

5 Steps to Coaching Under-Performers

1. Adopt a Coaching Mindset

- Set a time and place to have a private coaching conversation.
- Be fully present.
- Use empathy.
- Build off strengths.
- Manage your tone and body language. Keep it positive.
- Focus on short-term goal

2. Use the SBI Model to Give Constructive Feedback

- **Invite the coachee to a meeting and name the issue.**
Once at the meeting, thank the coachee for coming.
- **Describe the Situation.**
Describe the specific situation in which the behavior occurred. Include the time and place to reduce any confusion.
- **Describe the Behavior.**
Describe the actual, observable behavior being discussed. Keep to facts only and avoid inserting any opinions or judgments.
- **Describe the Impact.**
Describe the results of the behavior in terms of the impact it had, whether the effect was positive or negative.

3. Use Coaching Questions to begin to problem solve and create action steps

- What was your intention when you think back on this situation?
- Would you do anything differently now?
- Going forward, what would it take to ensure success?
- What is getting in the way of that?
- What ideas do you already have for managing obstacles?
- Let's think together to create some next steps and SMART Goal them.
- Let's set a time to meet up on your progress.

4. Determine the core problem and needs:

Employees underperform for many reasons. Try to think through where the performance deficits you see are coming from:

- Problems in their personal life
- Burnout or wellness issues
- Workplace conflict
- Skill gaps
- Lack of motivation

5. If useful, create a plan to move ahead using The SMART Goal Worksheet.

- Build off existing strengths.
- Make sure to establish a timeline for checking-back on progress.
- Keep goals short-term.

SMART Goal Worksheet

Project:		Start Date:		Due Date:	
S	M	A	R	T	
SPECIFIC	MEASURABLE	ACHIEVABLE	RELEVANT	TIME BOUND	
Improve written business communication	Keep track of all emails and review for completeness every month	This can be achieved by having email/document writing strategy	This is relevant to the business and will add value to communicate clearly	This needs to be achieved by end of Q3 2021	