

## Coaching Module - Handout

### Exercise on The Performance Coaching Cycle

**A**

Adam has been with the department for seven years and his job has become routine and methodical to him. His attitude is fairly neutral, with some signs of regressing into negative remarks whenever something new is to be tried.

As manager, you have decided to increase the responsibility that some team members have for performance and results within the department. Adam is very reluctant when you approach him and says that he has no had experience in what you want him to do, and can he please just carry on doing his basic work. He has no desire to improve himself (he rejected the chance to go on two training courses recently) and says he is happy just doing his job.

How would you sum up Adam?

Willingness to do the task                      HIGH / MEDIUM / LOW

Ability to do the task                              HIGH / MEDIUM / LOW

How would you deal with this situation?  
What Leadership Style would you adopt?

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**B**

You have a fairly new team member named Basil who has settled in well. He contributes well at team meetings and has come up with one new idea in particular that has changed the way you carry out some activities within the department.

You decide to give Basil some more responsibility and want to try out some new ways of carrying out a particular task. He has not been involved in this work before. You sound him out to ascertain his feelings about taking on more responsibility and he sounds enthusiastic.

How would you sum up Basil?

Willingness to do the task                      HIGH / MEDIUM / LOW

Ability to do the task                              HIGH / MEDIUM / LOW

How would you deal with this situation?  
What Leadership Style would you adopt?

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**C**

Cheryl, aged 20, has been with you for about nine months and has been working well. The quality of her work is above average; however, she lacks the proactive approach that is needed to progress very much. She likes routine, is quite introvert, keeps herself to herself and rarely shares anything about herself or her life. In fact, it's quite an effort to get her to talk at all. She's the proverbial 'quiet one'.

You have a new task to complete and think that it would be possible for Cheryl to incorporate it into her daily routine. You have a meeting with her and outline the responsibilities she would have to cope with, which you know are well within her capabilities. Her response is that she would rather not, as she doesn't feel confident enough yet to do anything more than her routine jobs.

How would you sum up Cheryl?

Willingness to do the task                      HIGH / MEDIUM / LOW

Ability to do the task                              HIGH / MEDIUM / LOW

How would you deal with this situation?  
What Leadership Style would you adopt?

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**D**

Donald has been with you for just over two years and has proved a valuable member of the team. His experience with other councils has been useful, if sometimes a little critical, but overall he is an asset. He's quite proactive, too, and is often seen with other team members working on improvements to various tasks.

A customer survey has shown that some areas of your work need to be improved, so, after a series of team meetings, you decide to implement some changes and ask Donald to head up a small group to instigate some of the changes. You know the results you want and would like to test Donald's abilities in group leadership. You ask him how he would feel about running the project and he appears pretty confident he could make it work.

How would you sum up Donald?

Willingness to do the task                      HIGH / MEDIUM / LOW

Ability to do the task                              HIGH / MEDIUM / LOW

How would you deal with this situation?  
What Leadership Style would you adopt?