



COACHING TIPS





e-volve
[ih-volv] verb
to develop by
a process of
evolution to a
different adaptive
state or condition.

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MY JOB	WORKPLACE ISSUES TO CONSIDER
I know what's expected of me at work.	<ul style="list-style-type: none"> Team may not be meeting regularly enough to discuss roles and expectations. Managers may not be clearly communicating expectations. Employees may be unclear about how to prioritize the tasks they have been assigned. Expectations may not be in line with rewards/recognition programs.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> Do you clearly understand what is expected of you today? This week? This month? This year? What can I do to better clarify our expectations of you? How often does your role or personality require a check-in on expectations? What is your typical approach to seeking clear expectations when you are unclear of what others need from you? 	
I have the tools, information and resources I need to complete my work.	<ul style="list-style-type: none"> Managers may not have clearly communicated the tools and resources that are available or the reasons for the lack of available resources. Employees may not be receiving the information they need when they need it. You may be short staffed or the staff in place may lack the necessary skills. Employees may legitimately need more resources.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> Do you feel like you have a clear understanding of the resources we have and how to get them? Do you have the resources you need to succeed today? This week? This year? How can I ensure that you have what you need on a regular basis? How can we better utilize the resources that we have (including each other). What additional resources do you need? Are you comfortable asking for the things you need on a daily basis? What two resources could make you more productive in your daily work? 	
My skills and talents are a perfect fit for my job duties.	<ul style="list-style-type: none"> Some employees may be struggling to complete tasks that do not come naturally to them. Employees may have been hired into the wrong roles. Employees may have so many job responsibilities that they are unable to focus on the things they do exceptionally well. Job requirements/responsibilities may have changed.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> What tasks do you look forward to and know you perform well? What tasks do you find yourself avoiding and know you struggle with? Who have you sought help from to ensure that these frustrations are resolved? 	
I have the training I need to do my job	<ul style="list-style-type: none"> Employees may feel that they need additional development in order to gain expertise. Managers may be unintentionally hindering the development of their people by doing things for them. Job duties may have changed without providing employees with the tools to master new tasks. It takes time to gain expertise.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> What does expertise in your role look like? What additional skills and knowledge would you need to increase your expertise in your job position? Have you identified the training that you need to get where you want to be? 	
My job is rewarding to me.	<ul style="list-style-type: none"> Individual contributors may feel that they are "stuck" in their positions – especially if they don't aspire to be managers. It may be time to push people to new levels of performance or give them additional responsibility. Don't exclude top performers from development opportunities; they need to be challenged as well.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> In what areas are we doing good work that could be exceptional work? What one metric could we improve in the next 90 days? Describe your most satisfying day at work. Tell me about a time that you completed a big goal? Tell me about your best most productive day? What did you do differently that day? 	

MY MANAGER

MY MANAGER	WORKPLACE ISSUES TO CONSIDER
My manager provides recognition that is perfect for me.	<ul style="list-style-type: none"> Managers have not talked with their team members to determine what type of personal, individualized recognition they would like. Team members may not know what type of recognition would be meaningful for them. There are no clear guidelines about when recognition has been earned and what milestones need to be achieved in order for an employee to be recognized.
<p><i>Questions for the manager to ask his/her team (consider using the recognition worksheet in the Contracting for Performance Guide):</i></p> <ul style="list-style-type: none"> What is the best recognition you have ever received? How do you like to be recognized? How do you recognize each other for doing good work or for going above and beyond? Would you be willing to sit down and discuss how you would like to be recognized when you go above and beyond? 	
My manager cares about me as a person.	<ul style="list-style-type: none"> Managers may not understand their people – what they like, what they are good at, and what they value. Managers may be unintentionally hindering collaboration and the development of solid work relationships.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> What is one thing that I or your team members do that make you feel valued? What are three topics you are really passionate about? What does the perfect work environment look like for you? What is one thing that nobody at this table knows about you? 	
I can share new ideas with my manager.	<ul style="list-style-type: none"> Trust levels may not be sufficient to encourage the sharing of new ideas. Managers may not understand that evaluating ideas doesn't necessarily require implementation. Employees may have the impression that there is no room for change. Change agents may be labeled in a negative way rather than encouraged to speak up.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> How can we more effectively encourage the sharing of new ideas? In what ways are members of our team rewarded for sharing ideas? Do you ever notice anyone being discouraged from or punished for sharing new ideas? Can you name one good idea that has come out of this team in the last 6 months? 	
My manager makes me feel that my work is valuable	<ul style="list-style-type: none"> Managers may not be connecting employee contributions to the success of the company. Employees may not be asking the questions that help them understand the "why" behind the tasks they are asked to complete.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> Do you know how your role contributes to the success of the company? Which of your responsibilities connects most closely with the success of our team? Our company? Our internal/external customers? 	

MY TEAM

MY TEAM	WORKPLACE ISSUES TO CONSIDER
My team members do quality work.	<ul style="list-style-type: none"> Managers/Team Members may be unaware of individual accomplishments. Managers may not have established a baseline of what quality work looks like. Employees may not be aware of their coworkers' performance and development goals.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> How do we evaluate the performance of our coworkers? Who has the strongest work ethic on this team? Describe their work ethic. Who are the highest performers or "stars" in our organization? Why do they stand out? When was the last time you bragged about the work ethic or performance of a coworker to their manager or a peer? 	
I care about my team members and their well-being.	<ul style="list-style-type: none"> Managers may not have created an environment where team members are encouraged to value each other as individuals. Employees may not be communicating with each other personally/professionally. Employees may not be aware of their coworkers' performance and development goals. Employees may not be willing to be vulnerable with each other.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> On this team, do we do a good job of sharing performance and development goals? When was the last time a coworker made you feel that your wellbeing was important to them? How could an increase in our mutual concern for each other's wellbeing affect our performance? 	
I have at least one team member that I trust.	<ul style="list-style-type: none"> A lack of trust and respect may be discouraging employees from sharing thoughts, concerns, and ideas. Managers may not be creating a trusting environment.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> Who on this team do you feel you can be open and honest with? How did they earn your trust? Who on this team do you go to when you have a good idea? In what ways are members of our team rewarded for sharing opinions and/or ideas? Do you ever notice anyone being discouraged from or punished for sharing opinions and/or ideas? 	
My team members/manager recognize when I do quality work.	<ul style="list-style-type: none"> Employees may not have a clear understanding of what "quality work" looks like. Managers may emphasize quantity of work rather than quality. Managers may be focused only on outcomes and not on encouraging quality work at every stage. Employees may not be aware of their coworkers' performance and development goals.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> What does quality work look like in your role? On our team? At this company? For our internal/external customers? As a team, how could we clearly define quality work? How could this team better recognize quality work? On this team, do we do a good job of sharing performance and development goals? 	

MY GROWTH

MY GROWTH	WORKPLACE ISSUES TO CONSIDER
I receive feedback on my performance at a pace that is right for me.	<ul style="list-style-type: none"> Managers may not have a clear idea of how or how frequently to offer feedback. Managers may assume that all employees have the same needs/timing expectations for feedback. Employees may not ask for feedback at the frequency that is right for them. Managers may only address performance when something is wrong.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> Are you currently receiving any feedback on your performance? Does the feedback you receive focus on improving your performance? How often would you like to receive feedback on your performance? What's one thing you do well and would like to do more of? How often do you take the initiative to ask for feedback on your performance? 	
I plan to stay with my company.	<ul style="list-style-type: none"> Huge changes, such as acquisitions, mergers, or system changes may be affecting tasks, roles, and responsibilities. Managers may not be helping employees define a meaningful career path for themselves. Employees may be concerned about layoffs. Employees may not see how they "fit" with changes that are occurring. Concerns revealed in the My Job, My Manager, My Team, and/or My Growth categories may show up here.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> Are there any major changes today or on the horizon that you're concerned about? How can I help facilitate your career development? What additional information about the future of the organization would be helpful for this team? What other concerns do you have? 	
I know what the career path is at my company.	<ul style="list-style-type: none"> The organization may be flat and lack traditional career advancement opportunities. Managers may not have discussed development paths with their team members. Employees may not understand the structure of the organization or the opportunities that exist for growth. Not all employees are well-suited to management – some may require alternative growth plans.
<p><i>Questions for the manager to ask his/her team (Consider 1-on-1 discussions and utilizing the "Contracting for Performance" guide found on the Resources tab):</i></p> <ul style="list-style-type: none"> What are your career goals? How can I support your career development? What type of work would you like to do more of? Are there any areas of our business that you'd like to learn more about? 	

MY CUSTOMERS

MY CUSTOMERS	WORKPLACE ISSUES TO CONSIDER
We always do what is right for our customers.	<ul style="list-style-type: none"> • Leaders may not have set clear expectations around customer care. • Leaders may not empower employees to do what is right for customers. • Managers may not hold employees accountable for consistently doing what is right for internal and/or external customers. • Employees may not have a clear idea of who their internal and/or external customers are.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> • Who are our internal customers? Who are our external customers (if any)? • Do you think our internal/external customers are well cared for by our company? By our team? • What is keeping you from doing what is right for customers? • What do we risk by not doing what is right for our customers? 	
People in this company work together to solve our customers' problems.	<ul style="list-style-type: none"> • Leaders may not be holding departments accountable for working together effectively. • Managers may not be encouraging collaboration between team members or across departments to ensure problems are solved. • Departments may not be clear how their actions affect other areas of the business and/or the end customer. • Employees may not make the effort to seek help in reaching resolutions.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> • Can you describe a time when we worked together to solve an internal or external customer problem? • What happens when we don't work together to solve customer problems? • What is standing in the way of working together to solve customer problems? 	
My company's policies and systems make it easy to take care of our customers.	<ul style="list-style-type: none"> • Existing policies and procedures may not be widely known or may be outdated. • Employees may not be empowered to handle customer concerns quickly and efficiently - decisions may not be made close to the action. • There may be too much focus on the procedure and not enough on the outcome. • Policies may be created without input from those on the front lines. • Managers may need to offer context around why existing policies and procedures were put in place. • Employees may not be speaking out about ideas to improve the customer experience.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> • What specific policies and procedures are getting in the way of serving our customers? • Are there any policies that do help us serve customers? • Are any of the policies or procedures that create frustration within our control? • What one recommendation would you make to the leadership team regarding policies and procedures? 	

MY COMPANY	WORKPLACE ISSUES TO CONSIDER
Leaders in this company treat people with respect.	<ul style="list-style-type: none"> • Leaders and managers may not have created an environment where people feel respected and valued. • Leaders may not be visible at all levels of the organization. • Leaders and managers may not be approachable or available. • Manager frustrations or opinions may be influencing employee perceptions.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> • Which “leaders” were you thinking about when you responded to this item? • Are you comfortable approaching the leaders in this organization? • What does respect mean to you? • Is there one leader in this organization that always treats you with respect? 	
Departments in this company work well together.	<ul style="list-style-type: none"> • Leadership may not have created an environment that encourages communication and cooperation between departments. • Departments may not be clear how their actions affect other areas of the business and/or the end customer. • Personal conflicts between department leaders may be affecting cooperation.
<p><i>Questions for the manager to ask his/her team:</i></p> <ul style="list-style-type: none"> • What issues have you experienced in trying to work with other departments? • Have you/we established clear expectations with the departments we work closely with? • Is there one department we could attempt to develop a stronger relationship with? • How might we do that? 	



EMPLOYEE
ENGAGEMENT



CLIENT
ENGAGEMENT



PERFORMANCE
CONSULTING



PERFORMANCE
DEVELOPMENT

The top leaders in business today are sending a collective message to employees, customers, and shareholders:

Yesterday's competitive advantages have become today's ticket to entry. Processes and procedures that once made companies significantly more efficient can now be easily replicated. Today's competitive advantages are created and sustained by understanding the strength of relationships between companies and their employees, and employees and their customers, then translating that understanding into front-line actions that drive results.

Today's business environment is rapidly changing. We hope you'll join the wave of professionals who are determined to not let their companies become extinct.

Are you ready to evolve?



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