

COURSE OVERVIEW

COURSE NAME

Coaching, Counseling & Discipline

FACILITATION

Elizabeth Rager, Organization & Employee Development; Brian Wittenberg, HR Client Services

COURSE LENGTH:

3 Hours

TARGET AUDIENCE:

Senior HR Consultants, HR Consultants. Directors: Shortened Version combined with portions of Terminations (Items Asterisked) – 1.0 hour

COURSE DESCRIPTION

Extremely important for our supervisor/managers are the skills to coach, counsel and discipline. As Senior HR Consultants/HR Consultants, you will be to whom the supervisors/managers turn for advice and counsel. With that in mind, it will be integral that you know how to help them coach employees for improved performance, help them have those tough conversations, guide them in the steps of discipline, and know when to step back and refer them to other partners at the university. There are many definitions and views on what coaching is and what counseling is which can be confusing. They are all fine and appropriate....but they don't all necessarily fit into the culture we have at WSU and where our current supervisors are in the use of these skills. So this session will provide very simple distinctions to help you provide the best counsel to your clients. In addition, this program will offer a basic discussion model which you can use to help your clients work with employees as well as aid in the situations which call for disciplinary procedures.

LEARNING OBJECTIVES

As a result of this module, participants will be able to:

- Examine the difference between performance and conduct*
- Distinguish the identified difference between coaching and counseling*
- Review concepts on objectivity, assumptions and personal filters
- Review communication concepts to support effective coaching and counseling techniques
- Describe an effective discussion model*
- Demonstrate a coaching discussion
- Demonstrate a counseling discussion
- Indicate purpose and forms of documentation
- Illustrate the uses of the performance improvement plans/expectations memorandum*
- Define the general steps of progressive discipline
- Utilizing the EAP*

- Determine where your role begins and where your role ends with different employee groups/unions in different processes*
- Identify resources and tools to use in handling WSU Coaching/Counseling/Discipline*

PREREQUISITES (for Senior HR Consultants, HR Consultants and optional for Directors)

Prior to this module, it recommended participants review the following Accelerate learning assets to give them the general background knowledge in good techniques of Coaching / Counseling / Discipline:

Accelerate Courses

- *First Steps for Turning Around a Performance Problem* (mgmt_34_a02_bs_enus). Start with the pretest. If you pass at 80% that meets the pre-requisite. (1 hour).

Accelerate Book Chapter:

- Chapter 6 - Coaching and Counseling Employees from *The Essential New Manager's Kit* by Florence Stone
- Chapter 14 - Discipline and Corrective Action from *The Management Bible* by Bob Nelson and Peter Economy

ADDITIONAL RESOURCES

Some additional Accelerate learning assets you could review to help supervisors in dealing with their employees. The first resource discusses difficult conversations in general. The second resource focuses on coaching skills:

Accelerate Courses

- *Preparing for a Difficult Conversation* (mgmt_36_a01_bs_enus) (1 hour)
- *Coaching Performance* (lead_p1_a96_bs_enus) (2 hours)