

# Coaching & Feedback in Performance Management



Coaching & Feedback takes place throughout the year.



The second phase of the Performance Management Process is Coaching and Feedback. This is really not a phase, but an action that takes place throughout the year. Effective and timely feedback is a critical component of a successful performance management process.

Frequent feedback provides clarity and eliminates surprises. Employees should not be caught unaware when they sit down for their Planned Check-ins or Year-End Reviews. Your employees need to know where they stand. Offer clear feedback in a timely manner on how they're doing, what's working, and what's not.

## Best Practices:

Coaching and Feedback, along with the rest of the Performance Management process, is discussed in our online courses, MG500e: Introduction to Performance Management and MG510e: Performance Management Fundamentals for Supervisors.

1

Note any accomplishments or needs.

- Point out when you observe people doing things right, and take the opportunity to correct behavior when needed.
- Praise or correct work and behavior at the time that it occurs.
- Be clear and specific about the situation.
- Praise or correct behaviors that have been observed
- Communicate the impact the success or problem has on the team.

2

Ask questions and seek to learn about the ins and outs of their jobs from employees.

- Use open-ended questions that avoid "yes" and "no" answers.
  - For example, don't ask, "Are things going okay?" This questions doesn't open a door to dialogue. Consider asking instead, "What is a typical day like when you're busy?"
- Use follow-up questions to keep the dialogue moving.
  - For example, say, "Tell me more." or, "What's something I can do to help?"

3

Share feedback heard from others.

- Feedback should be used to improve employee performance rather than focus on where the information came from.
- Ask open ended questions like, "Tell me what happened in the meeting." or, "Tell me about the interaction with the project team on Tuesday. What was your take on the discussion?"

# 4

Consider asking for feedback on you, the supervisor.

- Feedback is a two-way street. If we understand and value the feedback we prepare and give to those we supervise, there also is value in learning what we can about ourselves.
- Asking for feedback models openness and shows learning is our job as much as it is our direct reports’.
- Questions can be simple, such as, “Are you getting what you need from me?” or “If you were in my shoes, what else would you like me to do for you and the team?” Another might be, “How are our one-on-ones working for you? Anything I can do differently?”

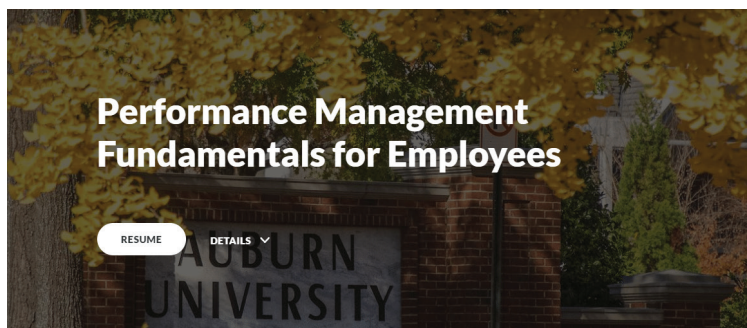
## Learn More:

AU Human Resource Development has two classes to cover coaching and feedback in greater detail. Consider taking our online class,

- **MG410e: Feedback in a Flash.** This is a great, online tool to utilize in order to learn more about giving effective and timely feedback using the SBI method.
- **MG420: Coaching Fundamentals.** This instructor-led course introduces the how-to of coaching others and how to plan for coaching sessions. Aimed primarily at supervisors, attendees explore the difference between giving feedback and actually coaching. The class content includes:
  - Learning how to create the right atmosphere for coaching,
  - Examples of questions and agendas for initial and ongoing coaching sessions.
  - Practice scenarios to prepare for coaching.

## Is There Performance Training for Employees?

### MG505e: Performance Management Fundamentals for Employees



Performance management is more than just an appraisal once a year. It is an ongoing and interactive process that includes Planning, Coaching and Feedback, Planned Check-ins, and a Year-End Review. The purpose of Auburn University’s Performance Management Process can be summed up in one word: clarity. The process clarifies an employee’s performance expectations for the year and it clarifies what behaviors should be present in order to achieve those expectations. If you are an employee, consider taking MG505e: Performance Management Fundamentals for Employees after completing MG500e: Introduction to Performance Management. MG505e is a training with a detailed description of the entire Performance Management Process and how it relates to the supervisor/employee relationship.

For more information, contact us at [autrain@auburn.edu](mailto:autrain@auburn.edu) or at [aub.ie/performance](http://aub.ie/performance).



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