



Performance Coaching Planning Worksheet

Employee: _____

A. Great Performance Outcomes

What is GREAT performance for this position? What GREAT performance outcomes represent the *target* for the employee's work?

B. Area of Performance Strength

Describe the area where the employee displays performance strength. What aspect of performance is going especially well? What specific performance *outcomes* does the employee consistently achieve or exceed?

C. Area for Performance Improvement or Growth

Describe the area where the employee could improve or grow most significantly in the job. What aspect of performance *is not* working as well as it could? What specific performance *outcomes* do you believe the employee could improve upon?

D. Identifying Underlying Causes Limiting Improvement or Growth

What are the most likely underlying factors that might be limiting the employee's improvement or growth in performance? Use the *Nine-Plus-One* handout to identify possible causes. List the most significant possible causes and barriers and for each identify what can be done (by the employee, the coach, and others in the organization) to root out and address the cause.

Underlying Limiting Cause/Barrier	Actions to Address Cause

E. Developing Performance Improvement Goals

Define the specific performance improvement goal the employee should achieve. What behaviors do you want *more* of? What do you want *improved*? List at least *two* specific performance improvement goals and how you will know if they have been achieved (how success will be measured).

1. Positive Behavior or Outcome Goal	Method for Measuring Success

Specific employee *behaviors* that will enable the performance goal to be achieved:

- a. _____
- b. _____
- c. _____
- d. _____

2. Positive Behavior or Outcome Goal	Method for Measuring Success

Specific employee behaviors that will enable the performance goal to be achieved:

- a. _____
- b. _____
- c. _____
- d. _____

3. Positive Behavior or Outcome Goal	Method for Measuring Success

Specific employee behaviors that will enable the performance goal to be achieved:

- a. _____
- b. _____
- c. _____
- d. _____

F. Coaching Actions to Support Performance

What specific actions might you take that will help enable the employee to achieve his or her performance improvement or growth outcomes or goals? What guidance, training, tools, equipment, information, etc. could you help make available to enable the employee to be successful?

Coaching Actions To Support Employee Performance

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Coaching Actions To Support Employee Performance

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G. Preparing for the Performance Coaching Discussion

What actions must you take in advance to prepare for the coaching discussion?

What performance analysis, root cause exploration, or data collection should you do in advance of the discussion? What support do you need to get in advance from your boss? What questions will you ask the employee to consider prior to the session?

H. Preparing for Denial & Defensiveness

What response/reaction do you expect from the employee? What types of behaviors have you seen in the past? How will you prepare for and deal with defensiveness and denial?
