
Performance Facilitator Coaching Guide



Manager [or Coach's] Name:

Individual in the job:

Review Period:

Date:

Job Title: **Managerial**

Job Description:

This coaching guide was developed for demonstration purposes for Mr. Ira Wolfe for possible use in managerial succession.

Performance Facilitator

Competencies For This Position Include:

Communication Skills
Decision-Making Ability
Dependability
Drive
Leadership Ability

Please use the following rating scale to help evaluate the individual's responses.

Rating	Rating Standard
1 - Needs Correction	Individuals' responses contained very few of the target behaviors. Either the behaviors he/she discussed were not at, or even close to, the level indicated in the target behaviors, or the person did not give you enough information for you to have confidence that he/she has exhibited this competency at the level needed for success. Recommend development planning and substantial coaching to remain
2 - Competent	Individuals' responses covered some of the target behaviors, but not quite at the level that is ideal for that competency. Still, the quality of the person's answers leads you to believe that he/she would excel with some additional exposure, coaching and/or training. At the present time he/she is performing at a level that is fully competent for this job, but would benefit from additional development.
3 - Peak Performer	Individuals' responses contained many, if not all, of the target behaviors. His/her responses indicate well-developed skills which have lead to high levels of job performance. This individual's job performance is of superior quality. This person should be used to coach others in this competency.

Competency Details

Communication Skills

Communication skills looks at the extent to which an individual communicates with economy and clarity, and remains open to feedback to improve their communication skills in the future. This competency asks the question 'How well do you design and send verbal messages and attentively listen to people's responses in order to adjust your communications?'

Target Behavior :

1. Leads others by example in continuously acquiring new knowledge and proactively sharing it with others.

Coaching Question :

Describe a time when you proactively shared important information with others, even before they asked for it or learned that it existed.

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2. Is recognized as a visionary leader who helps contributors at all levels understand the company's position in the marketplace and the future direction of the business.

How have you been able to make the company's direction clear to your subordinates? What does it take to make the vision real to everybody? How have you done this, in your opinion?

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3. Is able to develop a strategic communication plan for business segment; serves as a role model for effective communication.

Describe a time when others looked to you to determine the appropriate tone or way to communicate information about a new program, process, or strategy.

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4. Articulates vision and promotes a climate of open communication.

Give me an example of something you've done to promote an atmosphere of open communication in your business unit.

Communication Skills

Target Behavior :

Coaching Question :

5. Makes highly effective, formal presentations.

Describe a presentation you made recently. What was it about, and who was your audience?

6. Is able to effectively communicate the rationale for organizational change.

Describe a time when you had to describe the reasons for a company-wide change to your group. Was this a change you supported? Why or why not?

7. Links and unifies external and internal understanding to align people (i.e. different groups or 'factions') and inspire action.

Give me an example of how you've been able to get different groups to talk to each other. What was gained?

8. Uses multiple communication techniques (persuasion, negotiation, counseling) depending on need; serves as a role model for effective communication.

Describe a time when others looked to you to determine the appropriate tone or way to communicate about a new program, process, or business strategy.

9. Effectively communicates the rationale for strategic change efforts for a major business unit, or the company as a whole; clarifies and builds 'buy-in' to major change.

Describe a time when you explained why a certain organizational change was taking place. How did you do it and what did you say?

10. Creates a supportive and tolerant work environment; accepts and encourages idea sharing, open communication, and diversity of opinion.

Sometimes employees are reluctant to contribute ideas, or ask for help; give me an example of a time when this happened on your team and what you did about it.

Communication Skills Target Behaviors

Target Behavior :

Coaching Question :

11. Discloses important information to his/her team openly and actively; practices open and honest communication about the work.

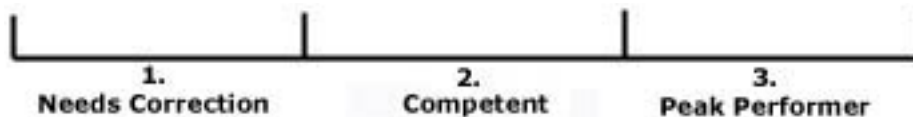
Tell me about a time when you shared sensitive information that others might have kept quiet.

12. Articulates and delivers tough news without delay and with sensitivity, doesn't 'sugar-coat' business problems.

Tell me about a difficult or unpopular message you had to communicate to your staff.

13. Shares sensitive and critical information appropriately and effectively; balances 'need to know' with open communication.

Describe a time when you had to communicate sensitive information very carefully. What was the risk, and how did it go?



Competency Details

Decision-Making Ability

Decision making ability looks at how well an individual maintains focus on the results or goals that matter or are important and takes crisp and clear decisions that help themselves and others to move forward positively. This competency asks the question 'How well do you distinguish between what is important and make high quality decisions that yield the best possible results in the circumstances?'

Target Behavior :

1. Makes good decisions based on a mixture of analysis, wisdom, experience, and judgment; applies sophisticated problem-solving techniques to solve problems.

Coaching Question :

Tell me about a difficult decision you had to make recently. Which way did you go, and why?

2. Grasps and describes the most complex and significant business issues clearly and effectively.

Describe a time when you were able to solve a short-term problem but not the long-term consequences. What were the issues?

3. Is skilled at facilitating discussions, making decisions, and building quality and service among subordinate managers.

Tell me about a time when you got others involved with the decision-making process within your group.

4. Understands when it is best to use and empower project teams to solve problems.

Describe a time when you turned over the decision-making process to members of a team you were leading. How did they react, how good were their decisions?

Decision-Making Ability

Target Behavior :

5. Makes day-to-day decisions based on the ability to support long-term organizational goals.

Coaching Question :

Give me an example of a typical, day-to-day decision you made that supported a more long-term, organizational goal.

6. Allows employees to make on the spot decisions about work processes, and production.

Describe the kinds of decisions you allow your employees to make on their own, on-the-spot, vs. those decisions you would like them to wait on, or defer to you.

7. Brainstorms creatively for different solutions; doesn't pre-maturely eliminate choices that on the surface, may seem "off-the-wall."

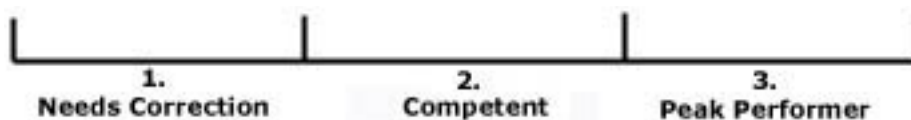
Describe a decision you were faced with that could have been solved at least five different ways. What did you do about it?

8. Looks to future trends in arriving at important decisions; consults others to get new data points and fresh perspectives.

Describe a decision you had to make that required a fresh perspective. How did you approach it?

9. Takes responsibility to making decisions on his/her own, but knows when to involve others in the decision-making process.

Give me an example of a decision you would be more comfortable making on your own vs. collaborating with others on.



Competency Details

Dependability

Dependability looks at an individual's ability to be seen as reliable, steady, responsible and committed in relation to everything they do for themselves and others. This competency asks the question 'To what extent do people see you as someone upon whom they can rely and trust to meet your commitments, as well as follow through successfully?'

Target Behavior :

1. Is skilled in managing the culture and climate of the work unit by setting standards, communicating effectively, and leading by example.

Coaching Question :

Tell me about a time when you knew that others were looking to you to set the tone or attitude for how to react or behave. What did you do?

2. Realizes that establishing trust is a process, not an event.

Give me an example of a time when you decided that your primary issue was one of trust with your group. How did you go about building trust with your staff?

3. Able and willing to do what's right, rather than what is easiest or most expedient.

Tell me about a time when you could have taken the easy way out with a business decision, but instead, stuck with what you thought was right.

4. Consistently operates from a high moral, ethical, and professional conduct in business dealings and transactions.

Try to recall a situation you were in, in which highly ethical business conduct was especially critical . . . how did you handle it?

Dependability

Target Behavior :

5. Makes self accessible; maintains an approachable demeanor.

Coaching Question :

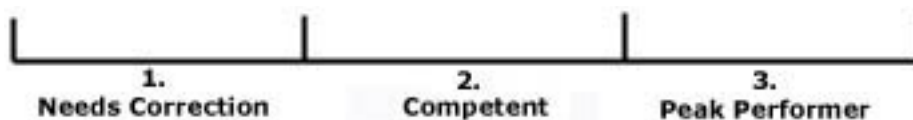
Tell me about a time when one of your employees wanted to speak to you right away, but you were too busy. How did you handle it?

6. Backs up team by standing by them on challenging initiatives and issues.

Tell me about a time when one of your employees was getting a lot of pressure from above. What did you do to back them up, or help them out?

7. Understands and appreciates the need to 'walk the talk' (i.e. set a good example) to gain others' trust and respect.

Tell me about a time when you set a good example for your team, even when it might have been easier not to go to the trouble.



Competency Details

Drive

Drive looks at the extent to which an individual encourages people to give of their best and inspire themselves and the team to maintain the momentum of necessary effort and commitment despite any obstacles along the way. This competency asks the question 'How well do you find creative ways to challenge yourself and others to work hard towards a target, and help them to overcome any hurdles when 'the going gets tough'?'

Target Behavior :

1. Is able to consistently learn and apply new business concepts, information, and technology.

Coaching Question :

What new business ideas have caught your attention recently, and why?

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2. Works effectively in ambiguous situations; steps forward to establish a structure; seeks out unstructured situations as opportunities to demonstrate leadership.

Give me an example of a time when you found yourself in a work environment where everyone was floundering. What did you do?

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3. Encourages and contributes to a work environment in which achievement of challenging objectives and continuous learning is recognized and rewarded.

Most people are highly motivated by job challenge. How have you used this to best advantage in your operation?

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4. Encourages employees to set ambitious goals; rewards efforts and achievements; gives credit where credit is due; serves as an example to others by operating at a high level of performance.

Describe a time when your staff was really busy, perhaps working long hours. How did you keep yourself and them motivated during that time?

Drive

Target Behavior :

5. Conveys a sense of urgency in achieving the desired results; shows others how to act quickly and responsively.

Coaching Question :

Describe a project you worked on that was really hard to complete, for some reason. What was standing in your way from completion, and what did you ultimately do about it?

6. Inspires others through own drive and determination to meet ambitious goals and objectives.

Give me an example of the kinds of work, or assignments, that excite you and tap into your personal drive, or motivation.

7. Recruits and selects employees who drive hard for results.

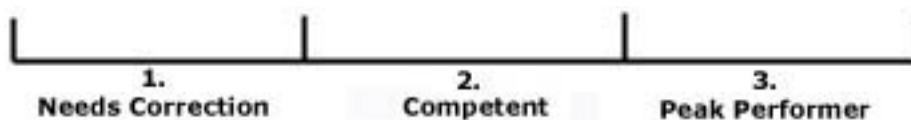
What do you look for when you're hiring people in terms of their drive and motivation to achieve?

8. Mobilizes people to accept tough challenges willingly.

Describe a tough challenge you encouraged your team to take on. How did it work out?

9. Understands that people are driven by different factors (i.e. challenge, money, doing good, etc.), knows how to look for that motivation and then tries to provide that challenge to motivate

In your opinion, what factors drive people to excel? Give me an example to illustrate your point.



Competency Details

Leadership Ability

Leadership ability looks at the extent to which an individual trusts, coaches and guides people to influence and control of their own destiny, through their own efforts. This competency asks the question 'How well do you lead individuals and teams to feel that the consequences of their actions are their own?'

Target Behavior :

1. Conveys a clear sense of the organization's purpose and mission in a way that captures the imagination of others.

Coaching Question :

Tell me how you've tried to communicate the organization's vision, or mission, in a way that you hoped would capture their imagination.

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2. Blends people into teams when needed; creates strong morale and spirit within his or her team; lets people finish and be responsible for their own work.

Tell me about a team you built yourself, or helped build. What did you consider in picking people for the team?

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3. Projects a strong sense of self-confidence that instills confidence in others and promotes good "fellowship."

Describe how you've built your self-confidence over the years. What's been of most value?

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4. Exhibits confidence and competence in holding ultimate accountability for the short and long range performance of a major segment of the division; may demonstrate uncommon leadership for the highest positions.

Your leadership experience is impressive; what do you consider to be your most important contribution to the success of your division? What kind of leadership opportunity would you consider to be most interesting and challenging to you at this time?

Leadership Ability

Target Behavior :

Coaching Question :

5. Creates strong morale and spirit within the team; shares in wins and successes; creates a strong feeling of belonging and cohesion.

How would you describe the morale, or spirit, within the team you manage? How have you built that up over time?

6. Is a role model for coping effectively with political realities.

Organizational politics are often unavoidable. Tell me about how you approach politics and give me an example of how you've dealt with politics in a way that taught others how to behave.

7. Values and nurtures self-confidence and courage in others; develops successors and talent pools.

Let's talk about succession planning . . . to what extent have you developed your best people?

8. Understands that people are motivated differently and inspires teammates to high levels of performance through appealing to their motivational preferences.

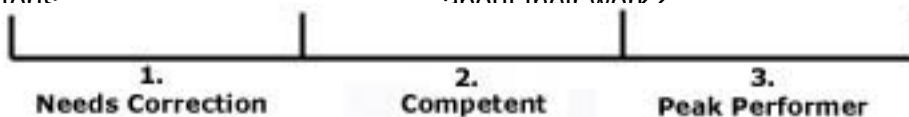
Would you agree that not everyone is motivated by the same things? If so, how have you used your knowledge of how others are motivated to your advantage?

9. Provides challenging and stretching tasks and assignments; holds frequent development discussions.

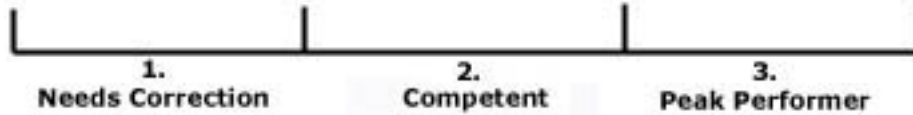
Describe a time when you gave someone a project and/or assignment that was designed to enhance their knowledge or skill set.

10. Is a creative visionary; talks about future possibilities in ways that inspire others to put forth their best efforts

In a time of great change and uncertainty, how have you found ways to keep talented people feeling good about their work?



Overall Performance Rating



Overall Evaluation Notes/Comments:

Goals for the next review period:

Development activities needed:

Note: Contact your PF consultant to obtain customised development plans (for an additional fee)