

# **Recommendations For Organizations To Promote Effective Performance Management And Coaching**

For performance management to be most effective, top managers and HRD professionals must ensure that as many of the following conditions and tasks as possible are actually present or done:

1. An effective performance management system is operating within the organization. Among other things, this means that the organization's recognition and rewards system properly rewards managers and supervisors for effective coaching.
2. All managers and supervisors are properly trained in coaching skills and techniques.
3. A thorough coaching analysis has been done before employee performance issues are discussed with employees.
4. Supervisors prepare in advance for the coaching discussion.
5. Supervisor comments are constructive, helpful, and supportive.
6. Supervisors provide specific and behavioral feedback on employee performance.
7. Employees are involved in the coaching discussion.
8. Specific goals are set during the discussion.
9. An action plan is jointly established between the employee and the supervisor.
10. Coaching discussions are followed-up, to ensure that the employee is following the action plan and to recognize performance improvements when they occur (Desimone, R., Werner, J., & Harris, D , 2002, p. 387).

**Reference:**

Desimone, R., Werner, J., & Harris, D. (2002). Human resource development 3<sup>rd</sup> edition. Orlando, FL: Harcourt, Inc.

Found at: <http://www.LeadershipSuccess.net>

