

COACHING FOR HIGH PERFORMANCE

IAPA International

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CLEARDAY

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AGENDA

- Clarity of Goals
- Coaching Conversations
- Feedback



Why bother thinking about goals ?

Directs attention and effort toward goal-relevant activities and away from goal-irrelevant ones (both cognitively and behaviourally).



THE GOAL BIAS

- Goals that are near in time get more energy than goals that are distant in time.
- The more active the goal, the bigger the influence on behaviour.



Early stage of goals:
Prioritize positive feedback



Late stage of goals:

Prioritize constructive feedback

Ensure goals are accompanied by a plan.



Accountability

Individuals tend to perform better under observation/guidance.

Because...

They set deadlines.

They remain grounded in reality.

They keep small problems small.



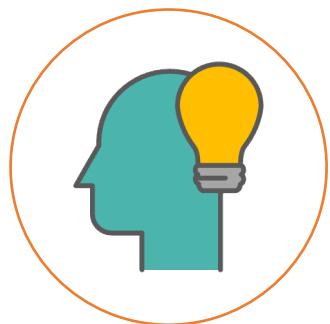
**Innate anti-persuasion
radar raises our defenses.**



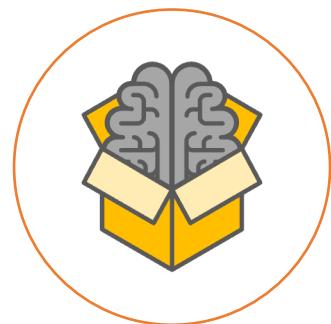
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Accidental Diminishers

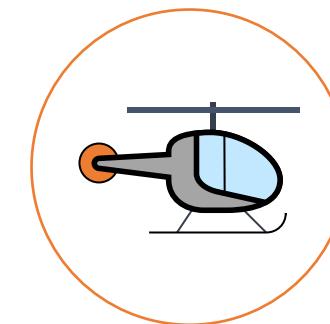
In which of these modes of accidental diminishing do you catch yourself?



Idea Person



Always On



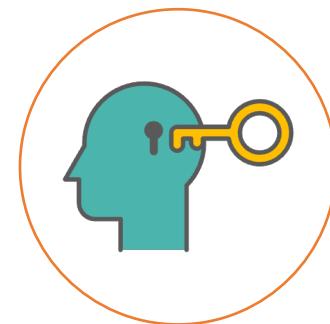
Rescuer



Pacesetter



Perfectionist



Optimist



FEEDBACK

Giving someone **information** about their performance that you have **observed** to help them **improve**.



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NEED TO SEPARATE



Why is regular feedback critical?

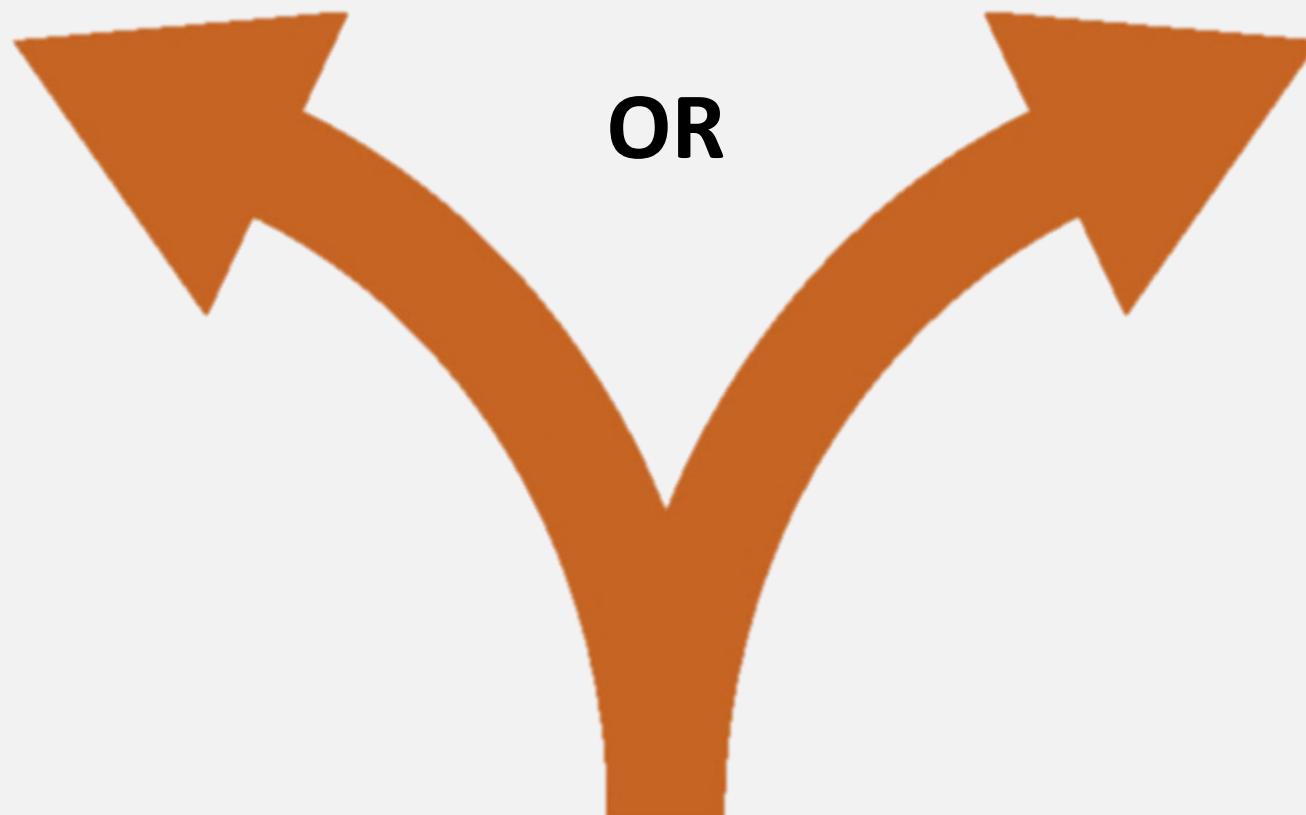
- Motivates through recognition and reinforcement
- Nurtures accountability
- Builds relationships and trust
- Mitigates “surprises”
- Clarifies performance and opportunities for growth
 - Fosters growth mindset (e.g. “I can improve...”)

The Sucker's Choice

DIRECTNESS

RELATIONSHIP

OR

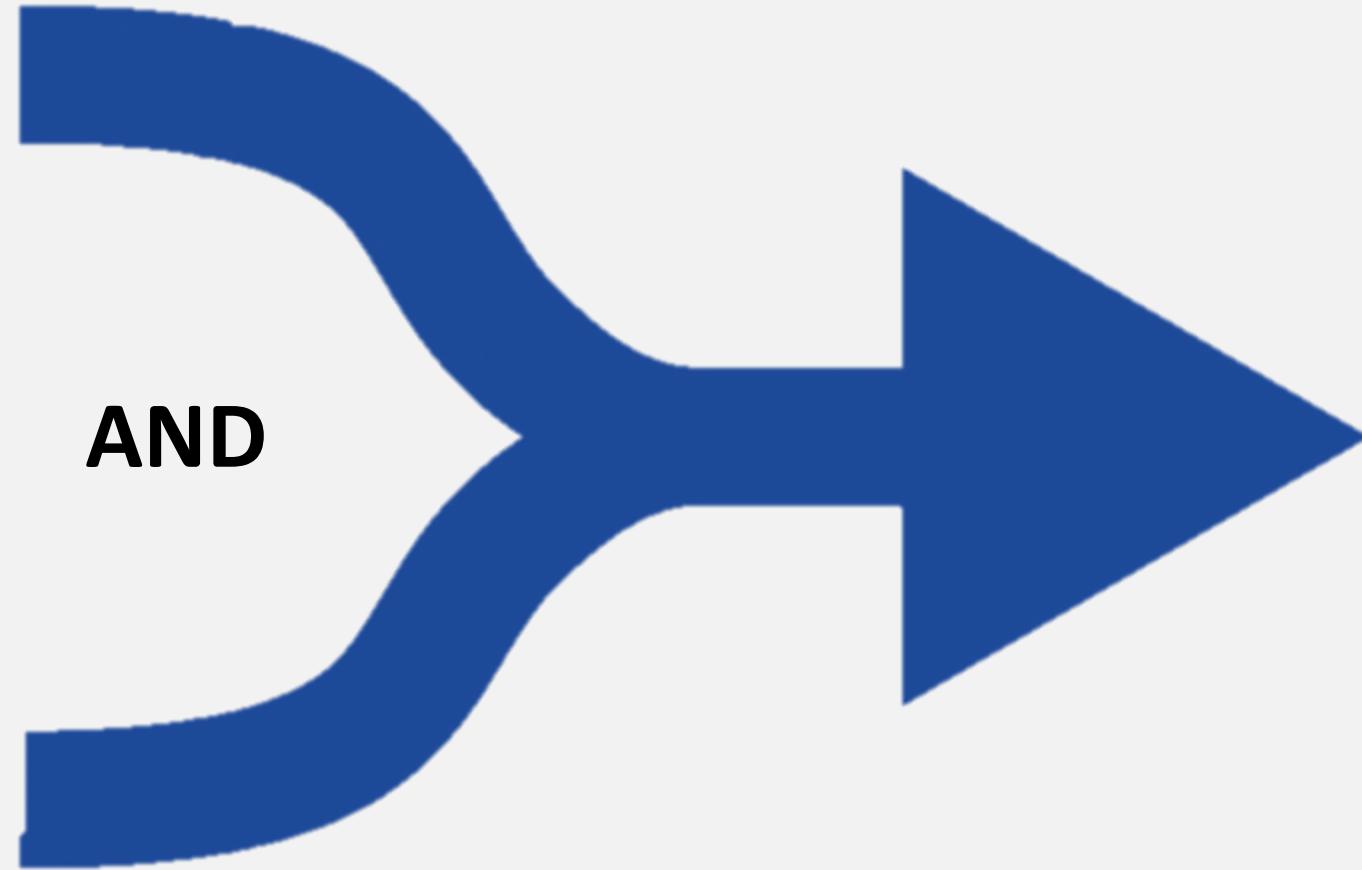


The Leader's Choice – Connected Conversations

DIRECTNESS

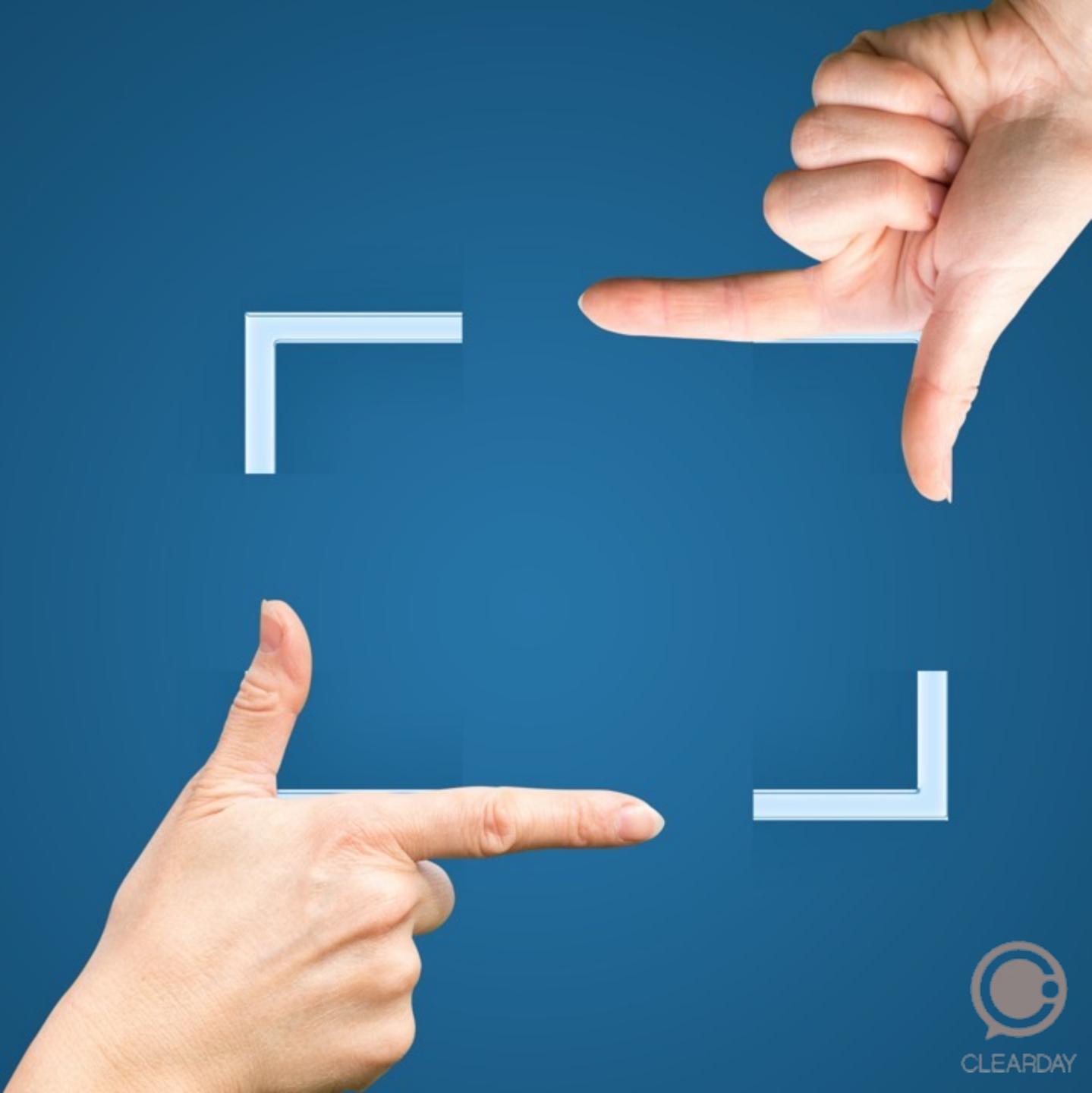
AND

RELATIONSHIP



GIVING FEEDBACK

*Focus on the behaviour,
not the person.*



FEEDBACK MODEL

B

i

d

BEHAVIOUR

Outline the observable behaviour that needs to be changed or reinforced. Describe what you saw or heard.

IMPACT

Explain the impact of this behaviour. How is this behaviour affecting you, others or the business?

DO

Outline for them the behaviour you would like to see. Be explicit. You can tell them or ask 'what could you do differently next time?'. Make sure their image of the behaviour aligns with what you expect.



LEADERS WHO CREATE A FEEDBACK CULTURE...



Ask for feedback often.



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TAKEAWAYS

What can I do to create a culture of feedback and growth mindset in my team?



Questions?



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