



START Performance Coaching™

Purpose

Performance Coaching is a powerful and effective tool for enabling individual team members to take full ownership of developing their performance or capability, whilst receiving meaningful support and guidance from their manager or a colleague. It delivers sustainable outcomes, motivates team members and enables the organisation to evolve and grow.

How to do it

Performance Coaching must take place in a private meeting between the Coach and Team Member. Sufficient time, free of interruptions, should be planned for this meeting.

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Specific Issue

The specific issue or problem that requires coaching intervention should be discussed and a shared understanding of the situation agreed. The specific issue can be identified either by the coach or the employee who is to receive coaching.

Tried Already

Encourage the team member to describe all of the steps they have already tried to make the change that is needed. If they have tried several approaches and failed, they are motivated to change the situation but need guidance. If they haven't tried at all, they were either unaware of the need to change or are not yet motivated to engage with it. The coach should use this step to select and adapt their style of coaching to fit the needs of the individual and the situation.

Assess Options

Ask the team member to identify the options they can think of that they have not yet tried. The coach can make suggestions of possible options, but should encourage the team member to take ownership by seeking theirs first. Once a number of options are identified they should be assessed in the context of the situation and the team members motivation and skill levels.

Resource Implications

Discuss the resource implications of the preferred options before asking the team member to make a choice. The coach must ensure that unrealistic options are placed in the context of the wider situation and organisational constraints. Remember that TIME is a resource.

Take Action

Ask the team member which of the options they wish to pursue and agree an action plan and diarise further coaching sessions to monitor and support measurable progress.

When to use it

To support the achievement of key tasks, performance outcomes or career development plans.

Performance Coaching is a process, not an event and requires commitment from both parties.