

# Coaching & Relationship Building

c n g r f r s - - s s s n s b n s o r s r n s f f  
b r, c c r s o c f c s s g n n s n c c s f f b r  
r n f r x o r n

s c c n g s s n r b s n x o n o r f r n s c b  
r s s s c r s n n r c r s f r R n n s c  
s s s n s n , c c n g n n r , s n n f f c s s

R n s o - b n g s c s r c c n g r s c c n g o r n s  
s o c f c o r f r n s s s, r n s o - b n g n o s s s c c b r r s  
f n r c n s c r b c r r , o n c n c n c n n s n  
b r n r g n n b r r r s c s n r c n s c n b s o n n s g  
s o r s r s n s f f g n g n c r n n g n g o r g r s g  
o r s n s c f f b r s n c g r n s o - b n g c s n  
o c f c s n s o c f c n o r f r n s s , c f r n s r  
r s r f o r c n f f c n s s o c s c n  
o r f r n o r n

c n c n g n r n s o - b n g r c b n c c r f r  
o r f r n n g n c g s b c s n g n o r f r n  
s s s n , c f r s r n g o r g r c o r s c c s f f b r c c o  
n r c n g c s r c r x o n

c c c n g b c r s n

s f o r c c c s f s n n g n b s r n o r f c  
r c s n o r c o r f r n f n s n r s

r f n g o r f r n x o c n s n o r n g f b c n r c n

o n g n f o r n o o r n s n o r n g s o o r f r  
c n n s o r n f f r s

o o r n g n r c g n n g r c c o s c n s

R n g b r r r s n c n s r n s c n b n s r s f r  
f f n g c r r s o n s b s n n g s s g n g s n

c n g b s s, b s n s s n - c n b c r o o r c c s

↓ f n g s r s r s • s f c ↓ n g

***Teaching***

Helping others learn how to do their jobs. Passing on your skills and experience to others. Instructing people in the reliable way of performing the required activities.

***Evaluating***

Assessing progress against targeted results. Assessing both the process and results. Assessing both teams and individuals.

*Co*

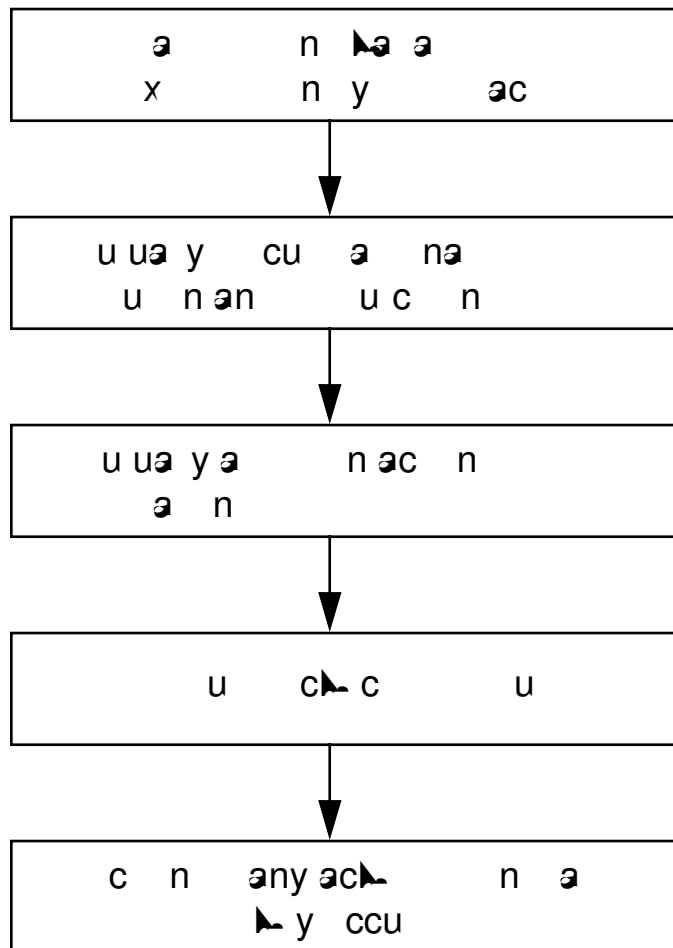
o c n o , o . nc, o , n

**Addressing Performance Problems**

ffc c c s r n f -s o rc ss r ss o rf r n  
 o r b s n o r c s s o c f e , o s c n

n n - n - n r , c s o n s o r c r n s  
 b c o n r r c r c r r e n n n f r  
 s b s n s o s n n o s o s r s b c s o r b -  
 r s n o r c s s

o , o , o on



**A Guide to Constructive Feedback**

1 **Be specific.** n f ↘ fc s f ↘ bs r b ↘ r n ns, n  
n r r ns r n f r n s ↘ ↘ n , ↘ ↘ ffc s n , f  
r r , ↘ b ↘ r n s b c ↘ ng

c r b ↘ gn f n r b c r r • n , n r  
c n rn, r ss , bs r n

f c mn g n x • ↘ n ↘ c n

**Focus on behavior, not personality.** c nc ↘ ng r b ↘ r, n r  
• rs n s j s bc s ↘ b ↘ r s r b sn n ↘ n  
s b • rs n ss ss ns r b ↘ , n ↘ r

s ng bs s - s , n r , r s s • ss b  
s bs n ↘ s • s fc s

s ng r ' ns

o y . . . o , n n n n n n c , n

↓ b ng ↓ • rs n or c n

n

n s ss s ↓ ng ↓  
bs r s ↓ ng n s ss ↓  
↓ ng ↓ • n rc n ↓ n s ss

r n , n .

n n s g s f bc  
n n s b b ↓ r bs r f ↓ ↓  
n b r  
n n s s ss r • rf r n n ↓ c nb f

r conc, n .

c n rn ↓ ↓ s n ↓ g s r  
r ns ↓ •  
c n rn ↓ ↓ ff n  
c n rn ↓ ↓ n ↓ s r

↓ o , , r r r j gr

r b r r n r r s n r b c  
 rc n bs r ng x n s or b  
 n r s n s r b s b r  
 n fc s s s c fc s s s b  
 c s r s n c ns n s f r b r - r  
 n r r s n r r g r n g s r s s r f r n g c n s n  
 s c fc  
 c s x n f c ns n s f c n s r b  
 c n n c n b n fc s bs r n r s s or c

5

s f r c on r r s n r s n  
 n s g n b r s n s b  
 s r r f r f n n r n r c f f c - r r s  
 n r c c r n r n r r n n g r b s r n s n  
 b c n c r c c r c f s n r r c ns  
 n r n s r c ns n , r s, r s s  
 f f r n s s  
 n s s b r r s n s s f f r n  
 c n g r r s c r r s n s f b c f r  
 s n n g b s f f r n  
 c n s  
 n s n x s c fc  
 s r b c n g n r r s n c ns r  
 c s n n c n g or b

s f r c on      ↓ ↓ r • rs nr s • n      ↓ s      c r f  
r • s n n ↓ r ↓      ↓ r • rs ns • s n

↓      ↓ n      s n      ↓      ↓ r • rs nr s • ns      • r • r  
s ss • ns n gr n s n

r n rs n ng f  
r  
n rs n ng f r

co . . n f r f r b ↓ r      n      c      n  
rs f

s gr n ↓      ↓ s n x

1. v n yo

s ↓ n ↓ • rs nr f r ng g ng n ↓ s ss n

— ↓ re ns r ns

n f • ssb      n • rs ns ng n ↓ ↓ rs n ng ↓ s  
c n s n s ↓ r f s • r r

re      ns n c n x, g ↓ s s      n re n rn, rg c n rn,  
bs r n, r ↓ s s fr rf r      • n

s ↓ • rs n x • n ↓ s r ↓ r n n n ↓ n s ss ↓ g • b n  
n n n ffc n ss, s • r r

rf ngs, c n rns n bs r ns s ↓ ngs      s ss, n sc s  
ss s

s n • r c ↓ s b      ↓ • rs ns n s n s ns      s, s • c  
↓

bs r ↓ • rs nr c n      • r • r      s • n      r ss ↓ r c n

• r s n s gr n re nfc



R ss ss r • s n ↵ n ••r •r • n ↵ • ss b ↵  
s n r•r ↵ b ↵ r r ↵ n n

s • n- n s ns

• n- n s ns s r ↵↵ , ↵ , ↵ n, ↵ r , ↵

s - n s nsc n n b ns r b s r n ↵ g n r  
s r ↵ , ↵