Coaching

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For

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Coaching, Communicating, and Conflict Skills

**How would you best assist a person in moving from giving criticism to providing coaching feedback?**

This could be tied to being a friend kind of talk; I might say, “I’ve noticed you are having some trouble with something. There seems to be trouble with…., is that right or wrong, if you’d like to talk about it I’d like to help”. Basically, prepare the person for the conversation before communicating to them about a subject that needs addressing. If the person doesn’t speak, then I’d talk to them about what my perception is that would improve an area where they need help. This conversation would be aimed at improving their work performance for their better and the company’s as well. Sometimes a person is just too close to situations to see what is happening around them; maybe the person just needs a different viewpoint.

It shouldn’t be the boss’s position to only be the boss, coaching sometimes is all that is needed. Communicating to a person about a weakness will sometimes help. Criticism or a written letter of reprimand is sometimes the worst thing to do; it may only make things worse.

Getting back to the person a few days later about that subject to tell them that they appear to be doing better on their performance or because they may need another coaching session. This would be a good chance for them to communicate to me what they were really having trouble with, providing they didn’t speak to me before about our “coaching” subject earlier. Basically saying, “You are important” and I want to help you do better, and I care. This may be too close for some, but I watched someone do this kind of work-friend relationship. It worked very well for them, and they were respected by their supervisors as well those working under them.

All this can be done informally and in private. Nobody needs to know about this conversation. I have used this technique, as well, and I believe it works. If nothing improves then I can see documentation in the future. Giving people a chance, I think, works better than seeing a problem and not acting on the problem. Waiting until a person just does something out of character or is too careless with their workmanship is not wise. Speaking to people is a better solution, than ignoring a problem.

Reference:

Achua, C. and Lussier, R. (2013). Effective Leadership. Cengage Learning. Delhi, India.