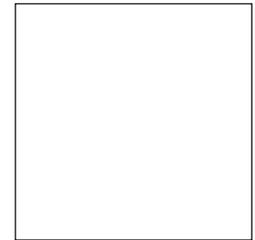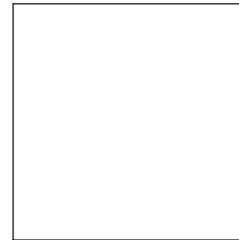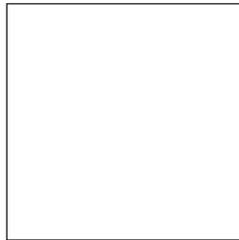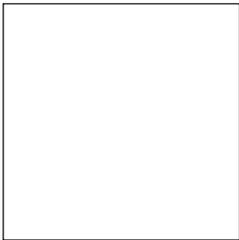# Accountability-Based® Performance Coaching (ABPC)

a diagnosis and strategy for coaching and motivating direct reports

This highly interactive one-day session is aimed at training managers and supervisors at all levels to coach and develop their direct reports to become high-performing, self-directed achievers. This session is part skills-building and part working session, where participants diagnose the coaching needs of the people they manage and develop a clear strategy for coaching their most challenging direct reports. This program includes the skills for guiding, motivating, supporting and acknowledging others in a way that fosters a high-performing work environment.

Participants begin this session by learning and applying the Strategic Coaching Model to assess the levels of Task Performance (New, Familiar, Expertise and Passion) and the effective strategy of coaching necessary for increasing accountable performance. Then, participants learn strategies and methods for coaching others when there are fundamental differences in perception regarding competence or satisfactory performance.

Once Task Performance has been assessed, participants diagnose the Support Needs each individual on their team has related to their ability to receive coaching. Based on this analysis, participants learn the different ways of communicating to increase people's openness to and reception for coaching.

Based on the analysis of Task Performance and Support Needs, participants get into groups to discuss their most challenging direct reports, with the goal of using this analysis to develop a new strategy of coaching that will lead to accountable change and performance improvement.

While coaching existing direct reports is important, it is equally critical to ensure effective orientation and on-boarding of new hires. Participants are provided a strategy for initiating new hires into their jobs, into their teams and into the culture of the organization. This prevents new hires from becoming the next problem employees and prepares them effectively to be successful.

Finally, with effective coaching comes successful performance that deserves acknowledgement and recognition. Participants learn the strategies for the most effective way to acknowledge high performance by, respectively, "self-starters," "other-starters" or "stop'n'starters" to ensure that people feel appreciated rather than "punished" or ignored for getting results.

This practical session is much appreciated by newer as well as more experienced managers.

Purpose and Outcomes

- Learn and use strategies for developing average, timid or resistant performers into peak performers
- Use the diagnostic tools presented to assist direct reports in responding to change
- Develop a system for orienting and integrating new employees into the workplace, allowing them to acclimate to the culture and achieve high performance
- Learn to communicate your coaching strategy in a way that elicits openness, cooperation and willingness to take risks for improvement
- Apply the most effective coaching strategy based on the development needs of each employee, their level of task performance and their support needs
- Use a diagnostic process for effectively matching each person's motivational needs with the recognition that will inspire even higher levels of performance and retain peak performers
- Create a coaching plan for one of your most challenging direct reports with a clear strategy and a set of action plans for dealing with performance problems

Agenda and Deliverables

Accountable Performance Coaching

- An Outcome-Driven Approach to coaching
- Using customer and organizational expectations to leverage coaching situations
- Acting with fairness by establishing clear expectations and accountable agreements

Coaching Strategies for Improving Task Performance

- Diagnosing the level of task performance
- Application Activity: Matching the coaching strategy to the level of task performance
- Coaching individuals who view their competence lower than your assessment
- Coaching individuals who view their competence higher than your assessment

Communication Strategies for Positively Influencing Direct Reports

- Diagnosing a person's needs for individual support
- Identifying the support needs of each direct report
- Matching the communication strategy to the individual's support needs
- Application Activity: Applying support needs to communicating change and eliciting support

Application Activity: Small Group Application to a "Challenging" Direct Report

- Reviewing history of the situation
- Diagnosing the level of task performance
- Diagnosing the required Support Needs
- Utilizing the diagnosis to develop alternative strategies for coaching the individual
- Deciding on a coaching strategy and action plan for improving performance
- Sharing with the whole group strategies for expanding support and integration of concepts and tools

Coaching Strategies Based on Stages of Employee Development

- Diagnosing each employee's stage of development
- Application Activity: Matching the coaching strategy to the stage of the employee's development
- Employee orientation and initiation into the culture of the organization
- Application Activity: Modifying current orientation practices to be more effective
- Game Plan for Success: Developing a comprehensive coaching and development strategy

Acknowledging Successful Performance and Improvement

- Diagnosing an individual's preferred type of acknowledgement
- Application Activity: Matching the communication strategy with the acknowledgement needs for each individual
- Coaching stop'n'starters' destructive behaviors for a positive outcome
- Creating a Comprehensive Coaching Plan