Virginia Association of Counties

ACHIEVEMENT AWARDS

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 3, 2019.** Please include this application form with electronic entry.
If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact Gage Harter.

PROGRAM INFORMATION

County: County of Henrico

Program Title: Partnering for Excellence: Human Resources Coaching Program

Program Category: Organizational Development

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Program Overview

In today's workforce, managing employee performance is more than an annual appraisal. It is ongoing, intentional, and deliberate. The newest generation of employees entering the workforce especially expect consistent feedback from their supervisors to set them up for success. Some supervisors struggle with this, and they may either neglect to coach their employees, or contact Human Resources to take on this role with a low performer.

In response, Henrico County's Department of Human Resources (HR) developed a formalized, structured coaching program in 2016 that would meet the needs of these supervisors as well as employees seeking professional development assistance from HR.

Through implementing standardized coaching methods and creating written coaching procedures, expectations, and resources, HR has strengthened its collaborative relationship with county leadership while making the coaching process more consistent and efficient for everyone involved.

The result has been a transformational shift in our leaders' perception of coaching and everyone's role in it. HR is now seen as coaching partners with our leadership clients, a definite shift from the previous misperception of HR as mostly service providers and disciplinarians when it comes to employee performance management.

Problem/Challenge/Situation Faced by Locality

Two HR divisions conduct coaching: Organizational Learning and Talent Development (OLTD) handles leadership and performance coaching, while Employee Relations (ER) deals with coaching related to disciplinary issues. Because information wasn't consistently shared between these two divisions, it wasn't always known whether an OLTD and ER coach were working with the same person. In addition, some supervisors struggling to manage their low-performing employees' behavior looked to HR to "fix" their problems and seemed unsure about how to support and coach their own employees when things got difficult. While OLTD taught a "Feedback and Coaching" class, there was no disciplinary section included to support supervisors through this process.

Prior to 2016, HR had no standardized coaching process, nor a formalized expectation for supervisors to reinforce any coaching HR had done with employees back on the job. Coaching knowledge among HR staff was inconsistent, with decisions, processes, and documents being handled independently. Additionally, the staff lacked formal coaching training.

Based on these experiences, it was clear to HR that we needed to collaboratively create a structured, standardized coaching process that would create consistency as well as get supervisors' involvement, buy-in and agreement to actively coach their employees on the job to help them improve.

How Program Fulfilled Awards Criteria

Employee motivation and engagement are key drivers of high performance in any organization. Coaching is one of the most powerful ways to develop highly effective, successful talent. Henrico County's coaching program has transformed employee development into much more than an annual performance appraisal. It is now ongoing, intentional, and deliberate.

Through implementing a structured, standardized coaching process that requires involvement in their employee's development, this program has solidified the perception among county leaders of HR as consultants and strategic partners in workforce development versus that of service providers. Through consulting and sharing resources, HR is now collaborating with and empowering supervisors to coach and develop their employees into successful and effective public servants and leaders at all levels.

The coaching initiative has led to tremendous results in the following ways: 1) Stronger partnerships between HR and county leaders 2) A stronger, more collaborative relationship between the OLTD and ER divisions 3) Increased accountability on the part of supervisors for coaching their employees continuously, and 4) Increased consistency and operational efficiency in HR. Any locality seeking to improve collaboration and employee development can implement a similar program and benefit from the results.

How Program Was Carried Out

The implementation of a formalized coaching program in 2016 involved three strategies:

Strategy One

The first strategy involved OLTD and ER collaborating to incorporate consistent coaching language into each division's processes, documents, and workshops. One of the first results of this collaboration involved ER's manager revising a disciplinary process document, called an "Action Plan," to incorporate a specific feedback model OLTD teaches to all supervisors in the "Feedback and Coaching" class. This model is known as "SBI," and stands for Situation, Behavior, and Impact. A second part of this strategy involved ER teaching a segment on the disciplinary process in the "Feedback and Coaching" class. ER and OLTD now present themselves as partners in guiding supervisors through understanding the feedback, coaching, and disciplinary processes, and emphasize that it is the supervisor's responsibility to set their employees up for success by actively engaging in coaching conversations on a consistent basis.

Strategy Two

Around the same time of this collaboration, OLTD was experiencing an increase in requests for coaching. Some of the requests were from supervisors reaching out to the OLTD Manager asking for help with employee performance issues, and some were employees reaching out to OLTD staff either in classes or through the Leadership Development Program (LDP) asking for help in dealing with challenging situations. Others involved ER referring some of their clients to OLTD for coaching when it was included in that employee's action plan.

To meet the need for additional coaching knowledge and credibility, an OLTD Analyst coordinated coaching training for all HR coaching staff. The two-day coaching workshop took place on June 15 and 16, 2017, and was taught onsite by a facilitator and Professional Certified Coach (PCC), who was sponsored by the Association for Talent Development (ATD). A total of 12 HR employees attended including the HR Director and Assistant Director, OLTD Manager and Assistant Manager, ER Manager, three OLTD Analysts, and one ER Analyst. Two HR managers from a neighboring jurisdiction also attended.

Shortly after the workshop, the HR Director met with the coaching staff to discuss next steps. She shared that our coaching brand going forward should be that of partners with our stakeholders rather than service providers, and this brand has become core to our mission and goals. It was also decided that ER and OLTD would start meeting monthly in order to discuss current client concerns, open the lines of communication, and ensure consistency in our processes to decrease duplication of efforts. For those supervisors who might have expected us to take on the coaching responsibility of their poor-performing employees, we agreed to reinforce the expectation that our involvement was temporary, and the supervisors would be expected to continue the coaching back on the job.

The inaugural meeting of the coaching team was July 27, 2017, and it began the process of creating a formalized, standardized coaching program that would involve both divisions and could be applied to both supervisors and employees.

<u>Actions taken at this first meeting included:</u>

- Discussion of key findings from the workshop
- Creation of processes for both voluntary and mandated coaching
- Confirmation of “trigger” behaviors or statements from OLTD coaching clients that would need to be shared with ER
- Identification of workshop content and templates that could be customized into resources for clients
- Team assignments for creating these documents

In subsequent meetings, team members have shared the effectiveness of the processes and coaching documents as they use them with coaching clients. The group also routinely discusses current client concerns, which helps eliminate duplication of efforts and aids in making the best recommendations for clients and the county.

Strategy Three

In addition to these efforts, OLTD has developed coaching practices to use with employees who do not have performance problems, such as:

- Executive “transitional” coaching for top-level leaders. For example, the OLTD Manager conducted leadership coaching sessions with a new agency director to help him successfully transition into his new role.
- Leadership coaching for non-supervisors. In one example, an employee approached a Senior HR Analyst in OLTD requesting help in managing a recent conflict between himself and a coworker who he would be collaborating with on a future project. She was able to provide feedback as well as help him practice effective dialogue in preparation for a future interaction.
- Identifying “in the moment” coaching opportunities. While providing career assistance to an employee, an HR Analyst identified an opportunity to provide feedback on career-derailing behaviors she had recently observed the employee exhibiting in a workshop. In addition, OLTD staff regularly use their coaching skills with LDP and Emerging Leaders Certification Program (ELCP) clients – two voluntary leadership development programs for employees.

Financing and Staffing

The greatest cost was to train the entire coaching staff onsite in a two-day ATD coaching workshop. This was a flat fee of $14,400 to train up to 15 attendees, and it also covered the facilitator’s instructional fee, travel costs, workbooks, an ATD “Coaching Basics” book for each participant, coaching templates, handouts, and a coaching resource given to the participants called “The Dialogue Deck.”

HR had initially considered sending one person to the ATD location for training. Upon analysis of their options, it was decided to invest in the entire coaching staff versus having just one person benefit from this additional level of coaching expertise. This helped achieve the desired goal of consistency, standardization, and quality in program design, and also allowed us to invite our neighboring jurisdiction to attend.

There are no additional fees for coaches at Henrico County because all coaches are employees of the HR OLTD and ER divisions. All handouts for the coaching program have been created in-house and stored online. The only other costs associated with the program are those to print and copy the handouts on workplace copy machines. Coaching meetings are scheduled using Doodle, a free online scheduling tool, as well as Microsoft Outlook.

Program Results

The results of the coaching initiative have been many and varied, including:

Increased consistency and accountability: This initiative has virtually eliminated inconsistencies and confusion as to specific goals the coach is working on with the employee and has greatly increased supervisors' involvement and support in the process. Supervisors agree up front that they will actively check in with their employees receiving coaching services provided by HR, and they will reinforce the coaching goals on a consistent basis. Supervisors are now expected to document and review their expectations with their employees prior to meeting with the HR coach (see Appendix E). They also must participate in an initial joint meeting with the HR coach and employee to review the Coaching Agreement (See Appendix C) and confirm the purpose and goals of the coaching sessions (See Appendix D). Since implementation of the program, HR coaches have had complete agreement with supervisors 100% of the time on the coaching goals, and both parties' roles in the coaching process.

This accountability has resulted in more open, frequent, and effective coaching conversations between supervisors and their employees. The creation of coaching resources for supervisors (see Appendix G) has also increased their knowledge in providing effective feedback to their employees in all coaching situations, whether developmental or disciplinary.

Greater collaboration between OLTD and ER: The program has also resulted in significantly less overlap between ER and OLTD, and considerably more collaboration between the two divisions. Coaching principles have now been implemented throughout many of the training and development initiatives across both divisions. Consistency has increased 100% in training supervisors to give effective coaching feedback. Through regular meetings, both divisions have been able to identify 100% of the time when coaching clients overlap. This has virtually eliminated duplication of efforts, increasing efficiency and productivity. Additionally, sharing coaching best practices has greatly helped both divisions more effectively communicate with their clients as well as refine the coaching process to make it even more impactful.

Employee Performance Improvements:

Supervisors have reported positive changes in their employees' performance after receiving coaching in the new program.

- Four employees were taken off Action Plans, with their supervisors reporting improved communication and performance.
- Two coaching clients moved into different and more suitable roles at the county, helping them better serve our citizens, and be more successful in their own careers.
- One employee, initially disengaged and announcing he would look for another job, is now voluntarily and consistently meeting with his supervisors to identify strategies to work on his performance goals. He has also stated he wants to stay with Henrico County.

Brief Summary

Henrico's county manager has an expectation that our workforce will be high performing where all employees go above and beyond to serce our customers, lead at all levels of the organization, and take personal accountability for performing their best work. In support of this goal, employees need and expect consistent feedback and professional development from their supervisors in order to set them up for success in their roles.

Henrico County's Coaching Program meets this need through implementing a structured, standardized coaching process that increases accountability among supervisors by requiring involvement in their employees' development. The structure and content of this program is a result of knowledge and best practices gained from coaching training attended by all HR coaching staff. Consistent coaching language is now incorporated into HR's leadership training workshops and disciplinary documents. Standardized coaching processes, documents, and resources have been created that outline roles and expectations for everyone involved in situations where employees are referred to HR for coaching. Additional tools created provide support and recommendations for supervisors in coaching their employees on a continuous basis. This coaching process works equally well for voluntary coaching situations where employees seek developmental feedback to improve their performance.

The results reaped from the coaching program have been well worth the investments made in creating it. Consistency in agreements between HR coaches and supervisors regarding coaching goals and each person's role in the process has increased by 100%. Additionally, we have completely improved consistency in training supervisors to effectively coach their employees. Supervisors have shared many reports of improved employee performance, including taking four employees off disciplinary Action Plans. The increased collaboration between HR divisions has increased productivity by virtually eliminating duplication of efforts in coaching employees. Perhaps the most powerful result is the transformational shift in the perception of our coaching brand among county leaders, where we are now seen as partners (instead of service providers) in the coaching process.

Attachments:

Appendix A: Manager Referral of a Client Intake Script

Appendix B: Coaching Process Steps

Appendix C: Coaching Agreement

Appendix D: Script for Coaching Meeting with Coaching Client and Manager

Appendix E: Performance Coaching Goals for Employee

Appendix F: Development Goal Blank Form

Appendix G: Powerful Questions and the Five-Minute Huddle

Manager Referral of a Client INTAKE SCRIPT

Before Inquiring about Situation:

- Thank the manager for reaching out to HR
- Explain a big picture overview of what will happen. Eg, "I'm going to ask you some questions and after that, I'll consult with our HR Coaching Team to determine the best way to move forward. After that, one of us will get back to you with suggestions for next steps."

Questions About Current State

- What is the employee's name, years of service, title, level of employees reporting to that person?
- What concerns, or lack of skills or knowledge, are you experiencing with your employee that prompted this request?
- What evidence do you have of these concerns, or lack of skills or knowledge? Was there a specific event that occurred that prompted this request? If so, what was the event?
- Has your employee ever been able do this skill/do they do it sometimes? Please explain.
- What do you think are the reasons behind these concerns? Do you attribute it to lack of skills or knowledge, or lack of motivation/engagement/buy-in?
- What have you done previously to address this concern before? With what result?

Questions About Future State

- What tangible change in behaviors or actions do you need to see demonstrated in the future?
- What's the measure of success?
- Describe the specific steps you will take to reinforce your employee's behavior.

Closing

A) If the client has not yet been assigned to a coach:

- Thank the manager and reiterate that someone will be getting back with them soon.
- Consult with OLTD and ER Coaching Team members to determine the best course of action and who will respond next.

Closing

B) If you are the assigned coach, review the following process with the Manager:

- Tell the Manager to send documented coaching goals for the employee to you before sharing it with the Employee. Upon receiving it, you will review it and provide any feedback necessary to the Manager.

NOTE:

If the Manager does not have a formal "goals" document or the Employee is not on an Action Plan, the coach sends the Manager the "Performance Coaching Goals for Employee" document.

- Remind the Manager to stay open during the process (eg "Coaching is not B&W; there is some gray, and it's important to stay open minded as we work through this process.")

- Tell the Manager to meet with the Employee and then contact the coach again after this meeting. In the meeting with the employee, the coach requests that the Manager do two things:
    1. Share the coaching goals in writing with the Employee
    2. Explain that there has been a coaching referral

- Instruct the Manager to contact you after he has met with the Employee and shared the coaching goals document to inform you how the meeting went.

- Tell the Manager that, after you have received feedback from them on their meeting with the Employee, you will send the "Coaching Agreement" to the Employee and schedule a meeting with you, the Manager and the Employee to:

    - Review the Coaching Goals document
    - Explain your role as coach
    - Explain the purpose of coaching
    - Discuss confidentiality of the sessions

- Thank the Manager, ask if there are any questions, and reiterate that you will be looking for their coaching goals document.

NOTE: The above process is intended for situations where there are performance concerns. This process is not intended for executive, LDP, or career coaching.

Manager Referral and Coaching PROCESS

1. The Manager contacts either OLTD or ER

2. The person contacted asks questions on the "Manager Referral of a Client INTAKE SCRIPT" document.

3. A coach is assigned.

4. The assigned coach gets back with the manager and:
    - If not the person who originally did #2 above, the new coach goes over INTAKE SCRIPT for any additional information that might be helpful.
    - The coach requests that the Manager send the coach documented coaching goals for the employee to the coach before sharing it with the Employee. Upon receiving it, the coach reviews it and provides any feedback necessary to the Manager.

    NOTE:
    If the Manager does not have a formal "goals" document or the Employee is not on an Action Plan, the coach sends the Manager the "Performance Coaching Goals for Employee" document.

    - The coach reminds the Manager to stay open during the process (eg "Coaching is not B&W; there is some gray, and it's important to stay open minded as we work through this process.")

5. The coach directs the Manager to meet with the Employee and then contact the coach again after this meeting. In the meeting with the employee, the coach requests that the Manager do two things:
    - Share the coaching goals in writing with the Employee
    - Explain that there has been a coaching referral

6. The Manager contacts the coach to confirm that s/he has met with the Employee and shared the coaching goals document.
    - The coach asks how the meeting went and how the Employee responded.
    - The coach reiterates that during the time that they are coaching the employee, it is the Manager's responsibility to meet regularly with the Employee for ongoing feedback and coaching, as well as recognizing and praising progress.

7. The coach sends the "Coaching Agreement" to the Employee and ccs the Manager. The coach's email will say something like the following:

    Your manager has contacted me and requested that you and I meet for coaching. Please see the attached document titled "Coaching Agreement." This document outlines how you and I will work together, and will give you an idea of the *process we'll be going through. Please read it and let me know if this works for you. Thank you – I look forward to working together.*

8. The coach schedules a meeting with the Manager and the Employee.

9. The coach meets with the Manager and the Employee. In the meeting, the coach covers the following:
    - Reviews the Coaching Goals document
    - Explains their role as coach
    - Explains the purpose of coaching
    - Confidentiality of the sessions
    - The Manager may follow up to find out if Employee is attending the sessions

If a manager refers an employee and requests an update:

- The coach reports number of meetings attended
- We say something like: "How they are doing is best reported by you. How ARE they doing? What behaviors are you seeing – what changes have you noticed? (If the manager replies, "no changes," we probe: "Really? There is not one thing that they have done differently? What were you expecting you would see at this point? What do you need to see that you are not seeing?" etc.)
- We ask how the manager's subsequent coaching has gone with the client, and reinforce the need for on-the-job feedback, coaching, reinforcement, and regular update meetings.

NOTE:

<u>If an employee seeks coaching independently</u> and shares "I'm getting in trouble with my manager – can I come to you for coaching?"

- We would suggest that we involve the manager and follow the above process.
- If the employee refuses that option and asks to simply meet with us, we first check with ER to gather information about the client's situation. If we decide to go ahead with meeting the client, we then share the Coaching Agreement (emphasizing the points relevant to the client and the coach and ignoring the manager sections for now), and meet with the client twice, after which we assess progress.
- If we feel it is not productive to continue coaching without manager input, we let client know that to continue coaching, we will need to involve the manager and follow the above process.

Coaching Agreement

Coaching is a way of interacting that fosters growth, continuous improvement, and high performance. Coaching is not advice, therapy, or counseling. We may focus on specific developmental areas, projects, desired business outcomes, or leadership behaviors.

The coaching process includes six one-hour coaching meetings at intervals that we will determine together. If we find we need fewer than six meetings, we will mutually agree on ending early. If we find we need more than six, we will revisit our goals to determine if new goals need to be set for additional meetings. If you need to reschedule our appointment, please give me 24 hours' notice.

When a manager requests that you seek coaching to work on a specific growth area, the manager will share the coaching goals document with you before we begin coaching sessions. If there is an expectation that we develop a specific written outcome from the coaching, such as a development plan, you would need to share a copy with your manager.

In our first meeting, we will determine the focus, which may be based on specific developmental areas as well as your own personal wants and needs. By the end of the six meetings, you will create a Development Plan, specifying areas of development, actions/behaviors you commit to, and timeframes for each.

Confidentiality is core to this process. If a manager has referred you to coaching, the only information I would report to your manager would be:

- Dates of coaching meetings
- Whether you attended these meetings

As a partner in this process, there is an expectation that you regularly share your Development Plan and updates on your progress with your manager. This is your responsibility.

If either of us has concerns about this process, we will communicate that belief to each other so that we can adjust as needed.

You are responsible for your own learning, success, and outcomes. As your coach, I cannot guarantee results. Coaching is one vehicle you can use to achieve the results you want. You will create powerful results by having the courage and determination to act on what we discuss in our meetings. Your manager will support you by providing you with ongoing feedback and coaching to help you reach your goals.

Script for Meeting with Coaching Client and Manager

1. Introduce self to coaching client; I've been referred as your performance coach to help you improve in the areas that have been identified as problematic based on (a recent conversation with your supervisor, etc.)
2. I want to assure you up front that my role as your coach is to partner with and support you in developing your leadership skills in the areas that your supervisor has outlined in the "Performance Goals" document.
3. (Supervisor's name) and I are here to support you in any way that we can. (Add any positive reinforcement here from the coaching client's supervisor, if applicable)
4. The purpose of this meeting is to ensure consistency in the performance goals (supervisor) has outlined for (coaching client), so we'll review them again now to make sure we're all on the same page so that (coaching client) and I can get the most out of our coaching sessions.
5. I will also explain the coaching process in this meeting as well as everyone's roles in helping (the coaching client) be successful.
6. As part of this process, I have a "Coaching Agreement" form I'm going to review with everyone.
7. (Distribute Coaching Agreement form and review highlights):
    - Coaching is a way of interacting that fosters growth, continuous improvement, and high performance. It's not advice, therapy or counseling. It's a partnership with you where we have conversations to determine how best to develop in specific leadership behaviors that have been identified by (supervisor), and we can also discuss leadership situations in which you are struggling, if you choose to.
    - Our coaching process will consist of 6 meetings of one hour each. (Coaching client) and I will determine our schedule for these. I would like to meet (share timeframe: weekly, monthly, etc.)
    - (Coaching client), if you need to cancel a meeting, please give me 24 hours' notice.
    - In our first meeting, we will review the "Performance Goals" document (supervisor) shared with you, and we'll determine our focus.
    - By the end of the 6th meeting, you will have created a Development Plan, specifying areas of development, actions/behaviors you commit to, and timeframes for each. This will be the core of our coaching sessions as we work to find ways and methods that work for you to develop in these areas.
    - **Confidentiality is core to this process. As your coach, the only information I will share with (supervisor), or anyone else is:**
        i. The dates of our meetings
        ii. Whether you attended these meetings

- **As a partner in this process, there is an expectation that you regularly share your Development Plan and updates on your progress with (supervisor). This is your responsibility.**

8. If either of us has concerns about this process, we'll communicate that belief to each other so we can adjust as needed.
9. You are responsible for your own learning, success, and outcomes. As your coach, I can't guarantee results. Coaching is one vehicle that can be used to achieve the desired results.
10. I will tell you that the hardest and most important part of this will be your making the shift in your mindset in order to be open to the feedback you're receiving on your leadership behavior. Only you can do that. If you decide to, you can create powerful results by having the courage and determination to act on what we discuss in our meetings.
11. I will also tell you that **everyone has blind spots,** and many great leaders have not started out great. The difference for them was being open to the feedback they received about their blind spots, and then choosing to make positive changes as well as take advantage of the help, support, and resources that were offered to them. But until you accept in your mind that these are blind spots, you won't get much out of the coaching sessions. I hope you make the choice to be open and let us help you grow as a leader.
12. Do you have any questions about the coaching process?
13. Let's review the Performance Coaching goals that (supervisor) created for you. (Distribute "Performance Coaching Goals" document and review performance areas for improvement and expectations for improved behavior/performance)
14. Between our coaching sessions, (supervisor) will be available to support you in your leadership development. I encourage you to share your goals and actions you're taking to work on them.
15. (Supervisor) will also be providing you ongoing feedback on your performance throughout these coming months, both positive and constructive.
16. **I'd like to go ahead and schedule our first coaching meeting. (Schedule coaching mtg w/coaching client)**
17. What questions does anyone have about the process going forward?

Performance Coaching Goals for Employee

Performance Goal	
Performance area for improvement: (Example: Communication, lack of professionalism, etc.)	
Behavioral Example (Example: Making inappropriate remarks to employees that could be considered offensive)	
Impact: (Example: Creates disengagement among employees, etc.)	
Expectations for future behavior/performance: (Example: Refrain from gossip; use respectful language when communicating with coworkers, etc.)	
Resources for reaching improvement goals: (Example: Classes, coaching, etc.)	
Timeframe for improvement:	

Performance Goal	
Performance area for improvement:	
Behavioral Example	
Impact:	
Expectations for future behavior/performance:	
Resources for reaching improvement goals:	
Timeframe for improvement:	

Performance Goal	
Performance area for improvement:	
Behavioral Example	
Impact:	
Expectations for future behavior/performance:	
Resources for reaching improvement goals:	
Timeframe for improvement:	

Development Goals for Employee

1. (Specific behavior to improve)

   Example(s):

Ways to overcome:

2. (Specific behavior to improve)

   Example(s):

Ways to overcome:

3. (Specific behavior to improve)

Example(s):

Ways to overcome:

Powerful Questions to Ask Employees During Coaching Sessions

Powerful questions help surface additional information and provoke the coaching client's thinking. They cannot usually be answered with single-words.

Some examples of powerful questions:

1. What is the consequence of doing nothing?
2. If things turn out perfectly by your definition, what will be different?
3. How might someone else, with no ties to either of you, describe what happened between you and (other person)?
4. What would you do if you weren't afraid?
5. How can you prepare for that conversation?
6. What contributions can you make to set the team up to succeed?
7. On a scale of 1-10 (1=low and 10=high), how important is this to you?
8. What other choices do you have?
9. I wonder what might happen if…?
10. What will it take to create a solution everyone can support?

Coaching Format Tool: The "Five-Minute Huddle"

The thought of coaching an employee can be overwhelming to a busy supervisor who may envision many long, intense conversations trying to get the person to correct problem behaviors.

For supervisors who can't carve out an hour in their day for a coaching session, try the "Five-Minute Huddle" technique. Find five minutes in your daily schedule to meet with the employee, asking a few open-ended, thought-provoking questions (such as the powerful questions listed above), making notes on your conversation, and gaining commitments as needed from the employee.

Commit to these "Five-Minute Huddle" meetings every day for a week with your employee and then evaluate how this method is working for both of you.

Below are some basic questions you can ask the employee during the five-minute huddle session. After each question, listen to the responses and, if needed, ask the employee to elaborate:

1. What's the most important meeting or event coming up on your calendar in the next week?
2. If that meeting or event is a success, what will that look like?
3. What do you need to do for it to be a success?
4. What else needs to be done?
5. What support do you need from me?