

# Providing Performance Feedback

Supervisor's Coaching Guide



An IMPACT60 Learning Systems  
Workshop for Managers



# Providing Performance Feedback

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**Supervisor's Coaching Guide**

**A 60 MINUTES for IMPACT™ Workshop**

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## Supervisor's Coaching Guide

In the absence of on the job reinforcement, studies show that only 15% of learning is transferred to on-the-job performance.

The manager you sent to training has completed the **Providing Performance Feedback** workshop. At its conclusion, all participants were tasked with identifying several actions and/or behaviors they could implement with their work teams to better focus team initiatives towards organizational goals. Each participant has a set of post workshop job aids to support them in implementing the training on the job.

As a supervisor, you are in a unique position to observe, coach, and evaluate new behaviors applied on the job and can directly reinforce the value of your company's investment in the manager.

You are requested to work with the manager in completing the activities shown below within the first week after the workshop:

1. The manager will complete his/her **Personal Development Plan (PDP)** and discuss it with you.
2. The manager will schedule and conduct the **One-on-One Discussion** with you. Note: This can be done along with the PDP above.
3. The manager will review the "**Performance Feedback Guide Job Aid**" and discuss it with you. Note: This can be done at the time of the PDP/One-on-One discussion.
4. You will complete the **Supervisor's Evaluation Form**.

Please complete the Supervisor's Evaluation Form after items 1-3 have been completed and you have had a chance to observe the results of the training in your organization. This will help your organization better evaluate the impact of the **Providing Performance Feedback** workshop on both the participant and on your organization.

Thank You for Your Assistance!

**Item 1: Personal Development Plan**

As a result of attending the *Providing Performance Feedback* workshop, I have identified the following action(s) that I will implement to improve my job skills:

	Action/Behavior	Expected Benefit	Expected Business Result
1			
2			
3			

**Item 2: One-on-One Discussion with Supervisor**

Have this discussion with your supervisor after you complete Item 1 above.

Manager:	Discuss with your supervisor your Personal Development Plan and the importance of providing performance feedback within your work group.
Manager's Supervisor:	<p>Review your manager's Personal Development Plan. Discuss the importance of providing performance feedback. Use the questions below to guide your discussion.</p> <p>Suggested Discussion Questions:</p> <ul style="list-style-type: none"> <li>• Why is performance feedback so important to an employee?</li> <li>• As a manager, isn't your job just to monitor and correct how employees execute their job skills?</li> <li>• During the workshop, you were advised to provide four times as much positive feedback as corrective feedback. Do you think that's overdoing it? If not, why not?</li> </ul>

### Item 3: Performance Feedback Guide Job Aid

To help you stay on track in your Personal Development Plan, use the chart below to plan and track your coaching and feedback interactions with employees. Under “Action Taken” note what specific steps you and your employee will take to implement your coaching initiatives.

Keep this form with your other employee records to build a comprehensive and permanent record of your coaching and feedback interactions. If your organization conducts annual or semi-annual performance evaluations, you can use these forms to help prepare them.

<b>Employee Name:</b>	
<b>Date:</b>	
<b>Results/Behaviors Observed:</b>	
<b>Feedback Type:</b> (Motivational/Formative)	
<b>Action Taken:</b> For motivational feedback, the action may be a reward, special encouragement, etc.  For formative feedback, the action may be training, a self-development program, mentoring, etc.	<b>Employee Action Steps</b>
	<b>My Action Steps</b>
<b>Results Achieved:</b>	

**Item 4: Supervisor's Evaluation Form (To Be Completed by the Supervisor)**

Within one week after the **Providing Performance Feedback** workshop, please complete this evaluation form and return it to the individual in your organization who is responsible for arranging employee development and training.

Participant's Name \_\_\_\_\_ Supervisor's Name \_\_\_\_\_

Workshop Date \_\_\_\_\_ Evaluation Date \_\_\_\_\_

In rating the application of implemented skill(s) and behaviors, use a 3-point scale where:  
 1 = Applies methodically      2 = Applies practically      3 = Applies expertly

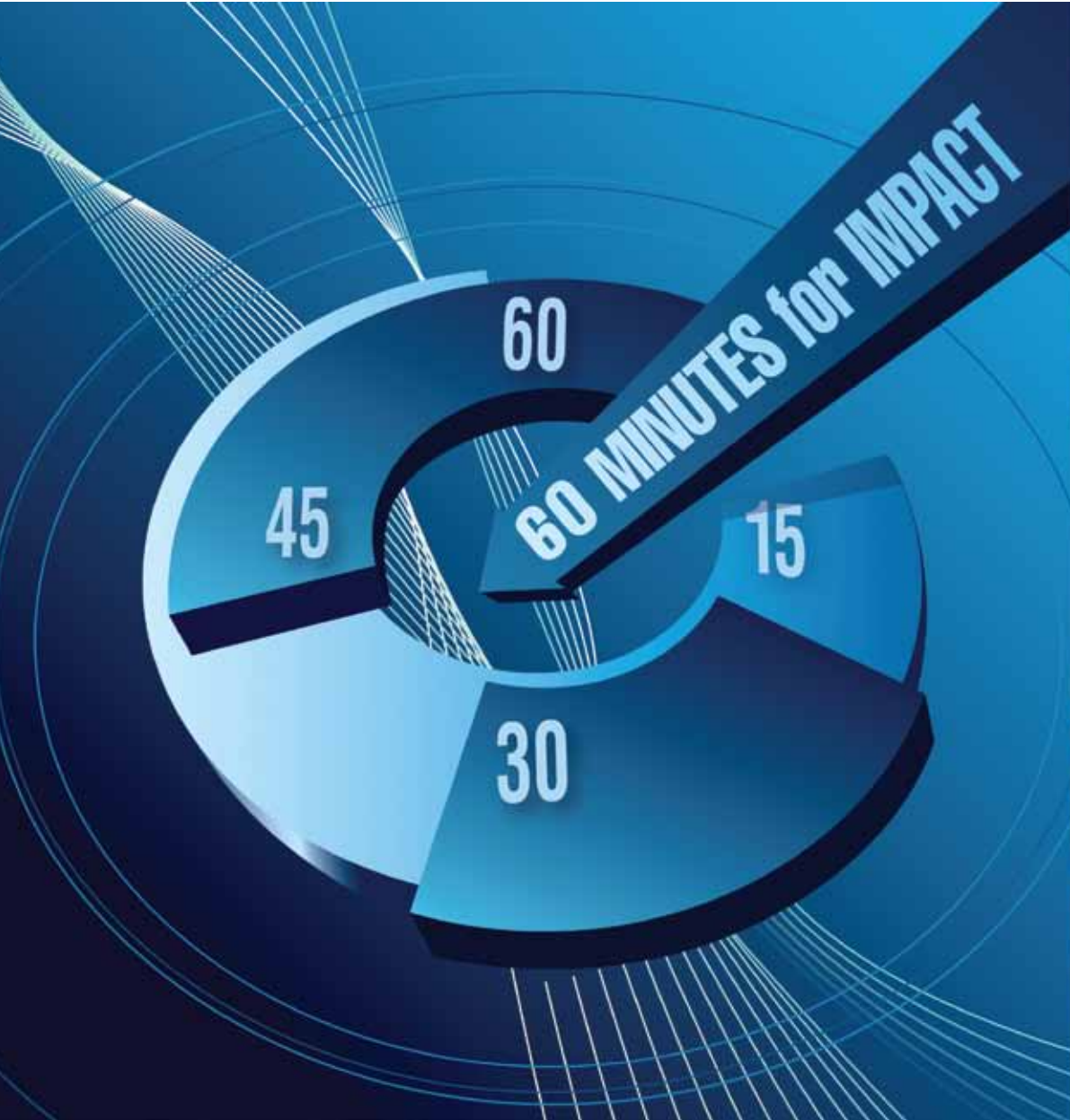
(Note: **Applies methodically** means they grasp the basics of the process; **Applies practically** means they see the practical value and apply the process methodically; **Applies expertly** means the manager is able to bring benefit to his/her entire team in applying the process.)

In measuring business impact, use this 3-point scale:  
 1 = Modest Impact      2 = Above Average Impact      3 = Considerable Impact

Behavior Observed	Rating	Business Impact	Rating

Use the space below to provide further comments on the business impact of the new behaviors:





*For More Information on  
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