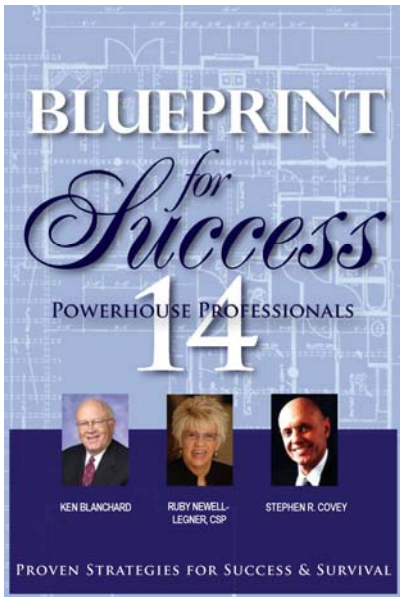




Coaching Your Staff: Motivating Your Team to High Performance

Presented by

Ruby Newell-Legner



BLUEPRINT

for Success

POWERHOUSE PROFESSIONALS

14



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About Ruby

Ruby Newell-Legner, Certified Speaking Professional, founded RubySpeaks, Inc. in 1994 with a singular mission: To provide the hands-on training employees need to create a more customer-focused work environment where everyone can excel on the job. Over the last decade, she has presented more than 2000 programs in eleven countries and has shown tens of thousands of participants how to quickly improve workplace performance.

As an internationally recognized training expert in the Leisure and Entertainment Industry, Ruby helps organizations build better relationships: from front-line employees to customers, between co-workers and their peers, and from managers to the employees they supervise. She helps participants refine skills that make relationships work.

Ruby's high-impact trainings are based on 25 years as a front-line service provider and manager for aquatics and leisure facilities. With "in the trenches" practical know-how, Ruby has an uncommon level of experience that gives immediate credibility with leisure facility employees and allows her to offer suggestions and recommendations based on actual hands-on experience. Her clients include: Holiday World Theme Park, Royal Gorge Bridge and Park, Leisure Systems, Inc. (the official franchiser of Yogi Bear's Jellystone Park Camp-Resorts), Indiana Beach Amusement & Camp Resort, Camelback Ski Area, Camelbeach Waterpark, Good Times Emporium FEC, National Western Stock Show, Connecticut's Beardsley's Zoo, Glenwood Springs Hot Springs and Kampgrounds of America (KOA).

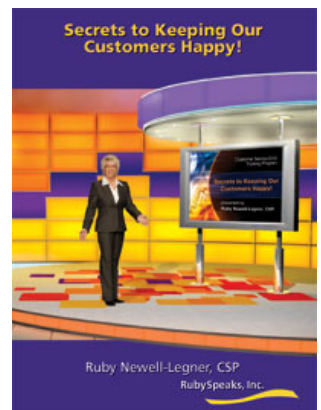
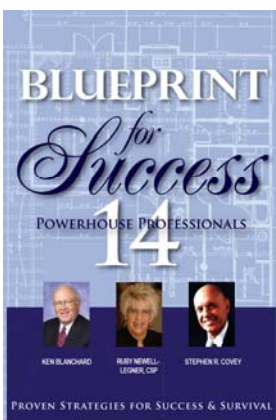
Ruby's knowledge of industry best practices and customer service standards is one reason why many of the top leisure entertainment providers in the world have asked Ruby to provide guest relations staff training in venues such as Six Flags Amusement Parks, Wild Wadi Water Park in Dubai and for major events that include Super Bowl XLI, the Grey Cup, the 2008 US Open (tennis) and the 2010 Olympics. Her clients range from NFL, NHL, NBA and MLB stadium & arena management staff to leaders in municipal government to Jumeirah Group, the Dubai, United Arab Emirates, based luxury hospitality group that owns the Burj Al Arab, frequently referred to as the only seven-star hotel in the world.

Ruby is a Certified Speaking Professional, a designation bestowed by the National Speakers Association to less than 600 speakers in the world. She also serves on the NSA Board of Directors. Her new book, **Blueprint for Success**, coauthored with Ken Blanchard and Stephen Covey was published in June 2008.

Ruby's Customer Service DVD Training System -

"Secrets to Keeping Our Customers Happy!"

now available at www.RubySpeaks.com



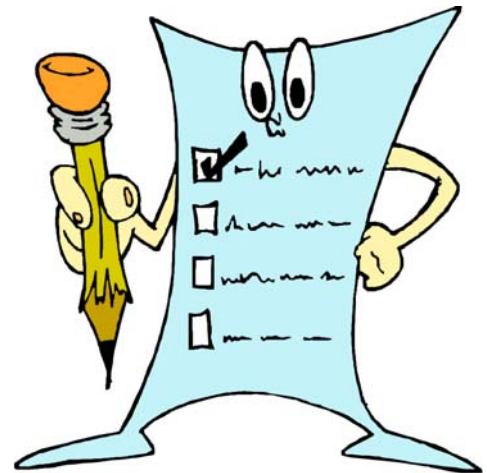


What is Coaching?



Which of the following statements are true for you?

- I know what is expected of me at work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
- In the last six months, someone at work has talked to me about my progress.
- This last year, I have had opportunities at work to learn and grow.



Excerpted from the **Gallup Q12** a National Study done by the Gallup Organization

Thoughts and Questions to ask yourself to get started with coaching an employee:

1. Describe the specific _____ that needs addressed and decide on your end result.

Focus on _____ issues that relate to task-related (work) behavior.

_____ the number of issues you want to address in each session.

2. Take into account both the _____ needs and the organization's needs. Remember to look for a win-win solution.

3. Evaluate where the employee is in their _____ and identify how receptive they may be to this growth opportunity.

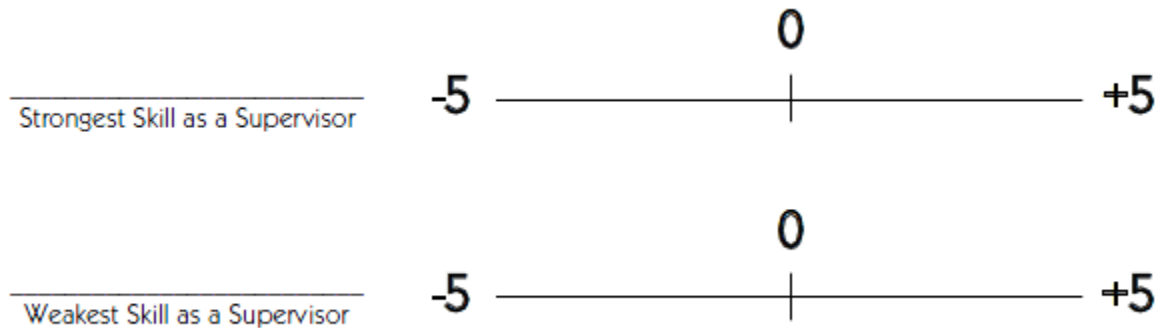
4. Avoid using your own performance as a _____ to measure others.

Ask yourself if the desired goals are _____.

5. Determine how you can make the conversation future focused rather than based on what is happening now.

6. Consider the recipient's point of view and _____ on the opportunity to grow.

Developing Your Staff:



7. Ask yourself the following questions:

What specifically are the _____ ?

“After this session is over, what needs to happen for both me and the employee to feel it was a success?”

“What can be causing this performance issue?”

“Is it lack of _____ or insufficient training?”

“Am I offering a positive example as a role model in this area?”

“What have I done to contribute to the problem or to hinder the development of this skill?”

“What is the best way to _____ the employee about the meeting?”

“What is the best setting and _____ for the meeting?”

Conference room or office

Onsite or at a neutral location

Are they a morning person or would later in the day be better

“What do I need to do to get the employee to _____ - _____ to wanting coaching and following through with my advice?”

“What can I say to the employee that will lay a foundation to build _____ to addressing the issue?”

“How can I help develop the employee’s _____ - _____ around this issue so they can recognize and eliminate the inappropriate behavior or immediately replace it with positive actions?”

“What _____ might appear during our meeting that may keep us from achieving our end result?”

- “How can I avoid them?”

“What might cause me to lose _____ during the session and how can I avoid that distraction?”

“What factors might _____ with the employee addressing the performance issue?”

- “How can I anticipate that and offer solutions in advance?”

“How can I word the desired _____ without it becoming a personal issue for the employee?”

- Open with - “I have identified some areas that can help you go to the next level in your career, may I share them with you?”
- Say “The expectation of the person in this position” instead of “You.”

“What is the best way to describe what results the “performer” needs to achieve?” (Provide clear standards for success.)

“What are the specific examples I can use to explain why the results are important, the positive and negative outcomes for performance?”

“What _____ could I use that would invite the employee to offer ways to implement the suggested behavior?”

“What can I say to help us come to _____ on the desired goals and objectives rather than simply dictating them?”

8. Prepare great _____ rather than having all the answers.

Sample open-ended questions you can ask that will promote sharing of ideas and information.



What would happen if...?

How do you feel about...?

What do you think about...?

How do you feel about our progress to date?

What would you suggest...?

What do you think is a better way to ...?

What do you think the major challenges are with this project?

What kind of reputation do you want to develop as you address this opportunity?

What is your biggest concern about...?

How will developing this skill help you advance in your career?

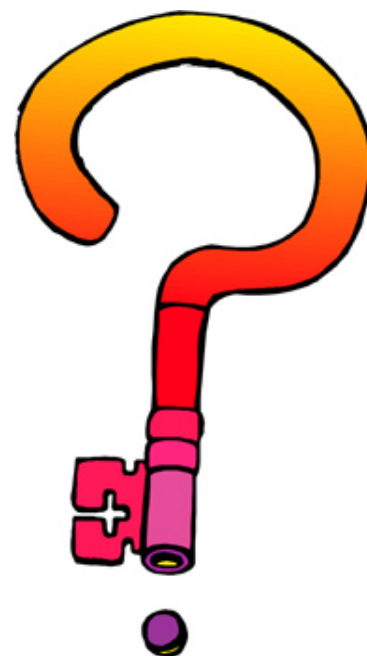
What does the desired end-result look like for you?

9. Sometimes longer questions allow more introspection than short questions. Here are some examples from Brian Emerson and Anne Loehr from their book “A Manager’s Guide to Coaching: Simple and Effective Ways to Get the BEST out of your Employees.”

Typical Questions	Your Suggestions for Better Options	Examples from “ <i>A Manager’s Guide to Coaching: Simple and Effective Ways to Get the BEST out of your Employees.</i> ” By Brian Emerson and Anne Loehr
What do you want?		
What will that get you?		“So, tell me how you see that playing out and what kind of effect do you expect it to have on the project?”
What’s stopping you?		
Have you tried...? Why don’t you...? What if you...?”		“What is the best solution to this in your mind?” and follow it up with “What would it take to make that happen?”

To keep from offering your ideas, offer questions that get the employee involved in resolving the issue:

- “I have some ideas but I’d like to hear from you first...”
 - “How about I act as a sounding board for a while to let you think out loud?”
10. At the end of the meeting, “what should be the next step?”



Coaching Strategies

1. Let go of the _____ that “If I ignore it, it will go away!”

2. _____ enough to have the conversation.

3. Design your session to be constructive feedback, not criticism.

4. Identify the performance issue and then describe the _____ of what you observed (not your interpretations.)

5. Give the feedback _____, not through email, voice mail or through another person.

If necessary, identify what your expectations are regarding receiving feedback.

“Every good leader has been elevated by addressing their areas of weakness and striving to overcome them. My expectations for you today would be to listen open-mindedly so we can work together to find solutions for improvement together.”

6. Express your concern for the situation through your _____ and your tone. Remember that your role is to be friendly – not their best friend.
- ◆ Encourage two-way conversations as opposed to being the only one to speak.
 - ◆ Actively listen to understand not _____.
 - ◆ Control your _____ to reflect support and camaraderie.
 - ◆ Be sincere in your comments and don't muddy the water with the word "but." Instead use the word "_____."
 - ◆ Be solutions-oriented rather than blaming.
 - ◆ Invite _____ by showing interest and involvement.
 - ◆ Use opening words like: "Can" "Do" "Did" "Is."
Examples: "Can you tell me more?"
"Can we identify issues keeping you from performing in this manner?"
 - ◆ Avoid: "What" "Why" "When" "Where" "How"
The 4Ws and the H sound judgmental not inviting!

7. Show _____ by sharing some of your mistakes and the lessons you have learned from them. Offer resources that could aid the learning process.

8. Confirm the employee understands the direction you want them to go.

Ask for _____ of the employee's expectations of you during this time. "How can I best show support of your progress?"

9. During the meeting, complete a _____ Worksheet.

After the coaching session:

10. Evaluate the session and determine what worked.

11. Create a _____ list to document progress

12. Recognize and encourage _____ success.

13. Remember to provide both support and _____.

In the next session, let the employee be the one to start by asking these questions:

- How was our last coaching session helpful?
- What can I do differently today to support your continued improvement?
- What is going well? What isn't working?
- How can we modify the plan to make it work?