



Communication and Team Building for Performance Excellence

Session Ten

Coaching & Counseling for Improved Performance

- ❖ **Coaching a Winning Team**
- ❖ **Coaching Problem Performers**
- ❖ **Counseling Behavior Problems**
- ❖ **The Six Step Care-Frontation Script**

**December 16, 2004
1:00 - 2:30 p.m. Eastern Time**

This is the second of a four part series of audio learning programs for home care managers and supervisors. This series follows an eight-part series that was presented between November 2003 and June 2004.

For more information on the first eight programs in our
Leadership Academy Teleseminar Series,
go to www.LeadingHomeCare.com/teleseminars.



Notes

Coaching for Improved Performance

Every winning athlete, whether in team sports like football or basketball, or individual sports like golf or tennis, has a coach. Someone to work with them to improve their performance and maintain the skills and stamina to continue winning.

Every effective home care player needs a coach too. Someone who will lift them up, give them feedback, teach them the basics, and keep them from being dragged down.

In an earlier chapter, we talked about two highly effective college coaches; Joe Paterno of the Penn State Nittany Lions, and Rick Pitino of the University of Louisville Cardinals. As we have studied and observed these two effective leaders, we have observed seven things that they do on a regular basis to build winning teams.

1. Pick the right players

These two coaches are always looking for new players to build their football and basketball programs. In Chapter Seven we covered the process of recruiting and selecting great people. Great coaches are great recruiters.

2. Teach the basic skills

Great coaches have defined the basic skills necessary to win. They begin each season by teaching their players the basic skills of the game. Once players have mastered the basics, they can move on to more advanced game plans.

3. Drill the fundamentals

Teaching the basic skills one time is not enough. Great coaches create daily drills in practice that cause players to perform those skills consistently and without thinking. It is only after you have mastered the



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fundamentals that you can venture outside the lines and look for innovative ways to excel in your game plan.

4. Push people to be better

Great coaches have an ability to push players beyond their own self-imposed limits, causing them to be better than they would be on their own. That's the value of having a coach. That's one reason why individual sports stars like Tiger Woods in golf and the Williams sisters in tennis have coaches; to push them further than they would go on their own.

5. Have a game plan

Winning coaches not only have mastered the fundamentals, but they have put together a great game plan. Then they teach the plan to the team, and they stick to the plan even when the going gets tough.

6. Avoid being dragged down

Every team and every player experiences a slump from time to time. When the going gets tough, it's easy to be dragged down emotionally and physically. The role of the coach is to lift up, encourage, and inspire team members when the going gets tough. It's the coaches who can bring their teams through the slump periods that have long-term winning records.

7. Provide feedback

Everyone needs feedback. Great coaches have learned to capture data and information and provide just the right feedback at just the right time to motivate, inspire, reward, encourage, uplift, and correct their teams. Great coaches find ways to provide feedback when feedback is not readily available.



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Coaching & Counseling Problem Performance

Another element of coaching for improved performance is counseling problem performers. As a leader, you will frequently have to deal with individual team members whose performance is not up to your standards.

There are two types of situations you will have to deal with; performance problems and behavioral problems. Performance problems occur when a team member is unable to meet established standards of performance.

Examples of performance problems:

- A nurse who is supposed to perform 6 visits a day but is only averaging 4.5
- A biller who is supposed to be sending out \$15,000 worth of bills a day but is only able to send out \$12,000
- An accountant who consistently misses deadlines for regular monthly reports

The second type of problem is the behavioral problem. This occurs when a team member violates some established standard of behavior.

Examples of behavioral problems:

- An administrative assistant who is habitually late for work
- A home care aide whose personal appearance does not meet your dress code
- A nurse who refuses to submit her paperwork on time



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The Six Step Care-Frontation Script

Care-frontation is a multi-purpose approach to dealing with performance problems or behavioral problems on your home care team. “Care-frontation” means “caring enough to confront.” It is a healthy, positive process for confronting behavior or performance problems that are affecting the whole team.

1. Approach... the person with high self esteem and an attitude of helping the person solve a problem or improve performance. Make the approach at a time when you are in control of your own emotions. This is a mental preparation step.

2. Describe... the person’s behavior objectively.

“I have noticed / observed that...”

3. Express... your feelings and thoughts about their behavior.

“I think it’s unfair to the other team members when you...”

“I really feel angry and frustrated when I see you...”

4. Suggest... a specific change in behavior.

“I would really prefer it if you would...”

“May I suggest that you...”

5. Explain... the benefits that will result from the new behavior.

“I’d be more open to your ideas...”

“If you will do that, we will both be more effective in our work.”

6. Ask... for a commitment to new behavior.

“What would it take for you to...”

“Will you agree to do this?”

“Can I count on you to...?”



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Care-Frontation Application Activity

Consider a situation with a team member that needs attention. Define the behavioral problem or the performance problem. Create a script to use in confronting the problem with your team member. Practice with a partner.

Team Member:

Problem:

1. Approach:

How will you mentally prepare to address this problem with your team member?

2. Describe:

What will you say to describe the problem or the behavior that is unacceptable?

3. Express:

How does this situation make you feel? How will you express your feelings?

4. Suggest:

What new behaviors do you want in order to achieve different outcomes?

5. Explain:

What are the benefits to the team member and to the organization from altering their behavior?

6. Ask:

What will you say to ask for commitment?



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Discussion Questions

1. Which of the seven steps of Coaching for Improved Performance is most important for your team right now?
2. What are some examples of Performance Problems you have experienced? How did you handle it then? How would you handle it differently now?
3. What are some examples of Behavior Problems you have experienced? How did you handle it then? How would you handle it differently now?

Care-Frontation Activity:

Practice the Care-frontation script using role playing.

1. Describe a performance problem or a behavior problem.
2. Select one person to be the employee and another person to be the supervisor.
3. Use the Care-Frontation Activity to prepare for your role play.
4. Have members of the class provide feedback on the role play and offer suggestions for learning.

Field Work:

Our next session will deal with keeping great people. To prepare for our next session:

1. Examine the current situation in your agency with regard to turnover. What is the current level of turnover and how much of a challenge does that present?
2. Make a list of the major causes of turnover in your company.



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Additional Resources to Develop Your Leadership Team

Now that you have developed a consistent, repeatable learning program for your leadership team, here are some additional resources you can use to continue the learning.

Additional Teleseminar Series

Every four months, Leading Home Care provides another four-part teleseminar series on some aspect of business development, leadership development, or Private Duty Home Care. You and your team may be interested in participating in another teleseminar series beginning in the spring.

Lunch ‘N Learn with Leading Home Care

Over the past two years, Leading Home Care has produced over 25 individual audio teleseminars. Each of these programs is available on audio CD. Now, you can set up your own Lunch ‘N Learn programs by selecting the topics that are of most interest to you, ordering the audio CDs, downloading the learning guides and the facilitator’s guide, and conducting your own on-site lunchtime learning program. See our web site for details.

Live Seminars with Stephen Tweed, Elizabeth Jeffries, or other members of the Leading Home Care team.

You can take your leadership development process to the next level by setting up your own Academy for Home Care Leadership. Bring Stephen Tweed or Elizabeth Jeffries to your agency for an in-depth leadership development experience.

The Academy for Home Care Leadership

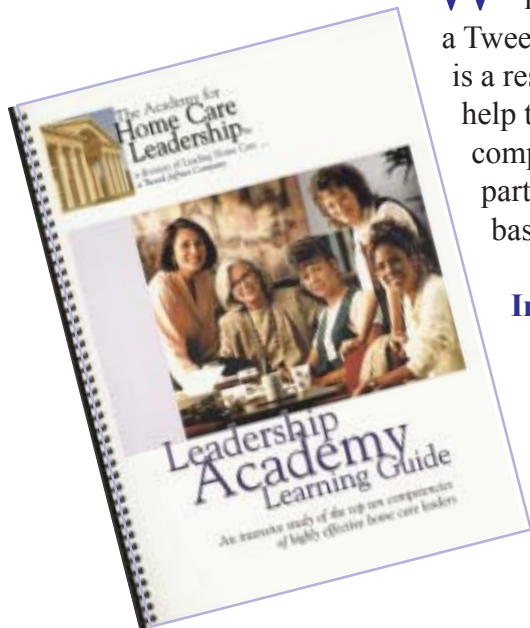
Leadership Academy Learning Guide - Order Form

What are the most important competencies of a highly effective home care leader? Based on five years of research, the team at Leading Home Care... a Tweed Jeffries company has identified the Top Ten Competencies. Now, there is a resource available for you to develop your competencies as a leader, or to help the members of your management team develop their leadership competencies. The Leadership Academy Learning Guide is the tool used by participants in the two-day Academy for Home Care Leadership. It's also the basis for the Leadership Academy Teleseminar series.

In this 175 page Learning Guide, you'll receive...

The Top Ten Competencies of Highly Effective Home Care Leaders

- A detailed description of each competency
- Examples and illustrations of how to apply the competencies
- Worksheets and planning guides
- Step-by-step guidelines for planning, problem solving & decision making
- Tools for solving difficult people problems
- A six-step "Care-frontation" script



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About your Leadership Academy Teleseminar Team

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For the past 20 years, **Stephen Tweed** has worked with home care companies around the country that want to grow their businesses, and with home care leaders who want to multiply performance. He is currently Chairman and CEO of *Leading Home Care... a Tweed Jeffries company*, the center for home care strategy and leadership.

Stephen has served on the Boards of Directors of three different home care companies, and as the Interim President and CEO of a \$25 million home care company with 400 employees. He has presented over 500 keynote presentations and learning seminars for home care association conferences and corporate meetings. He has written three books and dozens of articles on strategy and leadership, and he is the father of a 33 year old son who lives in a wheelchair and uses the services of home care on a daily basis. Stephen also is serving as the Immediate Past President of the 3500 member National Speakers Association.



Elizabeth Jeffries, RN, CSP, CPAE is a relationship strategist and CEO of *Executive Mastery... a Tweed Jeffries Company*. She consults with and coaches healthcare and business leaders who want to master their influence with their work teams and their customers, and multiply their own performance. Elizabeth is an award winning speaker, columnist, and author of several books, including *The Heart of Leadership: How to Inspire, Encourage and Motivate People to Follow You*. Over one million people in more than 3000 presentations have participated in Elizabeth's "can-do, how-to" programs. From General Electric, to the Crystal Cathedral, and from the American Hospital Association to Churchill Downs, her clients are businesses, healthcare organizations and professional associations



Jason Tweed is the Director of Business Development for Leading Home Care. He is responsible for the design and implementation of all of our electronic marketing, and for customer service and order fulfillment. A graduate of the School of Communications at Edinboro University of Pennsylvania, Jason has spent the last 14 years working in a variety of communication and business development positions with a large insurance company, a public utility, a consulting firm, and a community service organization. Since 2002, Jason has led the business development efforts at Leading Home Care. Jason also operates BSG marketing, an Internet marketing company. He and his wife Kristen live in Reading, PA, and are the proud parents of Twins... Jason Andrew and Ainsley Grace (Stephen & Elizabeth's first grandchildren!!!)