

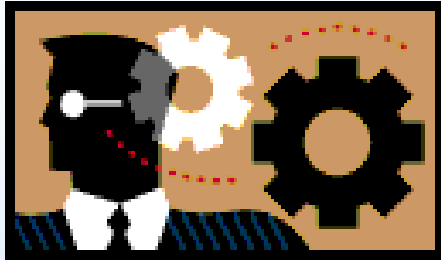
# Coaching For Performance



智享会  
HR Excellence  
Center



# “OUR HOPE” of the organization



People are a valuable resource-second only to customers

员工是重要的资源-其地位仅次于顾客

All the profits of the organization are generated by the efforts of people

公司的所有利润都是员工创造的

**Train and Develop People is Key to Ensuring  
Success in Today's Competitive Market.  
培训和发展员工是确保成功的关键**

# Early Lessons Learned

Learning Objective is not the biggest Object of the Organization. We should pay more attention on the activities which will impact on business outcomes.

学习的目标不是组织的最终目标，能够帮助组织实现战略目标的活动，才会真正给组织带来价值。

Focus on all kinds of opportunities which takes us to the final point. 瞄准能够帮助组织实行其战略目标的各种机会，而不只是注重培训活动本身。

Line Manager will be a good Training/Coach, not just be Goaltender 销售管理人员可以成为优秀的培训师，而非单纯的培训项目的守门人。



# Coaching: A Definition

An interactive communication process between members of the organization (leaders to team members, peers to peers, team members to leaders) aimed to exerting a positive influence

在组织员工之间进行的相互的有效沟通，目的在于施加正向的影响

Coaching enhances the motivation, performance, awareness, and development of another person. Coaching is an ongoing process of building a partnership for continuous improvement

教导能够强化激励，绩效，和自省以及个人的发展。

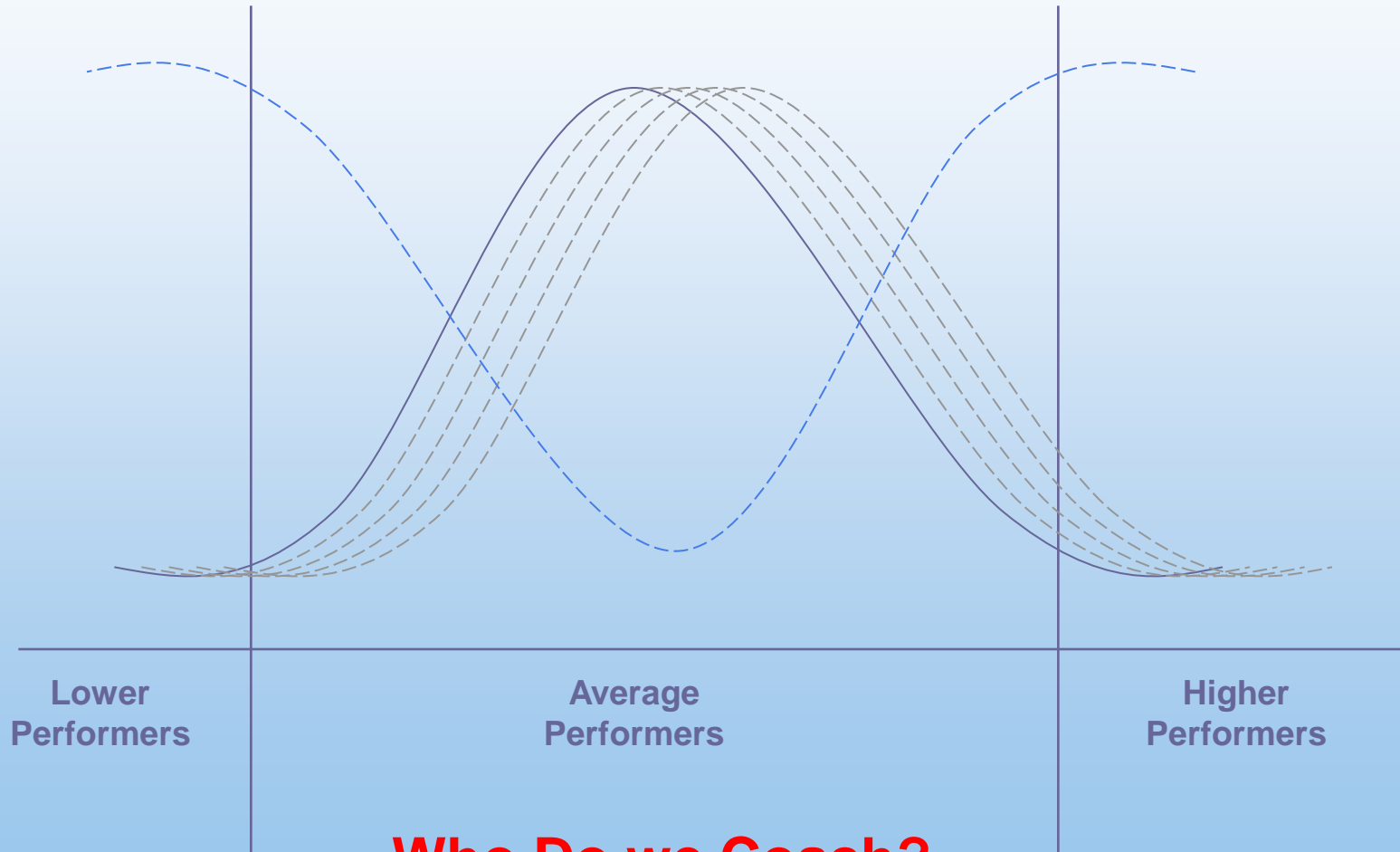
教导是一个为了持续改进建立的一个伙伴关系的过程

# Coaching: A Definition

- C (Concern) - 关心员工
- O (Observation) - 观察员工的行为和绩效表现
- A (Alignment) - 建立认同以改变员工的行为
- C (Communication) - 沟通与反馈绩效情况
- H (Helping) - 帮助员工改善绩效

# Who do we Coach?

## Performance Curve



**Who Do we Coach?**

# The Coaching Tree

## Subject and Coaching

### Canopy

- Strategic
- Innovative
- Personal Growth

### Branch

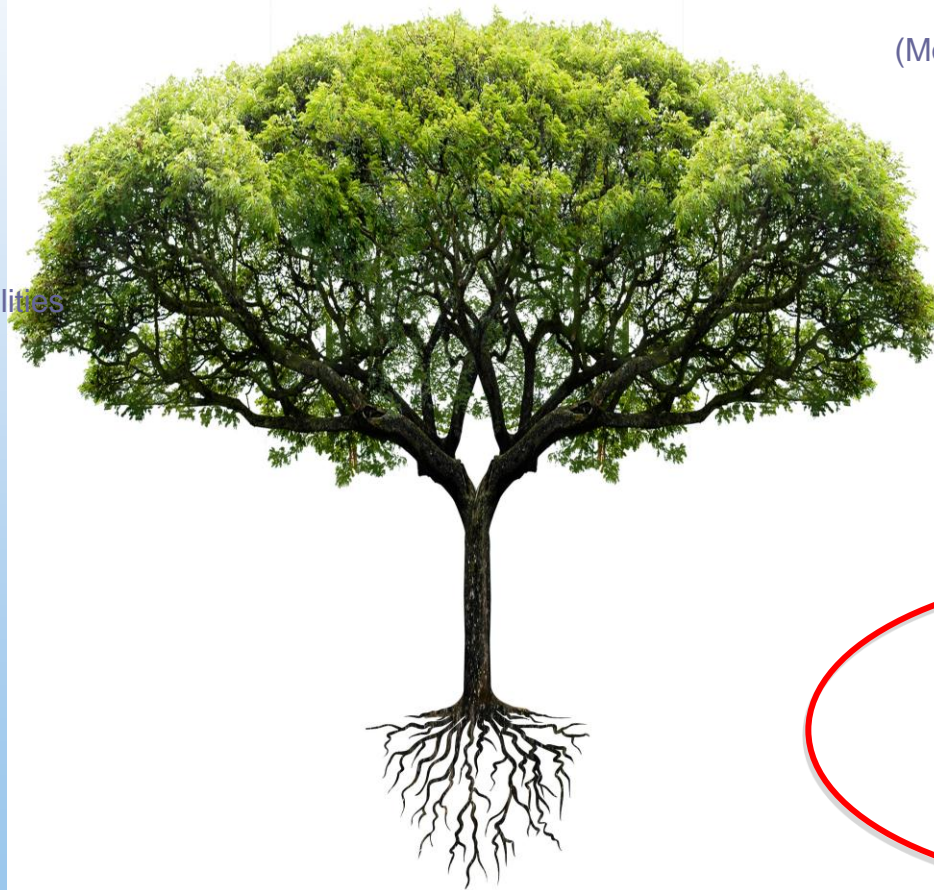
- Development
- Knowledge, skills and Abilities

### Trunk

- Behavior
- Expectation
- Code of Conduct

### Roots

- Purpose of the job
- Achieving Results
- Link to Bottom Line



## Timing and Duration

### Semi-Annual & Annual Feedback Mechanism

(More Structures or Formal Coaching)

### Quarterly or Trimester Feedback Mechanism

### Monthly or Bimonthly Feedback Mechanism

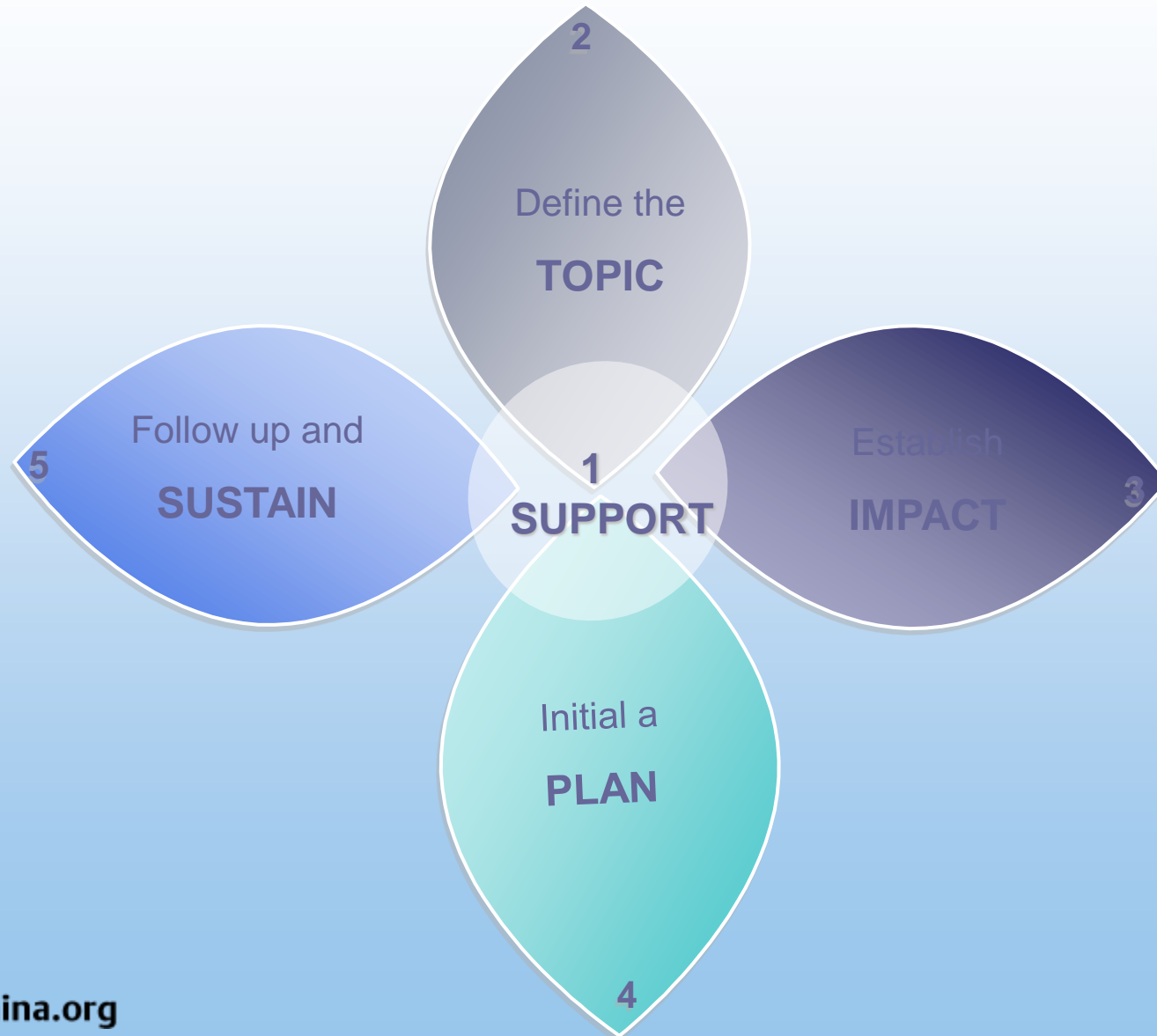
### Daily or Weekly Feedback Mechanism

(Natural Coaching  
Objective Data, and Self-  
Administered Scorecards)

# Coaching Research



# Coaching TIPS Model



# About the TIPS Model



**It is deceptively simple.** 简单明了

**Emphasis is on the process of the conversation, not content.** 强调谈话的流程

**It is a road map.** 提供谈话的思路

**Coaching is not sequential.** 教导并非顺序化

# About the TIPS Model



**Support is the heart of the model** 模型的核心

**Create a solution, a new path, a plan of action.** 创建一个解决方案，一个新途径，和一个行动计划

**Hold each other accountable.** 确保每个人对结果承担责任

**Review and rehearse critical details .Share your commitment.** 回顾并核实关键信息,分享你的承诺

**Be persistent. Don't give up easily.** 持之以恒不放弃

**Communication → Understanding → Respect → Trust = High performance** 沟通 — 理解 — 尊重 — 信任 = 高绩效

# Best Practice Sharing-

## Coach Star Program

Encourage First-line supervisor/manager to focus on team coach and development in order to inspire the whole team to increase sales effectiveness and achieve high sales performance ultimately.



### E-Learning Coaching Center



6 points and 1 center help us develop an effective transferring system

# Set up an effective transferring system

Sales Target and strategy

Performance achievement and motivation system

Performance Platform

Performance achievement, sales rank

Bonus calculation

reward points convention

Coaching Platform

Assistance for sales increase performance

KPI Process Management and Implementation

Coach Interaction between supervisor and rep.

Learning System

Self study

SMS

New Staff Orientation

Test on policy and certification program

Communication System

Company/Marketing Info. President words/ mailbox

Internal Magazine-  
«Zai Yi Xian» /  
«Happiness to share»

Entrance to all system/BBS



***Let's Work together!***