

Coaching: Conversations That Count

People need – and want – feedback on their work, and coaching to build their skills and careers.

Over **70%**

of employees say more frequent feedback would improve performance but the annual review doesn't do the job.

Today 50% of companies are dropping annual performance reviews for regular 1on1 conversations.

Follow these 5 tips to make the most of 1on1 conversations:

Managers

Be A Great Coach Consistently



72%

of employees say their performance would improve with more feedback.

Employees

Be Ready to Grow Your Career



75%

of Millennials want more coaching and leadership development

1 Start with "how are you?"

Ask how people are doing then really listen to the answer. Starting the conversation with genuine personal interest is invaluable. How they answer this question is the most valuable information you'll get in the meeting.

1

2 Go in with a plan

Spend time before the meeting thinking about where you need input and progress on your goals. Own your success by bringing your own agenda to the meeting and identifying where you need help.

2

3 Ask "what's in your way and how can I help?"

Remove roadblocks quickly so they can deliver the results you're expecting. This doesn't mean taking on their tasks or intervening with co-workers, but rather removing obstacles outside of their responsibility area that hold them back or slow them down.

3

4 Listen to learn

Listen as a great athlete would listen to their coach; be hungry for insights that help you build skills. If your manager doesn't have all the facts, offer your insight to move the conversation forward, but avoid being defensive – you shortchange yourself.

Calibrate on performance, engagement, and alignment



Make a regular habit of calibrating on engagement level, alignment and performance.

- Identify when someone isn't engaged to address issues early.
- Openly discuss alignment to quickly close gaps that undermine performance.
- Compare perspectives on performance level often so people can work with confidence.

If you're not talking about alignment, you're not aligned.



5 Define goals and success metrics

Quarterly OKRs or goals with metrics create a common definition of success; bring these into every 1on1 conversation. Help people balance the big picture and the daily details to get the outcomes the business needs. Reset priorities so they have confidence that their time and work are valuable.

4

6 Feedback is an opportunity, not an indictment

Focus on applying the feedback your manager provides rather than dissecting or defending history. Distinguish the message from the messenger and look clinically for what can be learned.

57%

of employees prefer corrective feedback – it's how they learn



Goals raise engagement, and focusing on them monthly boosts companies' financial performance into the top

10%

of their peer group



7 Coach for career growth

Help them identify their path forward, whether it's the next role or the next skill set to be learned. Align your input with the person's interests and strengths, so you're coaching the athlete in front of you. What's their path and what will you do to help them get there?

5

8 Own your success

Use your 1on1 to career advantage, not to complain about subordinates or vent frustrations at a peer unless you're asking for assistance in navigating that relationship. It's not therapy or a session about peers' growth, it's your growth opportunity.

Work is a team sport and we all want to be successful at it. The best athletes and teams tend to have the best coaches.

Frequent 1on1s raise engagement and can raise your game

202%



Courtesy of



Workboard helps teams clarify and align goals, do high impact work more easily and have fact-based coaching conversations.



HireVue empowers people to tell their story, demonstrate their ability to work and to build and coach modern teams.

Sources: "10 Statistics About Performance Management That Will Blow Your Mind | Talent Management," TalentManagement360, N.p., 20 Sept. 2015. Web. 08 Sept. 2016. @harvardbiz. "Why More and More Companies Are Ditching Performance Ratings," Harvard Business Review, N.p., 08 Sept. 2015. Web. 08 Sept. 2016. Gallup, Inc. "Few Millennials Are Engaged at Work," Gallup.com, N.p., 30 Aug. 2016. Web. 08 Sept. 2016. Gallup, Inc. "Strength-Based Employee Development: The Business Results," Gallup.com, N.p., 07 July 2016. Web. 08 Sept. 2016. Engaged Employees Infographic DaleCarnegie.com N.p., n.d. Web. 08 Sept. 2016.

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