

WHY TAKE A COACHING APPROACH WITH PERFORMANCE REVIEWS?

Performance reviews are designed to monitor and support employee progress. As with Key Performance Indicators, they measure a set of quantifiable specifics such as financial targets, learning and development goals, and overall performance against an organisation's strategic objectives. Taking a coaching approach to conducting performance reviews can have more impact than simply rating employees. This is a positive choice to invest in people's longer-term development, which can have a transformational effect on individuals and organisations.

There are many benefits to using a coaching approach in this context, and here we highlight three of them:



High performance – coaching seeks to help individuals and teams genuinely reach their full potential. This is achieved not just by focusing on development needs, but also on strengths, values, and purpose. When people's self-understanding increases, a greater sense of autonomy and agency is created. This gives people a better grasp of their roles within an organisation and elevates individual and collective performance.

Strategic alignment – high-performing individuals and teams align better with organisational strategies. Unlike businesses that operate a command-and-control leadership style, coaching-led performance, learning and development management is a win-win for those striving to foster a culture that brings employees together with a shared purpose. Better strategic alignment gets better results.





Retention – organisations that value employees' contributions, and manage an annual review cycle that incorporates coaching, reap rewards as far as retention is concerned. According to career analyst Daniel Pink, traditional rewards, such as money, are less motivating than people think. Instead, studies have found that Autonomy, Mastery, and Purpose are the most important points to engaging people in their work. A coaching-led approach serves as a strategic enabler for job satisfaction and discretionary effort.

Integrating a coaching and performance review process consists of three distinct elements. The first is the need to plan before the actual review. Sending out coaching questions in advance of the meeting helps focus the mind, of both reviewer and the person being reviewed. These questions create an opportunity for deeper reflection and enable consideration of what is important for the way ahead. The second is the use of coaching skills in the review itself. This will enhance the employee's experience, improving the thinking it prompts and potentially encouraging a growth mindset. The insights gained, and the commitments made during the review then form the individual development plan for the next 12 months. This is ideally monitored at regular intervals.



The OCM's ELECTRIC Online programme is designed to develop a leader's capability to have powerful coaching-style conversations in the workplace. It is a 6-week digital course for leaders and managers who would like to use coaching skills in a pragmatic, authentic way. The outcome for the people around them and in their teams is higher performance, increased collaboration and engagement.

Please contact Sarah Tennant to find out more about how we can support your leaders in developing their coaching approach and to view a demo of ELECTRIC Online. Sarah.tennant@theocm.co.uk