**Question**

Through this week, we are studying about performance management and coaching.

Coaching is an important part of performance, as, with coaching, we can help employees that are underperforming become better.

A coach is like a mentor. A coach is there to understand and help.

If we think about one of the guiding principles for successful coaching that says: “The employee is the source and director of change”, what does this sentence mean? How will you explain it’s reach? Explain your rationale.

Reference

Aguinis, H. (2013). *Performance management* (3rd ed.). Boston, MA: Pearson

**Student**

Managers and leaders are critical to the success of a business, and so are effective coaching skills. Consistent coaching helps with employee onboarding and retention, performance improvement, skill improvement, and knowledge transfer. On top of these benefits, coaching others is an effective method for reinforcing and transferring learning (Brubaker, 2018). While there are many important leadership skills and competencies, coaching is central to improving the performance of entire teams.

Based on Case Study 9-1: Was Robert Eaton a Good Coach there are major functions missing which affect being a good coach. These functions are first, advice. Giving the advice to improve performance, describes what needs to be done and how it is done. The second function is Guidance. Guidance aimed to resolve a problem, given by authority, and provides information about the what and how? The third function is support. Employees need coaches to provide them with aid and assistance only when needed. Giving them a space to act and not monitoring or controlling every move. Confidence is another key missing function. Employees deserve to be fully trusted, belief in their power, increase their sense of responsibility and giving positive feedback.

Some of the key behaviors associated with this case are: establish development objectives. Managers should work in union with employees. Consider long and short-term objectives and goals. Encourage employees to participate actively. Also, encourage employees to be the leader of their own. Another key behavior is effective communication. Coaches should provide clear means of communication. Establish a good and interactive environment. Also, support each other with information and having a freeness atmosphere. Motivate employees another key behavior. Managers should boost the morale of each employee and exercise of rewarding positive attitude. Giving feedback, diagnose performance problems, and develop employees are also some of the key behaviors of a good coach.

It is clear that Robert Eaton is a good coach, on the other hand, there are some functions were missing such as setting the strategy and vision, building an influencing relationship, conducting practices for managing competitions and learn and reflect. coaches must create a strategy and vision based on the stages and needs of the improvement of the organization. There are fundamental behaviors were missing such as effective communication, expressing the interests in the personal well-being and success of team members, and helping employees with career improvement.

Some recommendations for Robert Eaton is to be more effective coach such as building the relationship, providing assessment and feedback, challenging assumptions and thinking, encouraging and supporting driving results, willingness to evolve, and moral courage (Lim, 2015).

References

Brubaker, K. (2018). 7 Coaching Tips for Managers and Leaders. BizLibrary. Retrieved from <https://www.bizlibrary.com/article/7-coaching-tips-managers-leaders/>

Lim, K. (2015, March 17). 7 Key Qualities of an Effective Coach. Retrieved December 19, 2016, from [https://ecicoaching.com:](https://ecicoaching.com/) https://ecicoaching.com/7-key-qualities-of-an-effective-coach/