

# HIGH PERFORMANCE COACHING

5 steps

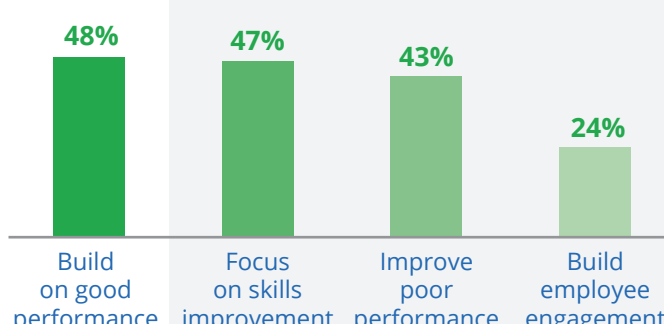
## for Building a Team of Top Performers

### What is Performance Coaching?

Performance coaching should develop skills and abilities, boost performance, and proactively address any issues and challenges before they become problems. Coaching should be a consistent, positive interaction that helps employees reach their goals by building their strengths and correcting their weaknesses.

Performance coaching is most effective when supported by a labor management system, such as TZA's ProTrack Labor Management Software. Having performance standards in place and the means to monitor and analyze productivity, quality and safety metrics makes coaching more meaningful for both the supervisor and the associate.

#### How Are Organizations Using Coaching?<sup>3</sup>



### Clear Expectations

Nearly all the tasks in a distribution environment can be measured: receiving, put-away, replenishment, picking and packing, etc. As part of an effective labor management program, you establish best practices, preferred methods, and SOPs for each activity and validate those procedures with your employees. Using engineered labor standards is the most accurate means for setting performance expectations, and creates the best foundation for your coaching efforts. This way, your coaching is based on a level playing field that's fair to all associates, from new trainees to experienced veterans, from pickers to packers to dock workers.

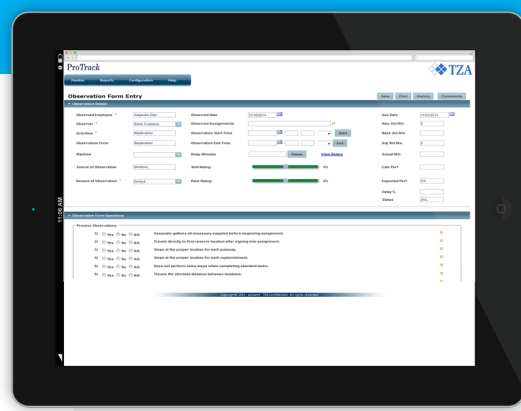
Set performance goals that are:

- ✓ Fair
- ✓ Accurate
- ✓ Objective



### Observe Regularly

True performance coaching occurs over a period of time, not in a single meeting or an occasional comment. Coaching should be set up at scheduled intervals, on an as-needed basis, or a combination of both. Remember, coaching can, and should, continue after an associate's formal onboarding period ends to reinforce lessons learned and ensure new processes are understood and followed.



#### ProTrack Observations and Coaching

ProTrack provides managers and supervisors the tools to schedule and track observations and coaching sessions, easily configure custom observation checklists to assess skills, and perform on-floor observations using a mobile device.

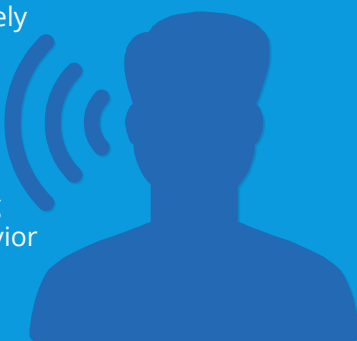


### Ask Questions & Listen

Coaching is all about developing the skills and performance of the associate, while also increasing engagement with their supervisor and their team. Try to achieve two-way communication. The employees who are doing the work every day can be in the best position to identify obstacles in their environment or suggest better ways to do the work.

#### 3 Most Important Actions for Performance Coaches<sup>1</sup>

- Listening Actively
- Asking Open-Ended Questions
- Reinforcing Positive Behavior

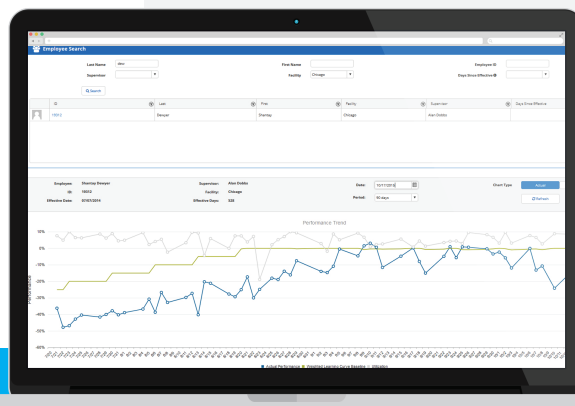


### Capture & Share Performance Metrics

With access to real-time performance data provided by labor management software, you can provide accurate and detailed feedback to associates in real-time. Use those metrics to guide your coaching sessions, so that everyone knows where they stand and where they need to improve. Focus as much on how associates are doing good work as on corrections when performance isn't meeting goals.

#### ProTrack Performance Trend

Our Performance Trend analyzer allows managers to set specific performance progression targets by associate with dynamic learning curve calculations across multiple activities.



### Help Improve Skills, Tools & Environment

The coach needs to make sure that associates receive all the training and have all the tools they need to reach and exceed baseline performance. Is an associate taking extra steps to complete a task? A one-on-one review provides the ideal opportunity for the supervisor to spot this type of issue and provide guidance to improve skill and pace. Are empty pallets in aisles slowing travel? During the coaching session, the supervisor should also be looking at the work environment for ways to make tasks easier and more efficient.

### Benefits of Coaching

While it's generally recognized that a well-coached employee will feel more positive about their job, employer and career future, industry research has documented the ROI from coaching through improved work performance and increased employee engagement and retention.

In one study, over 70% of coaching recipients increased work performance and improved relationships and communication with their supervisors. Research from Bersin by Deloitte shows that organizations with strong support for coaching had 34% higher business results and 39% stronger employee performance.<sup>1</sup>

43%

improved their performance

50%

worked better with their team

43%

felt increased motivation<sup>4</sup>

1 "Business Results Through Coaching," Bersin by Deloitte. <http://www.bersin.com/News/Details.aspx?id=15040>.

2 "The Benefits of Coaching," Outstand.org. March 28, 2013. <http://www.outstand.org/index.php/2013/03/the-benefits-of-coaching/>

3 "The Coaching Climate" September 2011 Survey Report. [http://www.cipd.co.uk/binaries/the-coaching-climate\\_2011.pdf](http://www.cipd.co.uk/binaries/the-coaching-climate_2011.pdf)

4 Marber, Julie, "Are There Any Tangible Benefits to Coaching?" Coach Federation. February, 2007.