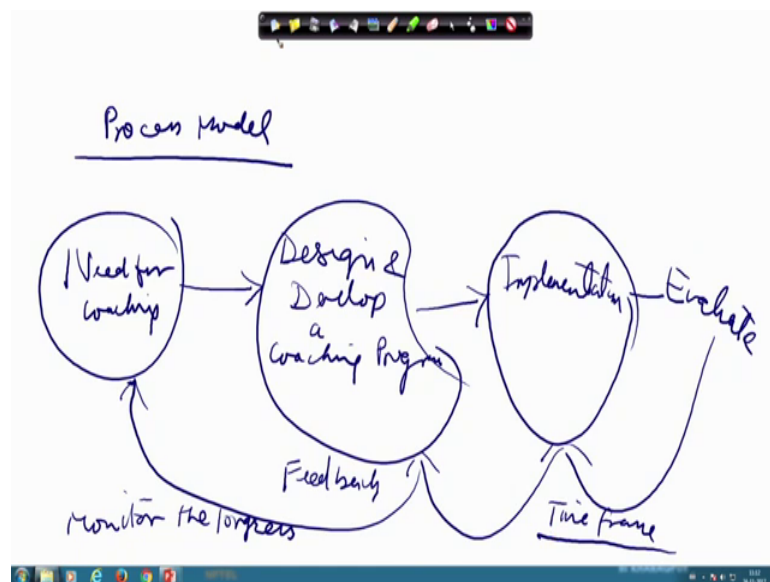
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So, before we discuss about this; we are going to talk about their strategy and here you are going to use the same the process model that how we go about it.

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So first of all; what we do? We identify the need; need for coaching ok. And then need for coaching basically talks about why coaching is required ok, in convincing the top management getting the support and the sources for the top management and then you are going to identify who will need to be coached right those who are performing very poorly are those who are performing very well.

So, you decide about that then at the next stage you are going to design and develop a coaching program. Then this is to be implemented, then you are going to evaluate this coaching program. So, use the same process model which is used in other learning and development interventions.

So, using this model first of all you are you are going to see what would be your strategy to convince the top management; then you come in to design and develop a training program identifying what kind of coaching would be required, who is going to coach, what is to be delivered, what will the content of the coaching program; all this is part of this one. Then ultimately the coaching will be delivered by the coaches who are appointed and then once coaching is done they you are going to evaluate. And then another important factories that you make sure that you have a system of feedback in the process which is fed into all these areas. So, you have feedback at each and every stage to ensure that how coaching is.

So, feedback the idea of feedback is basically monitoring progress; monitor the progress of the coaching. And another important thing is that you also need to decide about the timeframe within which the structured coaching it activities going to happen so, that when this coaching takes place; you are able to monitor the progress and you are see that when within a given time frame; it is going to be successful right.

So, when we are talking about coaching the idea and while you trying to link it with performance management; the idea is that we have to say that how it is going to help those who are at the helm of affairs are they are concerned with the management of employee performance, they are able to link these activities and see that how it is going to help in improving the performance.

Now, if you look at this process this figure you can see that how the person is helping another person to see that he is able to walk through this ladder and is able to improve his performance ok. So, it is very very important to talk about these kind of things today because coaching has been a very successful activities.

So, when we start the coaching process the first of all what we do we first look at the current performance of the individual what is what he is doing. And once if you look at the performance data you will be in a position to find out what is the performance record of the individual ok

So, this is the first step; so, once you look at the performance record then you go for ensuring a better performance from the individual. So, in order to see that what you are going to do? You are going to see that what would be the goals and objectives that you have set for the program coaching program, then you are going to deliver it and once he is they are able to perform and employees are able to set new standards or have been able to improve their performance, you are going to link it with the reward.

So, ultimately coaching is related to individual development which relates to both two things that is performance for the organization and better reward for the individual. If it is not well synchronized; then there will be issues, this coaching may not be effective are even they are performing well and you are not rewarding them appropriately depending upon their needs and requirements probably this program is not going to be very very successful.

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The slide is titled "Coaching to Improve Poor Performance" in red text. It features a bulleted list on the left and a diagram on the right. The diagram shows a blue line graph with an upward trend, labeled "Improving Performance through Coaching and Feedback". The graph has four stages: "EXPECTATION", "OBSERVATION", "ANALYSIS", and "MONITORING". A person is shown climbing a bar chart that rises from left to right, with a blue arrow pointing upwards. The source is cited as "Werner and DeSimone, 2006". The slide footer includes the IIT Kharagpur logo, NPTEL ONLINE CERTIFICATION COURSES, and the name K.B.L. Sr. Humanities and IIT K.H. with a small video inset of a man in a red vest.

**Coaching to Improve Poor Performance**

- Defining poor performance
- Responding to poor performance
- Conducting a coaching analysis
- Using the coaching discussion

Source: Werner and DeSimone, 2006

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So, what is your objective? Whether your objective is say improving or performance? Beyond the set standards right or you want to see that the person who are not able to perform well that who are performing very poorly, they are able to meet the expectations.

So, you need to decide about it whether you are really interested to improve the performance of those who have been able to achieve good performance anyone them to move to higher level or you are identifying those who are not able to perform well those

who are poor performers and then doing something for them and then of the coaching right.

So, now if you look at this figure what does this show? This shows that there are certain expectations that you have. And then expectations could be in terms of improving on performance right then we are going to observe coaches that how it is to be done right or we are going to see that what needs to be done.

So, you have to identify the gap in the performance based on what was your expectations or the expectations that have been set for you in terms of goals and standards and then what your performance record is. So, you are you will be able to identify the level of performance based on the expected performance level and achieved performance level right.

So, based on that you are going to identify the gap and then this feed this gap is fed back to the system that this is the gap in the performance which needs to be corrected right. And then you give feedback to the employees that how it is to be done. So, coaching could be one of the one set of interventions and then we also regularly need to monitor their performance to ensure that coaching is successfully right.

So, idea here is something like this, you need to identify what does poor performance means right. So, first of all you define what is the poor performance right? Then once we are able to define poor performance in objective terms then how you are going to respond to poor performance right.

So, when we are talking about gap analysis this is basically is there if there is a poor performance then after analyzing that you are going to respond to the poor performance that in what way you are going to see that the this poor performance is corrected and employees are able to improve their performance.

Then you are going to conduct a coaching analysis whether coaching is going to help, this individual to improving performance or not right because very it is very very important suppose you know that coaching is not the solution. Then you have to think about some other intervention right then you discuss it with them management, you discuss it with the stakeholders, HR managers, you discuss it with the employees



concerned see their it what way coaching is going to help you improve their performance right.

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**Defining Poor Performance**

- Definition: "Specific, agreed upon deviations from expected behavior"
- Performance must be evaluated against some standard or expected level of performance
- Standards and expected levels of performance must be known by the supervisor and the worker

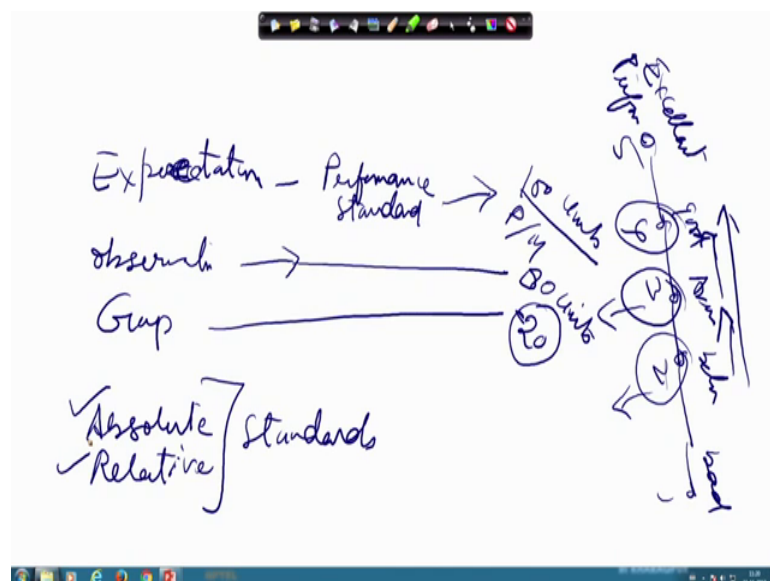
Source: Werner and DeSimone, 2006

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And then ultimately you are going to see that you are able to define what whether the person is really performing well or not right So, you are using certain rating scales right, you have performance standards. So, we are going to compare it right see it is like this.

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See you have certain expectations in terms of performance, these expectations are related to performance standards. Say for example, if for a salesman it could be like

selling 100 units correct per month right, then you are going to observe it whether it is able to achieve it or not ok.

And from this observation you find that he has been able to sell 80 units right then we are going to identify the gap it means that there are certain things which led to loss of these 20 units this; it means that is my performance is not up to the mark.

Now, whether this performance which is not up the up to the mark how we are going to rate them; in terms of performance? Say excellent, good, average, below average, bad. So, 1, 2, 3, 4, 5, 1, 2, 3, 4, 5, so, we are going to use these rating a scales these are observe very objective measure. So, what we are going to do?

You are going to see whether you are going to call it an average performance are by the average performance. Suppose you think that it is a 100 is an a good performance; so, if it is below 100; then it could be called as if think that it is an average performance then it could be this.

So, you need to define standards and that is why when you define standards, you need a base it could be in terms of an absolute base or it could be in terms of relative base related to what right. So, these are the two ways to define the standards for example, if we design def define that is standards that is in absolute terms that is 4 means 100, 3 means 80; it means that if performance is average.

Because you have already decided in absolute terms what his performance level is or another way to look at it that when you are trying to define poor performance and you think that 4 is 100; then it is going to 30, it means it is average performance. So, you needs to improve either from here or either from here it could be from here to here right.

So, defining poor performance is very good and then when you are going to define them, you are going to define them either in absolute terms or in relative terms right. So, you have to define poor performance for example, how whether you call it poor, average, good and excellent it depends upon what is your standards right whether you go for a poor absolute performance standards or poor performance sorry an relative performance.

So, performance is basically the specific agreed upon deviations from the expected behaviors. So, when you say that he supposed to sell 100 units and if he has sold only 80

units; it means that he is deviated from the agreed behavior right. It means that this shows that there is a lack of performance.

And then you have some standard expected level of performance we will have a standard is say 100 units against which he is being compared right. Then after comparing, you know that how will the person is performance and when it comes to setting up their standards ok; it is communicated beforehand both to both the individual as well as his supervisor; so, that they know there is a standard that I need to achieve in terms of a performance and that would be used as a criteria for evaluating my performance right.

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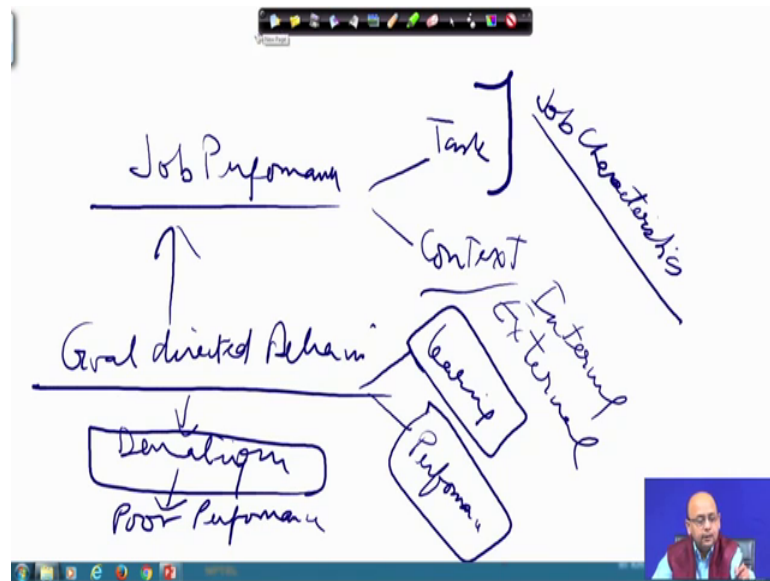
**Deviant Workplace Behavior**

- Production deviance
  - Working slowly, leaving early
- Property deviance
  - Sabotage, lying about hours worked
- Political deviance
  - Showing favoritism, gossiping
- Personal aggression
  - Harassment, abuse, stealing, etc.

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So, how I will going to define the deviant workplace behavior right; what happens that people are not able to perform well sometimes you know that people engage in different kind of activities, they are not directing their behavior which could be called as goal directed.

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Because when we are talking about poor performance or when we are talking about job performance as such, it depends upon a number of factors what kind of tasks you are going to do ok? And what kind of context you have; I think we have already talked about these think. So, because task we measure both the task performance and contextual programs right.

So, context is very very important which comes in terms of support, environment, culture, leadership, resources and equipment and tasks with the person knows the task and all. So, where we are using one model which is known as job characteristics model right, we look into the complexity variety in these kind of factors ok; when we are going to measure job performance.

And context is basically related to what you call external internal and external both it could be right related to the internal environment, leadership, relationship, communication, external relate to social cultural environment right because all of them are going to contribute effectively to your job performance right. And when we are talking about deviating it means that if you are not performing a goal directed behavior ok. Because it is linked with this one if you are engaged in goal directed behavior probably will be able to your performance, if it is not then probably your deviating ok.

So, there are two dimensions of this goal directed behavior; one is related to your learning orientation another one related to your performance orientation because both of

them are going to contribute to your performance. When you engage in a goal directed behavior in the process you go through certain learning experiences and you are able to perform your job well ok.

And this goal directed behavior which is related to performance which is considered as your task performance ok, which could be affected by factors like how complex the task is, how many varieties of tasks you are going to perform and these kind of things right. So, if there is a deviation then these deviations are detrimental and you will not be able to perform and if this deviation then this leads to what you call poor performance, this deviation could be in different form ok.

So, what we are going to discuss now is what are these deviations and what actually happens? Deviation could be in terms of how you work; whether you are working slowly or we are going leaving early or it is something like could there could be different examples that can be given. For example, you are engaged in counterproductive behaviors.

You are lying about the number of hours that you have you have to you are more interested to create dimens doing something that is against ; the norms of the organization like in involving those activities which would simultaneous the life property, equipment these kind of things. You are also engaging certain political behaviors in order to survive I know instead of working for the job right.

So, manipulating showing biases work not working during the working hours and then engaging those political (Refer Time: 23:39) political activities including participating in union activities and in kind of things. Though I am not saying that union activities are not good, but you need to ensure that it is not going to affect your performance as individual right. And then you are personality characteristics I mean you are engaged in these kind of activities either a supervisor or other individuals right.

So, if I am going to be engaged in these kind of activities; what will happen? You will not be able to achieve the performance and then we have to also find out why you engage in these kind of activities deviant workplace behavior? Because, if you are going to engage this in this kind of behavior definitely it would lead to poor performance right ok; so, devious could be in terms of property, politics, production or at the individual level also you are not doing those things which are supposed to be done by you.

So, if you are engaging these kind of activity the result would be that you will not be able to perform well.

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The slide is titled "Coaching for Poor Performance" in red text. It lists six steps in black text: "Consider causes", "Encourage employee input", "Work to develop solutions", "Renegotiate goals and objectives", "Agree on an action plan", and "Schedule follow-up sessions". Below the list, it says "Source: Werner and DeSimone, 2006". On the right side of the slide, there is a photograph of a man in a blue shirt and tie, looking upwards with his hands raised in a gesture of stress or frustration. The slide footer includes the IIT KHARAGPUR logo, the NPTEL ONLINE CERTIFICATION COURSES logo, and a small video inset of a man in a red vest.

So, is coaching is the solution or not now if you look at this individual what happens; he shows the stressed because his performance is not good. So, now, we need to decide about it whether this the person requires coaching or not or such kind of people are going to be held by the coaching process or not.

So, what we are going to considered that what are the causes for poor performance? Is it because the employee had deviated from the track, we have just discussed the reasons it could be personal, it could be situational, it could be direct to the organizational also. So, you have to see that yes you try to find out what are the reasons because of which the employees have been unable to contribute to either his performance or the departmental performance right.

So, the idea is that ones you are able to find out the reason, you have to see that in what way in employees can be encouraged or motivated to perform well right. And then you have to come up with a solution this is how we are going to do. So, basically the coaching is a process and through this process you try to help out the individual to ensure that he is able to perform well right.

And in during this process used how do you go about it, how do you start this coaching? First of all you discuss about the goals and objectives and then you will see that whether the goals and objectives that has been set by the departments on the organization for the individuals or for the individuals how they have been said ok; whether the proper process has been erupted, whether all the stakeholders have been consulted or not ok; whether this realistic and achievable, whether it could be achieved within a given time frame or not.

So, you look into all these processes relate to the goal because setting the goal is a very essential component right because everybody works for these goals in the organizations because we are moved by a target right either in subjective terms or in subjective terms. So, it is very very important to look at the goal and see that whether you can go for making some kind of adjustments depending upon the context and the reality or the environment right.

So, you go for any goal sheet in the goals and objectives ifs it that is required right for the individual. So, that coaching is going to help him to improve his performance right. And then based on this renegotiation you work out an action plan for the individual. So, that he is able to improve and help him out. And then you go for the coaching design and implement the program for that individual; follow it up to ensure that it is successful.

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**Responding to Poor Performance**

- **Causal Attribution Theory**
  - People assign causes to behavior
  - Different actions are likely based on internal versus external attributions
- **Fundamental Attribution Error**
  - Assumes or attributes behavior comes from a cause *within* a person
  - Supervisor may overlook other causes

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. So, when it comes to responding to poor performance; there are two three major theories which have been discussed in the literature they are talk; they are known as casual attribution theory and fundamental attribution error.

Now, if you look at these two theories; what they talk about ok? So, look at if you look at the causal attribution theory, it suggests that we try to attribute the cause of a behavior either to internal factors or external factors. So, when we say internal factors; then we try to attribute it to yourself right that I am the cause I may not be competent enough and that is why I have not been able to perform well ok.

So, you are basically try to attribute to with your knowledge, your skill and your attitude factors why did you know what it that is also important. So, it is related to your task performance, but if we are trying to attribute to external factors; it means that no you are not at fault, but probably the management of supervisor is not supportive, you are not able to get enough resources right, you are not being helped and guided by your supervisors right or your attributing simply to the external environmental factors that the environment is not conducive or favorable. So, if we are talking about these kind of factors definitely we are attributing to the external factors

For example when you write exam and if you pass it with flying colors or good color a good grades; then what you say? That I did work and I worked very hard right. So, you are trying to attribute into a internal factor that I am responsible for this, but if you do not pass I know marks are very bad and if you fail, then you attribute to the external factors.

So, this is what we know as causal attribution what who is the cause of the behavior? whether they are related to; the internal environment you or external environment right. Now sometimes what happens related to this we try to make an error and this is known as fundamental attribution error. Irrespective of success and failures, you try to attribute it to yourself no it may not be correct for example, you have not been able to perform well.

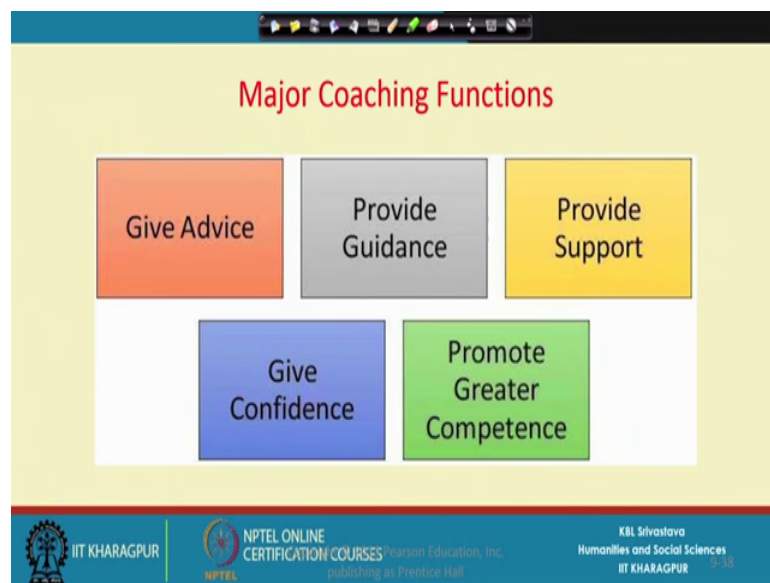
And when you discuss it with your supervisor you say so, sorry sir I am responsible though not necessary that you are responsible for that poor performance right. There could be other factors which is which could be overlooked by the supervisor. So, it is very very important that you do not take everything on to yourself; you discuss it and



decide who is responsible for the level of performance that is achieved by you that is very very important.

So, make sure that whether you are making internal attribution or external attribution; which is correct and you are not taking blame for everything with that is success or failures to yourself.

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Now what are the what are the activities that is done through the coaching process ok? What coaches do basically they try to give advice to you that how the things would be done, they also try to guide you in the process and they also provide all the support that is required in terms of resources; in terms of equipments, in terms of technology.

So, whatever support is required has to be given and they also try to build confidence in you so, that they try to see that believe in yourself. So, that and yes you are competent enough you can do it and in the process they try to develop those competencies which is required for better performance right.

So, these are some of the functions we will discuss it later again in detail that how coach what kind of coaching skills would be required by the coaches to improve performance of the employees.

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**Key Coaching Behaviors**

- Establish developmental objectives
- Communicate effectively
- Motivate employees
- Document performance
- Give feedback
- Diagnose performance problems
- Develop employees

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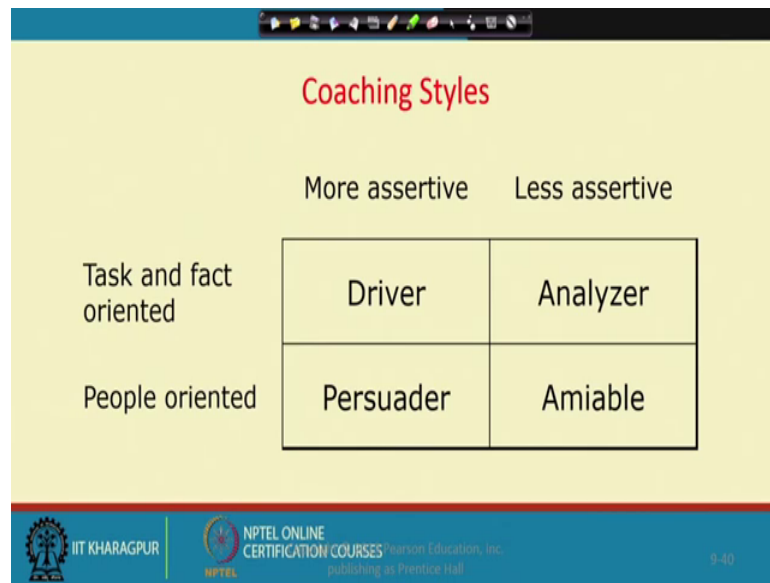
So, what basically coaches do basically? They try to see that this is the performance level and we will the next level. So, they think about developing competencies; so, the levels of competencies are defined and what kind of competency level is to achieved that is identified. And in the process they also communicate very effectively with all the coach is who are the part of the process and an important job is to motivate them.

So, notice is that you during the coaching process you are bringing result or short term means are there. So, you should always encourage them keep on motivating them consistent consistently and persist on that so, that it helps employees to grow and development. And look at the performance; keep one documentation because that will be able to show you that you have reached from x to y y to z.

So, that would say that this is how the program the performance is progressing. And during this coaching you give them regular feedback through showing through demonstration and other activities see that the how the job is to be done. And if he has certain problems relate to performance you try to see that how it can be overcome.

So, the idea here is to you are going to develop (Refer Time: 32:07) those competencies in behavior which would be required by him for effective performance.

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. So, this is a type of coaching that is done this is what we know as coaching style. So, how we go about coaching is see if you look at that. So, either you will be going to be task centered or people centered right, then we are going to more assertive or less assertive right.

So, if a task centered and more assertive basically you are a driver you are very very goal oriented and make sure that everything takes place as expected right. If a people oriented, but assertive then you are try to persuade people so, that they go for it and try to achieve the goal, but for less assertive and task oriented a goal oriented then you try to analyze the situation see what needs to be done and this is what we should do without doing much assertive right.

But if you are less assertive and people oriented then it is not good to become amiable ok. And in that case you will not be able to achieve the goals; so, the best way to do look at it that be either be task oriented or people oriented. And then be assertive means does not become aggressive.

Saying formally, but in a very polite manner and that is what assertiveness means. So, you say whatever you want to say, but in a very firm voice and stick to it and make sure that people go for it right. And if they are not able to do it you are going to help them in the process right.

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**Critical Success factors for coaching**

- Clarity:** clear framing of the executive's expressed need and related focus (i.e., coaching for skills/knowledge, performance, development, or executive agenda);
- Conditions:** supplementing the initial framing of the situation with assessment (i.e., data gathering from multiple sources, along with analysis and feedback) to determine if there is a gap between the executive's goals and reality (includes barriers and supports);
- Commitment:** agreeing to coaching contract by all key organizational stakeholders, including goals, roles, desired outcomes, and related progress indicators informed by assessment data and feedback; and
- Continuous Improvement:** engaging in ongoing cycles of action with intentional reflection to ensure that actions achieve the desired results, including celebration of successes and making adjustments as needed.

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Now, if you look at some of the critical success factors like clarity. Clarity in what? What is the need for the coaching and skill? Because that is the first step in the process, what kind of a skill would be required by the employees? What kind of performance expectations you have, what kind of development you are looking for? right. Then look at the enabling conditions that are very very important; it is very very important that you assess the situation within which if they are going to work.

So, look at do analysis of the environment both internal external because that is going to help you to identify the conditions under which it is going to helped individual to perform well. So, identify both the barriers and kind the kind of supports it that will be that would be required.

So, provide this support system make sure that these barriers are removed right, it could be relative structure, it could be relative the culture, it could be relate the process, it could relate to the top management support whatever it is. So, whatever barriers are there make sure that it is removed.

Then let us see that the coaches are committed to the goals or objectives and also the coaches. It means together they decide that this is the agreement among all the stakeholders including coaches, coaching the clients and HR managers and you identify what kind of outcomes we are expecting ok, what the indicators of the performance, how we are going to assess the data and in what we would feedback would be given right.

And then you continuously work for improvement of the individuals; so, that you can ensure that desired results right. And if that happens probably you will be more successful which can be celebrated right. And if you require certain adjustments to meet in the goals and objectives then you go for it also depending upon the conditions right that is how we are going to proceed further.

Thank you very much.