

PERFORMANCE COACHING AND COUNSELLING

Workshop Aim

A highly interactive and practical workshop that will equip participants with the necessary interpersonal, coaching and counselling skills to address poor staff performance or behaviour, and improve their motivation and productivity. Addressing crucial skills to make an organisation's Performance Management System really work.

Workshop Duration

Two days (9am to 4.30pm)

Client Comments

"Many thanks; I found the Performance Coaching and Counselling workshop to be extremely valuable. Since attending it, I have had the opportunity to use many of the skills taught, with excellent results."

Nienke Huizinga - Manager: Made In New Zealand

"I found the training programme to be of great value as I was able to put into practice the skills and techniques learnt immediately. I have already experienced positive effects / outcomes and feel much more confident in dealing with staff performance issues - both positive and negative."

Mike Willis - Assistant Regional Manager: Tower Insurance

"Thank you very much for an excellent course. I benefited greatly from it."

Di Gilbert - Sales Manager: Regency Duty Free

"The workshop has given me a logical framework within which I can operate - a structured and logical approach to this tricky aspect of management. I wish I'd done this course years ago."

Andrew Osborn - Manager Automation Systems: Industrial Research Ltd

This competency-based workshop is highly practical and interactive in nature, with lots of role-playing to practise the skills learnt. It incorporates many handy tools and instruments to plan for and guide line managers through the coaching and counselling interviews.



Performance coaching and counselling are precursors to formal disciplining, and legally required before the latter can be resorted to.

Workshop supplemented by powerful video models, illustrating how it is done

Target Audience

This skills-packed workshop is aimed at all levels of management, down to team leaders, as well as staff members aspiring to become team leaders/supervisors.

Workshop Objectives

At the conclusion of this workshop, participants will be able to:

1. **Conduct PERFORMANCE COACHING SESSIONS with their employees whenever their work performance or behaviour is not up to standard, by:**
 - *Following a proven coaching process (also provided on a laminated "prompt sheet" for use back on the job: steps, tips and principles)*
 - *Giving praise where progress has been shown*
 - *Being assertive in giving corrective feedback where there are still areas for improvement*
 - *Using facilitation skills in involving the employee to self-appraise his/her own performance, and to elicit ways for improvement*
 - *Understanding the three main cause categories of poor performance or behaviour, in order to identify the root cause/s*
 - *Understanding and utilising 13 skills of good performance coaches*

2. **Conduct a PERFORMANCE COUNSELLING INTERVIEW whenever an employee's work performance or behaviour falls well below standard, or is repeatedly below standard, by:**
 - *Understanding when stronger action than coaching is required*
 - *Gathering the necessary information, and planning an appropriate counselling strategy (considering the personality of the employee)*
 - *Following a proven performance counselling process (also provided on a laminated "prompt sheet" for use back on the job: steps, tips and principles)*
 - *Being firm regarding non-negotiable performance standards*
 - *Not getting personal, but sticking to the facts, and pointing out the negative impact of unacceptable performance or behaviour*
 - *Ensuring the employee's commitment to an agreed plan of action (and by following up on this)*
 - *Retaining – and even enhancing - the employee's level of self-esteem, motivation and loyalty*
 - *Understanding both the employee's and the employer's legal rights with respect to performance counselling*

3. **Effectively use the following PERFORMANCE INTERVIEWING SKILLS:**
 - **Effective Listening:**
 - *Hearing vs. listening*
 - *Tone of voice*
 - *Body language (observing and projecting)*
 - *Poor and good listening habits*

 - **Responding with Empathy:**
 - *Difference between sympathy and empathy*
 - *Why, when and how to empathise*

 - **Facilitating through questions:**
 - *Open questions*
 - *Closed questions*
 - *Probing / seeking information*
 - *Paraphrasing / checking understanding*
 - *Summarising*
 - *Clarification*
 - *Using the "silence" technique*

- **Giving Feedback:**
 - *The Principle of "Consequence Management" and its application*
 - *Why, when and how to give praise*
 - *Why, when and how to give criticism constructively, so that the issue is experienced more as a problem that needs to be resolved, than a "reprimand"*

The interviewing skills of Effective Listening, Responding with Empathy, Facilitating through Questions, and Giving Feedback are "mini-workshops" in their own right, providing delegates with life skills they can use 24-7



Important Organisational Benefits

- Line managers equipped to handle those difficult staff situations needing confrontation skills
- Performance and behavioural issues handled in a timely and professional manner before they get out of hand
- Line managers feeling more competent, confident, respected, and in control
- Improved managerial assertiveness and effectiveness
- A work environment where line managers and employees know exactly what is expected of one another
- A learning organisation where mutual feedback is encouraged (and a feedback culture thus enhanced)
- Improved two-way communication
- Increased use of praise and recognition - with consequent motivational benefits
- Continual performance improvement and increased productivity
- Staying on the moral and legal "high ground" when dealing with staff performance issues

PARTICIPANT FEE:

Public Workshops: Not available as a public workshop

In-House Workshops: \$469-00 + GST (minimum 6 delegates per workshop)

SMALL-GROUP IN-HOUSE WORKSHOPS:

- 5 Delegates \$495-00 + GST pp
- 4 Delegates \$540-00 + GST pp
- 3 Delegates \$585-00 + GST pp
- 2 Delegates \$630-00 + GST pp
- 1 Delegate \$900-00 + GST pp

For this Course Details Online, click link below:

http://www.performanceassociates.co.nz/performance_coaching_counselling

Website Homepage: www.performanceassociates.co.nz

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