

THE COACHING PLAYBOOK

For Chris Green

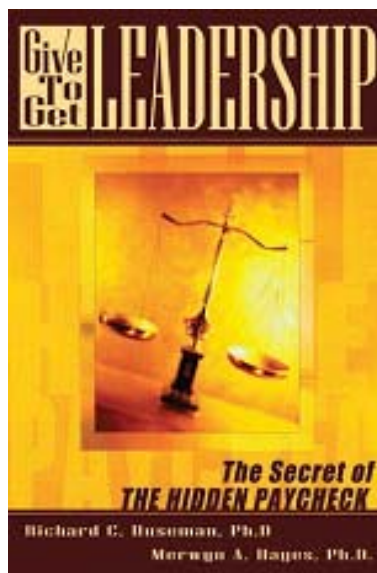
Have you ever been part of an athletic team? Have you ever had a personal trainer help you get physically fit? Have you ever worked with a music coach to refine your performance? In each case, you have been involved in a relationship where another person – a coach – helped focus and guide you to your goal. Your role as a leader (whether you are a CEO, executive, mid-level manager or front-line supervisor) is in many ways like that of a coach. Like a coach, you have a great deal of influence on how your team performs. Like a coach, your job is to get the best possible performance from your team – to best use each individual player's special knowledge and skills.

In order to do this, you must realize that in every relationship, people **GIVE** to **GET**. In order to get the performance and profit you want from your employees, you must be willing to give them what they really want from their jobs. And, it's not just about money. There is another paycheck – a Hidden Paycheck – that people want to be paid at work.

As you are aware, a number of your direct reports recently completed the **Job Relations Inventory (JRI)** on your behalf. Through the JRI, your direct reports were given the opportunity to tell you exactly what they want from their work (what we call, Outcomes) and how they think you, as a leader, are providing these Outcomes to them. This **Coaching Playbook** summarizes their responses and allows you to assess the specific nature of the Hidden Paycheck for your direct reports. The Playbook then provides you with several leadership strategies that you can use to help pay the Hidden Paycheck to your direct reports. With this knowledge, you can put together an effective Give-To-Get "Coaching Game Plan" for enhancing performance for yourself, your team, and your organization.

Chris Green:

The results in this report are based on responses from 9 of your direct reports. As you read the report, you will be able to analyze the perceptions of your employees in a number of areas including what outcomes are important to them and how they perceive your leadership and communication style. The detailed analysis throughout your Coaching Playbook will help you better understand what your employees want and what strategies you as a leader and coach can leverage to maximize overall performance



The **Coaching Playbook** is based on the basic principles of the book, **Give-To-Get Leadership: The Secret of the Hidden Paycheck**.

Years of downsizing, mergers and other cost-cutting strategies have left many employees feeling they are holding the short end of the stick in their relationships with their employers. Much of the old loyalty employees once had for their companies is gone. What has emerged is the importance of the immediate leader as the major driver of performance at every level of the organization.

The tenants of Give-To-Get Leadership can help you *give* you employees what they really want from work so that you can *get* the performance and profit you need to be a successful leader.

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— OVERVIEW – EQUITY & THE HIDDEN PAYCHECK —

Equity as motivational theory is a practical explanation for why employees perform the way they do at work. Equity theory states that people evaluate their relationship with their job by comparing what they give (time, effort, loyalty) with what they get (pay, recognition, a sense of accomplishment). What they give are called *Inputs*. What they get are called *Outcomes*.

Based on the comparisons of Inputs and Outcomes, people decide if they are over-rewarded, equitably rewarded or under-rewarded. Research shows that more than 80% of hourly employees and 53% of managers feel they are under-rewarded at work and that this directly affects their job satisfaction – more importantly, it also affects their performance. Frequently, employees who feel under-rewarded do just enough to “get their paycheck and go home.”

Our approach to helping you improve the satisfaction and productivity of those who report to you is called **Give-to-Get Leadership**. The first step in applying **Give-to-Get Leadership** is to understand exactly what *Outcomes* are important to your people. The next step is to understand what you can do to enhance employee perceptions of equity at work.

Your employees were given the opportunity to assess 20 *Outcomes* or *Currencies* that people typically seek from their jobs and to indicate to what extent they actually receive these Outcomes. These outcomes, with the exception of pay, make up a Hidden Paycheck that your employees are seeking from their work. By paying this Hidden Paycheck (providing these outcomes to your employees), the leaders in your organization are giving your employees more of what they want so that, in return, you get more of what you want – increased levels of productivity, performance and profit. We classify these 20 *Outcomes/Currencies* into four categories. The influence you as a leader can exert varies within each Outcome Category.

Studies show that the relationships leaders establish with their employees through daily interaction have the most significant impact in determining employee job satisfaction and performance.

OUTCOME CATEGORIES

- 1. System Outcomes:** System Outcomes are generally determined by the organization. However, you may have some degree of influence over them:
 - ◆ Pay
 - ◆ Fringe benefits
 - ◆ Promotion and advancement
 - ◆ Job security
 - ◆ Working conditions
- 2. Job Outcomes:** Job Outcomes flow directly from the job being performed. You have some influence over them, assuming you manage the work and the work flow so that these Outcomes are available:
 - ◆ Using one’s abilities
 - ◆ Challenging work
 - ◆ Decision making
 - ◆ Responsibility
 - ◆ Meaningful work
- 3. Performance Outcomes:** Performance Outcomes come from on the job successes. You can have a very significant influence in providing these Outcomes to your employees:
 - ◆ Accomplishment
 - ◆ Achievement
 - ◆ Competence
 - ◆ Personal worth
 - ◆ Confidence
- 4. Interpersonal Outcomes:** Interpersonal Outcomes come from interactions with others. You can also have very significant influence in providing these Outcomes to your employees:
 - ◆ Belonging
 - ◆ Recognition
 - ◆ Status
 - ◆ Appreciation
 - ◆ Job Friendships

— SECTION 1: PERCEPTIONS OF WORK OUTCOMES —

1.1 Ranking Outcomes

Table 1 shows how your employees ranked the 20 Outcomes by importance and the Outcome Categories associated with them.

The top 5 most important Outcomes to the 9 members of your team are:

- ◆ **Accomplishment**
- ◆ **Pay**
- ◆ **Job security**
- ◆ **A feeling of achievement**
- ◆ **Recognition of good work**

What this means to you is that out of the 20 Outcomes that to varying degrees are important to all employees – you now know the 5 most important to your direct reports and therefore, the 5 that are linked most directly to your team’s performance. These 5 Outcomes are the most valuable currencies your direct reports are seeking in their Hidden Paycheck.

Later in this report, in the section entitled **Your Give-to-Get Coaching Game Plan**, you will receive suggestions as to how you can actually pay these Outcomes or currencies to your team.

**Table 1
Outcomes Ranking for Chris Green's Team**

Direct Reports’ Ranking	Outcomes	Category
1	Accomplishment	Performance
2	Pay	System
3	Job Security	System
4	Achievement	Performance
5	Recognition	Interpersonal
6	Competence	Performance
7	Ability Utilization	Job
8	Confidence	Performance
9	Fringe Benefits	System
10	Meaningful Work	Job
11	Personal Worth	Performance
12	Working Conditions	System
13	Decision Making	Job
14	Appreciation	Interpersonal
15	Belonging	Interpersonal
16	Responsibility	Job
17	Promotions	System
18	Friendships	Interpersonal
19	Challenge	Job
20	Status	Interpersonal

1.2 Outcomes Received

Your employees also indicated to what extent they actually experience receiving each Outcome on the job (how much of their Hidden Paycheck they feel they are actually receiving). By comparing what your employees want (importance) with what they receive (experience), you can identify the Outcomes that need your attention.

Table 2 shows your team's top 5 Outcomes, and the difference between what they "Wanted" and what they feel they have "Received."

Here is a summary:

- ◆ Of the 5 Outcomes most important to your team, the largest difference between what they want and what they receive is in **A sense of achievement**, a difference of 31%.

Table 2
Outcomes Wanted and Received for Chris Green's Team

Outcomes	Wanted	Received	Difference
Accomplishment	91%	75%	16%
Pay	89%	78%	11%
Job security	87%	68%	19%
A sense of achievement	84%	53%	31%
Recognition for good work	78%	54%	24%

— SECTION 2: DISCRETIONARY EFFORT, SATISFACTION & ORGANIZATIONAL REWARDS —

2.1 Discretionary Effort

Mandatory effort is the amount of effort employees need to provide in order to keep their job. Discretionary effort is the amount of effort employees can give over and above simply “doing enough to get by.” Discretionary effort does not equate to working more hours. Rather, discretionary effort has to do with focus, passion, commitment and a desire to win. As a leader, you play the major role in creating “a winning environment” which, in turn, secures discretionary effort from employees on an ongoing basis.

The members of your team were asked if they could improve their job effectiveness (i.e., increase their discretionary effort) “if they wanted to.” They chose one of the answers listed in Table 3. A quick review of this table shows how much discretionary effort is yet to be tapped from your team.

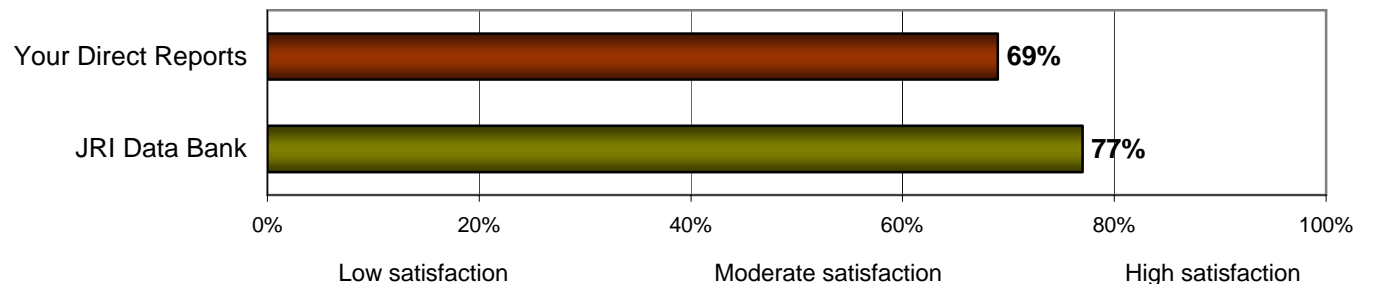
**Table 3
Discretionary Effort Yet To Be Tapped For Chris Green’s Team**

<i>Question: If you wanted to, could you improve your effectiveness on the job?</i>		
Answer	Number Responding	Percentage of Team
No...I'm as effective as I can be already	1	11%
I could be about 10% more effective	3	33%
I could be about 25% more effective	3	33%
I could be about 50% more effective	2	22%
I could just about double my effectiveness	0	0%

2.2 Job Satisfaction

Your team also indicated their current level of satisfaction with their jobs. Table 4 shows the job satisfaction levels for your team compared to all respondents in our Data Bank. Your team reports a job satisfaction level of 69%, compared to the Data Bank level of 77%.

**Table 4
Job Satisfaction Level for Chris Green’s Team**



2.3 Perceptions of Equity/Rewards

Your employees were also asked to compare “all they give” to your organization with “all they get” in return. In that comparison, we asked who is getting the “better deal” – they or the organization.

Members of your team who responded “they were getting the better deal” were classified as **Over-Rewarded**. Those who said the “deal is equal” were classified as **Equitably-Rewarded**. Those who said the organization is “getting the better deal” were classified as **Under-Rewarded**.

Table 5 lists the number and percentage of your direct reports as they fall into each of these three classifications.

Table 5
Perceptions of Organizational Rewards for Chris Green’s Team

Equity Classification	Number Responding	Percentage of Team
Over-Rewarded <i>“I get more than I give”</i>	0	0%
Equitably-Rewarded <i>“What I give equals what I get”</i>	5	55%
Under-Rewarded* <i>“I give more than I get”</i>	4	44%

***A Note Regarding Under-Rewarded Employees:**

Those employees who classify themselves as being Under-Rewarded definitely feel they are not being paid enough of their Hidden Paycheck. Many studies show these Under-Rewarded employees are more likely to reduce what they contribute at work to even the score. Some choose simply to do less work or careless work. Many check their brains at the door when they come in each morning. Still others take extended breaks, long lunch hours, or use up sick days. In very extreme cases, they may engage in theft or sabotage.

The most serious consequence of Under-Rewarded employees is not easily observable. It is very difficult to measure opportunity losses to the organization that occur daily because Under-Rewarded employees “do just enough to get by.”

— SECTION 3: PERCEPTIONS OF YOU AS A LEADER —

3.1 Perceptions of Chris Green

Your team assessed two aspects of your leadership approach: your communication style and the leadership strategies you use.

3.2 Communication Style

Your team was asked to assess your communication style. Based on their perceptions of how you communicate with them, you received scores within the following communication style dimensions:

- ◆ **Controlling:** Controlling is a test of your inclination to *be in control* of your interactions and communication with direct reports.
- ◆ **Nurturing:** Nurturing is a test of your inclination to *play the supportive role* in your communication with direct reports.

- ◆ **Confronting:** Confronting is a test of your inclination to *tell it like it is* when communicating with direct reports.
- ◆ **Dramatizing:** Dramatizing is a test of your inclination to *employ interest-creating communication devices* such as storytelling and humor when interacting with direct reports.

If you are participating in a Coaching Playbook feedback session, then you should have already completed the **Interpersonal Communication Style Survey**, which enabled you to perform a self-assessment of your communication style.

The scores in Table 6 reflect your team’s perception of your communication style. If you have completed the self-assessment, please enter your individual scores for comparison.

**Table 6
Communication Style Profile Scores for Chris Green**

Your Team’s Perception of Your Communication Style			Your Perception of Your Communication Style	
Dimension	Direct Reports’ Score	Range	Your Score	Range
Controlling	41	Extremely High	_____	_____
Nurturing	26	Extremely Low	_____	_____
Confronting	35	High	_____	_____
Dramatizing	18	Extremely Low	_____	_____

3.3 Communication Style Summary

If you scored in the *High Range* on any dimension of the Communication Style Survey, then this Dimension represents your preferred style of communication – it is also one of your strengths as a communicator. However, there may be occasions when this Dimension isn't appropriate, and it can become a weakness.

If all of your scores are in the *Mid-Range*, then you have good flexibility as a communicator. You are able to more readily adapt your communication style to different people and different situations.

If you scored in the *Low Range* on any Dimension, then your clear preference is to de-emphasize this Dimension when communicating with others – it is not one of your real assets as a communicator.

Scores in either *Extremely High Range* or *Extremely Low Range* serve as warnings about your communication preferences. Extremely High Range scores indicate an almost universal reliance on the Dimension regardless of the situation or the person with whom you are communicating. Extremely Low Range scores signal a strong reluctance to engage in the communication behaviors that reflect that Dimension, no matter what the specific circumstances.

Table 7
Score Ranges for the Four Communication Styles

Dimension	Extremely Low Range	Low Range	Mid-Range	High Range	Extremely High Range
Controlling	5-21	22-25	26-30	31-36	37-50
Nurturing	5-26	27-31	32-37	38-42	43-50
Confronting	5-19	20-25	26-31	32-35	36-50
Dramatizing	5-18	19-25	26-31	32-35	36-50

<p style="text-align: center;">High Controllers</p> <ul style="list-style-type: none"> ◆ Dominate interactions ◆ Interrupt frequently ◆ Talk in a forceful manner ◆ Control topic of conversation 	<p style="text-align: center;">High Confronters</p> <ul style="list-style-type: none"> ◆ Are candid with others ◆ Tell it “like it is” ◆ Let own feelings be known ◆ Bring disagreements into the open
<p style="text-align: center;">High Nurturers</p> <ul style="list-style-type: none"> ◆ Show interest in others ◆ Show concern with others’ feelings ◆ Encourage others ◆ Put others at ease 	<p style="text-align: center;">High Dramatizers</p> <ul style="list-style-type: none"> ◆ Use stories and illustrations ◆ Enjoy small talk ◆ Attempt to entertain others ◆ Hold interest of others

3.4 Leadership Strategies

The strategies you use to lead your team strongly influence their overall effectiveness. Your team assessed 11 strategies that differentiate effective leaders from those who are less effective. The 11 strategies and the actions associated with each of them is as follows:

- ◆ **Positive Expectations:** Setting positive expectations provide a positive climate for enhancing work performance. People feel that they are treated “as if they are what they ought to be.”
- ◆ **Goal Setting:** Setting specific, realistic goals enables employees to have “something to shoot for” on the job.
- ◆ **Availability:** Making yourself available and spending adequate time with employees.
- ◆ **Trust:** Trusting your employees and demonstrating that you can also be trusted.
- ◆ **Information:** Keeping employees informed of plans, business performance and important events.
- ◆ **Participation:** Seeking employee input and feedback before making decisions.
- ◆ **Novel Rewarding Behaviors:** Rewarding employees in new, unusual and spontaneous ways.

- ◆ **Two-Way Communication:** Keeping the channels of communication open between you and your employees, so they feel free to say what is on their minds.
- ◆ **Positive Feedback:** “Catching people doing something right.” Consistently reinforcing good performance.
- ◆ **Developmental Feedback:** Effectively pointing out areas in which employees do not meet expectations and identifying areas for improvement.
- ◆ **Criticism:** A negative leadership strategy whereby poor performance or problems are pointed out in such a way that employees feel defensive. The use of criticism decreases feelings of value and self-worth.

Ten of the above strategies provide certain Outcomes for employees. Criticism is the only strategy that actually detracts from desired Outcomes.

In the section entitled **Your Give-to-Get Coaching Game Plan**, we will identify which of the 10 strategies discussed here can enhance the 5 Outcomes that are most important to your team and thereby help give them more of the Hidden Paycheck they are looking for from their work. It will also tell whether you are perceived as engaging in Criticism, thereby reducing these desired Outcomes.

3.5 Strategies Used by Chris Green

We asked your team to assess the extent to which you use each of the 11 Leadership Strategies. Table 8 summarizes their responses. Each bar in the table is scaled from 0% to 100% to show the extent to which your team perceives you engage in each strategy. With the exception of Criticism, the higher your score, the more effectively you use the strategy.

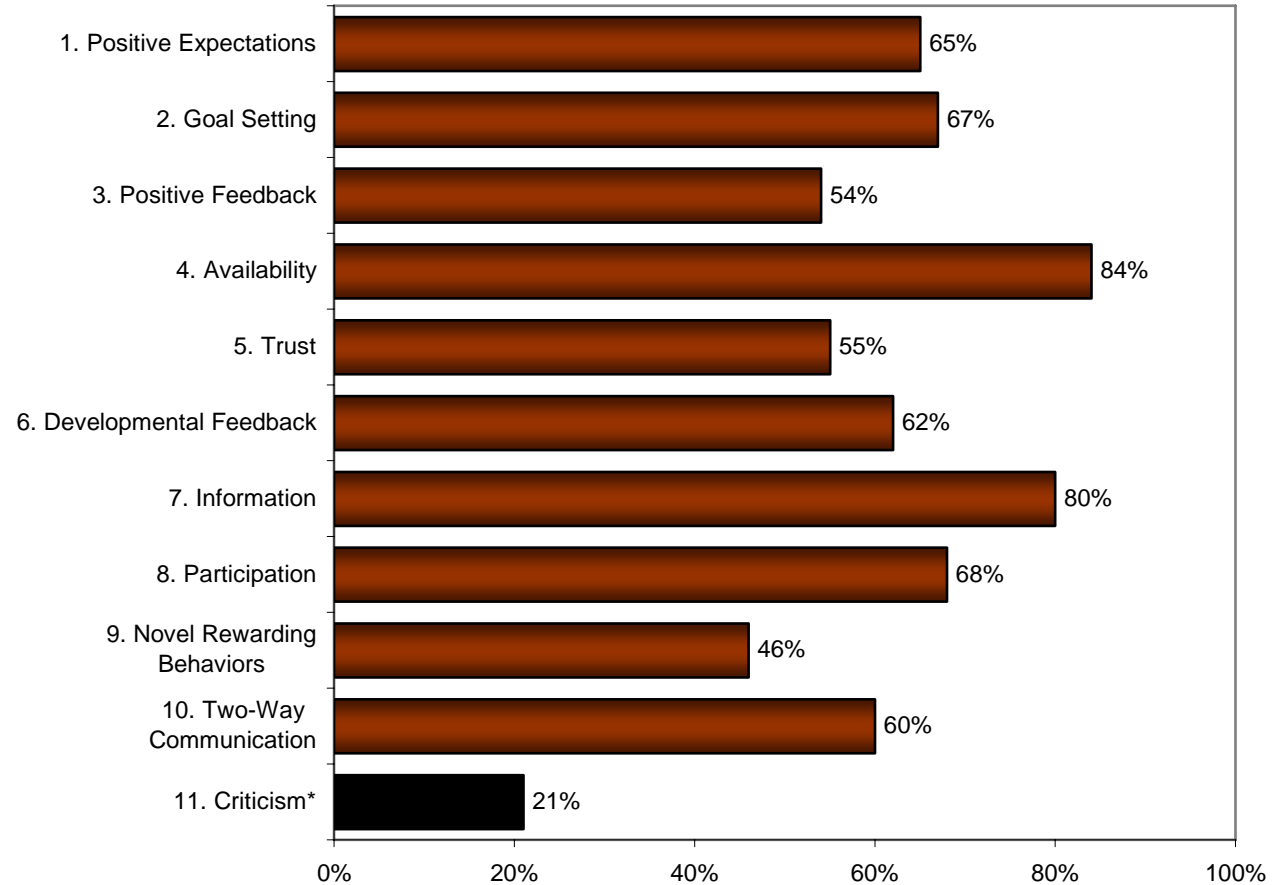
The three strategies you use most effectively are:

- ◆ Availability
- ◆ Information
- ◆ Participation

The three strategies you use least effectively (excluding Criticism*) are:

- ◆ Novel Rewarding Behaviors
- ◆ Positive Feedback
- ◆ Trust

Table 8
Leadership Strategies Used by Chris Green



* Unlike Strategies 1 through 10, where the higher the percentage score the better – the lower the percentage score the better for Criticism (Strategy 11). Employee perceptions of Criticism by their leader actually decrease some important Outcomes for employees.

— SECTION 4: YOUR GIVE-TO-GET COACHING GAME PLAN —



Table 9

The Give-to-Get Coaching Game Plan for Chris Green

4.1 Your Give-to-Get Coaching Game Plan

In any relationship, if you increase Outcomes for others, you, in turn, receive increased Outcomes by way of a more productive relationship, (i.e., you GIVE-TO-GET). The best way to increase Outcomes for your employees is to maximize the benefits of the 11 Leadership Strategies and minimize any of their negative effects. The relationships between these Strategies and the top 5 Outcomes for your team are summarized in Table 9, **The Give-to-Get Coaching Game Plan**.






































Across the top you will find your team's top 5 Outcomes. Under each Outcome is the *Difference Score* between what your team wants and what they feel they receive for each Outcome. The 11 Leadership Strategies are listed on the left. Next to each Strategy is the score given to you by your direct reports.



If an Outcome is connected with a Strategy (if a  appears), using that Strategy effectively will provide that Outcome to your team. If the use of that Strategy actually reduces a desired Outcome (as in *Criticism*), a  is shown.

To best utilize the Give-to-Get Coaching Game Plan, we recommend that you:

1. Identify 3-5 strategies which link to the largest number of Outcomes desired by your direct reports.
2. Then, check to see how proficient your direct reports perceive you to be with those strategies (i.e., what is your percentage score).

If you have a high score on a particular Leadership Strategy and your Game Plan shows connection with most of your team's top 5 Outcomes – keep doing what you are already doing well. If your scores are low on some of the Strategies, some training or individual coaching could enhance your effectiveness and help you pay your team their Hidden Paycheck.

		Top 5 Outcomes					
		% SCORE	Accomplishment 16%	Pay 11%	Job Security 19%	Achievement 31%	Recognition 24%
LEADERSHIP STRATEGIES	Positive Expectations	65%					
	Goal Setting	67%					
	Positive Feedback	54%					
	Availability	55%					
	Trust	62%					
	Developmental Feedback	62%					
	Information	80%					
	Participation	68%					
	Novel Rewarding Behaviors	46%					
	Two-Way Communication	60%					
	Criticism	21%					

Note: The major linkages illustrated by the  and  arrows reflect the strongest and most frequent linkages between each Leadership Strategy and the Outcomes desired by your direct reports. While you will want to focus initially on these major linkages within your unique relationships with your direct reports, you may feel there are some additional strategies which help influence your direct reports' perceptions of their top 5 Outcomes.

— SECTION 5: PERCEPTIONS OF HOW YOU MANAGE RELATIONSHIPS —

5.1 Overall Relationship Management

While the entire Coaching Playbook deals with the relationship between you and your team, this section focuses on how your team specifically views your Relationship Management Skills. In addition, you have been provided with an overall Relationship Management score (see Table 11).

We asked your team to rank you on 8 specific Relationship Management Skills. The graph in Table 10 summarizes their perceptions. The graph is scaled from 0% to 100% to show the extent to which your team feels you engage in each Relationship Management Strategy.

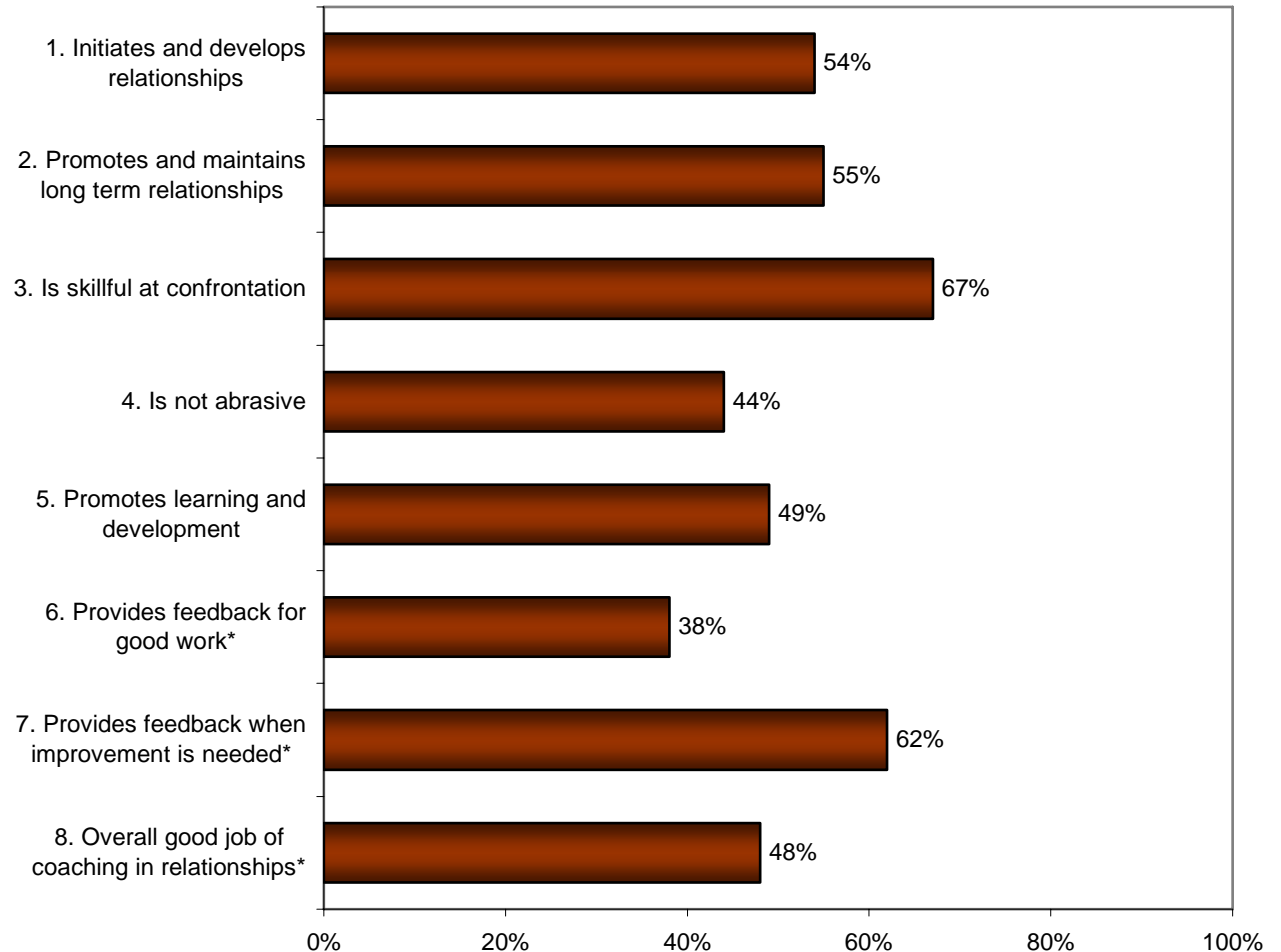
As you can see, your 3 highest scores are:

- ◆ Is skillful at confrontation
- ◆ Provides feedback when improvement is needed*
- ◆ Promotes and maintains long term relationships

Your 3 lowest scores are:

- ◆ Promotes feedback for good work*
- ◆ Is not abrasive
- ◆ Overall good job of coaching in relationships*

Table 10
Relationship Management Skills Used by Chris Green



***Note:** The last three Relationship Management skills shown above (numbers 6, 7, & 8) specifically highlight your team's perceptions of how you approach coaching and feedback. These skills are especially critical because serving as a coach to your team and providing them feedback on their performance serves as the backdrop and opportunity for you to skillfully implement the Leadership Strategies discussed in the previous section and pay your employees their Hidden Paycheck.

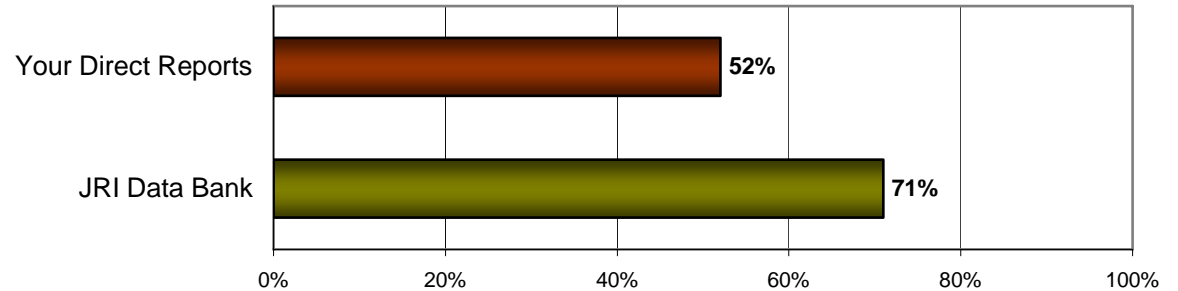
5.2 Overall Relationship Management

Your effectiveness as a leader is in large part determined by your overall approach to Relationship Management.

Your direct reports were given the opportunity to share their perceptions of your overall approach to Relationship Management.

Your overall Relationship Management score is displayed in Table 11 and is compared to the other leaders in our Data Bank.

Table 11
Overall Relationship Management Score

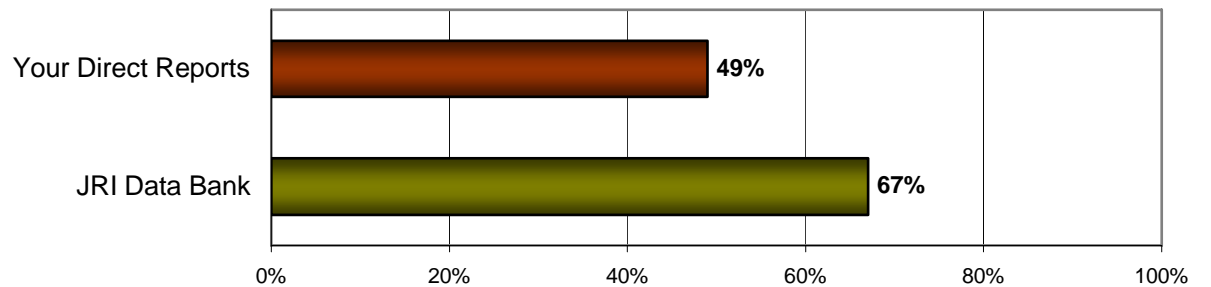


5.3 Overall Coaching & Feedback Score

Your overall Coaching and Feedback score is displayed in Table 12 and is compared to all the other leaders in the Data Bank. Your overall Coaching and Feedback score is important, because studies consistently show that most employees view coaching and feedback as “very important” to their individual development.

Additionally, most employees perceive that they do not get nearly enough feedback from their leader regarding their job performance.

Table 12
Overall Coaching and Feedback Score



— SECTION 6: THE VALUE OF RESPONDING TO YOUR DIRECT REPORTS —

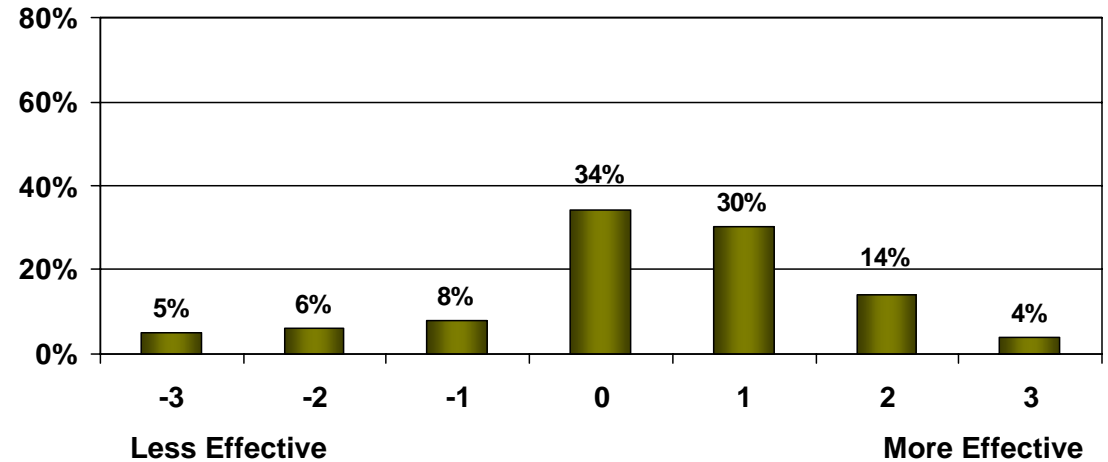
At this point, we want to emphasize the value of responding and following up with your employees in regard to their perceptions of your leadership effectiveness as set forth in your Coaching Playbook. Your direct reports have taken the time to offer their feedback to you – it is important that you respond to their contribution and perceptions.

As you can see from the data summarized in the charts to the right, leaders from a Fortune 50 company who were seen as not responding to feedback and provided no follow-up were perceived as only slightly more effective (as a group) than they were 18 months earlier. While 48% of the leaders were rated as somewhat more effective, over 50% were rated as unchanged or even less effective.

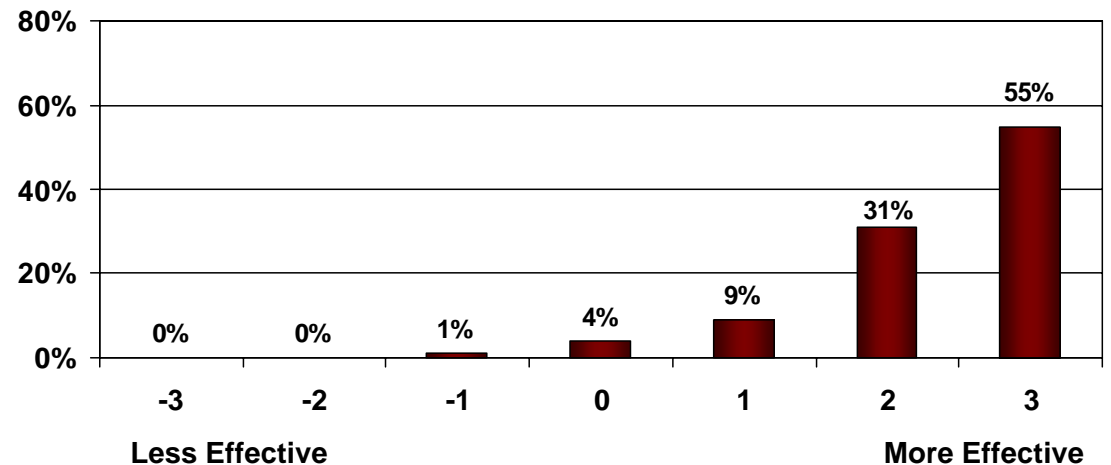
However, the second chart shows the dramatic and positive impact for leaders who both responded to their direct reports and offered consistent or periodic follow-up to the feedback provided by their direct reports. Over half these leaders (55%) were rated in the highest possible category, while 86% jumped to either a +2 or +3.

These individuals have become better leaders of more successful teams because they followed up with their direct reports. You now have the tools and opportunity to do the same.

Leaders Who Did Not Respond and Did Not Follow-Up



Leaders Who Did Respond and Did Consistent (Periodic) Follow-Up



— SUMMARY —

The Coaching Playbook allows you to gain knowledge from and about your direct reports. Specifically, **The Coaching Playbook** provides you with the perceptions of your direct reports regarding: work outcomes, discretionary effort yet to be tapped, overall job satisfaction, your leadership/communication styles, and your relationship management and coaching skills. Keep in mind that this data is based on your team's *perceptions*. You may not always personally agree with their perceptions. However, our work with world-class organizations shows that these perceptions clearly and strongly affect how people perform at work. As a leader and coach, two of your most difficult and critical challenges are (1) to understand and respond to the sometimes-surprising perceptions your employees have and (2) to continue to work at enhancing job relationships.

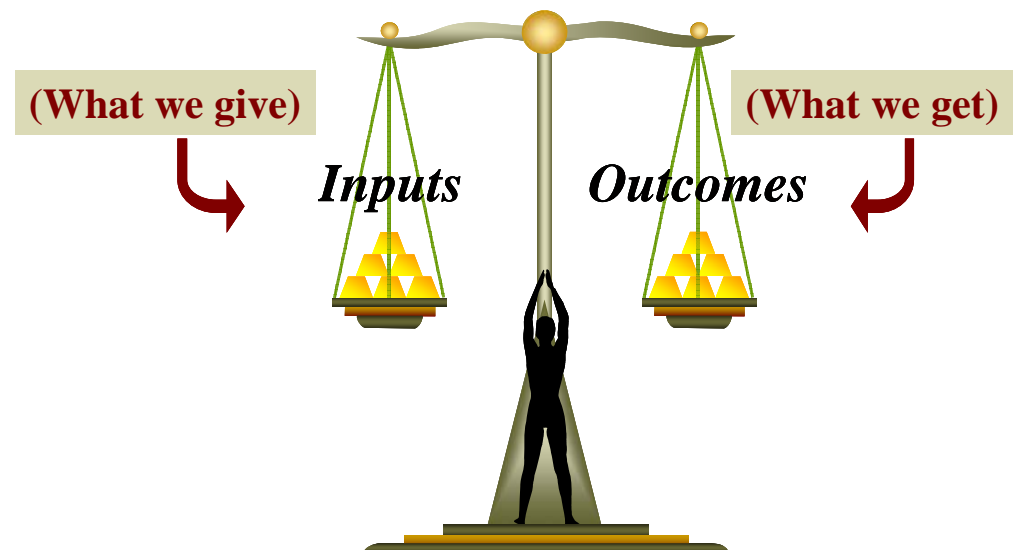
This **Coaching Playbook** gives you the information you need to meet this challenge. **Your Give-To-Get Coaching Game Plan** in Section 4 provides a ready reference on how to link Leadership Strategies with Outcomes important for your team. Concentrating your efforts on the Leadership Strategies, you can pay the Hidden Paycheck to your employees leading to increased job satisfaction and greater effectiveness on the part of your employees. It won't happen overnight, but it will happen. But, like any good coach, you will obtain the best results if you stick to the game plan.

By remembering the simple formula – that people **Give-To-Get** – you can make your relationships with your direct reports more productive and profitable for yourself, for your team and for your organization.

The Immediate Leader: The Key to Securing Discretionary Effort

In today's workplace, we believe that the greatest increases in productivity will come not from technology, but from employees themselves – employees whose leaders have learned to manage relationships for improved perceptions of equity on the job and, in turn, have secured new levels of discretionary effort from their teams. Although **Give-to-Get Leadership** is a relatively new approach, leaders who understand equity and the power of paying their employees their Hidden Paycheck, have already secured additional discretionary effort and gained substantial results with their teams.

We are confident that the information provided in this Coaching Playbook has heightened your sensitivity to the importance of on-going relationships in the workplace – especially the impact that you have as a leader/coach in enhancing the performance of your direct reports. We hope it serves you well.



Debriefing Summary For Chris Green (9 direct reports)

The Coaching Game Plan for Chris Green (Section 4, Page. 12)

Equity Sensitivity of Direct Reports (Page 1 –footer)

40,38,33,29,27,27,26,24,23
B≥34, ES=26-33,E≤25

Job Effectiveness Improvement Scores (Section 2.1, Page 6)

effective as can be already	1	11%
about 10% more effective	3	33%
about 25% more effective	3	33%
about 50% more effective	2	22%
could double my effectiveness	0	0%

Job Satisfaction Score: 69% (Section 2.2, Page 6)

Equity Perception Scores (Section 2.3, Page 7)

Over-Rewarded	0	0%
Equitably Rewarded	5	55%
Under-Rewarded	4	44%

Communication Style (Section 3.2, Page 8)

Controlling	41	Extremely High
Nurturing	26	Extremely Low
Confronting	35	High
Dramatizing	18	Extremely Low

The Value of Responding To Your Direct Reports (Section 6, Page 15)

		Top 5 Outcomes					
		% SCORE	Accomplishment 16%	Pay 11%	Job Security 19%	Achievement 31%	Recognition 24%
LEADERSHIP STRATEGIES	Positive Expectations	65%	↑	↑			↑
	Goal Setting	67%	↑	↑		↑	↑
	Positive Feedback	54%	↑	↑	↑		↑
	Availability	55%					
	Trust	62%	↑	↑	↑		
	Developmental Feedback	62%		↑			
	Information	80%	↑	↑			↑
	Participation	68%	↑	↑	↑	↑	↑
	Novel Rewarding Behaviors	46%	↑	↑	↑		↑
	Two-Way Communication	60%	↑	↑	↑	↑	↑
	Criticism	21%	↓	↓	↓	↓	↓

Relationship Management Scores (Section 5, Page 13-14)

Initiates and develops relationships	54%	Overall Relationship Mgmt Score 52%
Promotes and maintains long term relationships	55%	
Is skillful at confrontation	67%	Overall Coaching & Feedback Score 49%
Is not abrasive	44%	
Promotes learning and development	49%	
Provides feedback for good work*	38%	
Provides feedback when improvement is needed*	62%	
Overall good job of coaching in relationships*	48%	

Debriefing Summary For *Chris Green* *(9 direct reports)*

What should Chris Green KEEP doing?

Keep me informed about what's going on
coaching me on my new role
being supportive
being an advocate for us up the line
Keep us informed about what is going on
Being available to me when I need him
Being the point person to take ideas to senior management

What should Chris Green STOP doing?

Being critical of me as a person
Being abrasive with those he disagrees with
micro-managing
Interrupting when others are speaking

What should Chris Green START doing?

Focusing more on developing long-term relationships
holding weekly update meetings
communicating more
Listening first... responding only once the other person has finished saying what they need to say
delegating some of his work
letting us know when we do a good job
Coaching me (and others)
Offering us some "stretch" or more challenging assignments that we can grow into