

Guidance for the COACH

AMS 1:1 Coaching Standards & Guidelines

PURPOSE

- Embed 1:1 coaching as an AMS standard and leadership capability
- Facilitate alignment on expectations and enable quick course corrections
- Increase problem solving capability and employee development
- Achieve stronger results & behaviors
- Build stronger relationships of trust

LEADER STANDARD WORK

- Leaders are accountable to conduct regularly scheduled 1:1s
- Cadence: Varies by role (TBD by agency head)
- Time Allotment: Varies by role and need
- Approach: Standardized, structured discussions
- Document & Follow-up: Consistent, transparent

Recommended 1:1 Practices

1

Prepare

- Schedule regular 1:1s.
- Observe & reflect on performance from Huddle Board metrics, customer feedback, standard work and process adherence, etc.
- Create the meeting agenda from the Discussion Points listed on the 1:1 Coaching Notes Sheet.
- Identify opportunities to recognize good work and prepare to address any performance concerns.
- Review *Coaching Through the PDCA Cycle* (below) in advance to use when the opportunity arises.

2

Facilitate

- Facilitate open, honest dialogue, specific to employee needs.
- Provide feedback – celebrate often and adjust performance as needed.
- Build the employee’s problem solving skills by coaching through the PDCA cycle.
- Capture discussion points, including counter-measures, key decisions, actions and tasks to be completed.

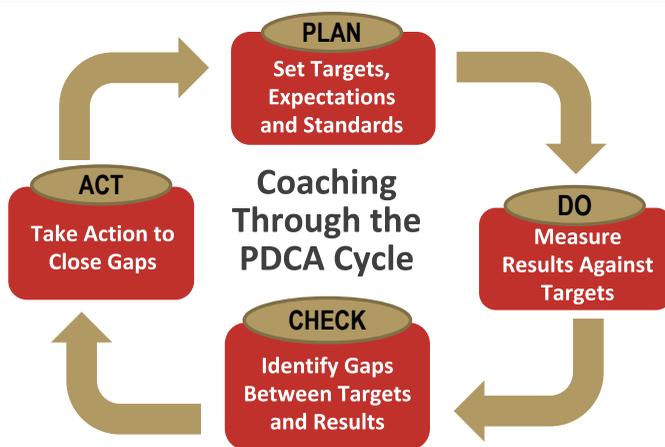
3

After Actions

Reflect on the employee’s performance and take action if course correction is needed:

- If the employee continues their current performance & behavior, will they achieve goals and be successful long term?
- Does the employee demonstrate the State’s Core Values and Beliefs in their daily actions:
 - **Values:** Do the right thing? Commit to excellence? Care for one another?
 - **Beliefs:** Seek to understand and provide solutions for customer needs? Identify & solve problems? Improve processes and measure results?

Coaching Through the PDCA Cycle



Plan the Work	Do the Work	Check for Gaps	Act to Close Gaps
<ul style="list-style-type: none"> • What is the goal and plan to achieve it? • How will you know when the work is done right/well? • How will you measure results (performance measures)? 	<ul style="list-style-type: none"> • What work are you doing? • Are you measuring your results? Are you on track? • Will this work help you meet your goal(s)? • What’s your next step? 	<ul style="list-style-type: none"> • Did you hit or miss the target? • If there is a gap, what caused it? • What could you do to close the gap? • What are your options? (counter-measures) 	<ul style="list-style-type: none"> • What action will you take? • Is it the best action to close the gap to meet your goal? • What is your first step? • When will you take it?

Guidance for the COACHING RECIPIENT

AMS 1:1 Coaching Standards & Guidelines

PURPOSE

- Embed 1:1 coaching as an AMS standard
- Facilitate alignment on expectations and enable quick course corrections
- Increase problem solving capability and your own development
- Achieve stronger results & behaviors
- Build stronger relationships of trust

EXPECTATIONS

- Actively participate in 1:1s with your Coach
- Build your problems solving skills (using the *Coaching Through the PDCA Cycle* as needed)
- Prepare for your meeting and document your commitments, actions and tasks
- Report any roadblocks you may need help with to move forward

Recommended 1:1 Practices

1

Prepare

- Participate in regularly scheduled 1:1s.
- Maintain current, accurate Huddle Board metrics, customer feedback, standard work, etc. that represents your work.
- Prepare an agenda for your meeting using the Discussion Points listed on the Notes Sheet.
- Include problems or roadblocks to discuss with your Coach.
- Review *Coaching Through the PDCA Cycle* (below) to help you problem solve, as needed.

2

Participate

- Contribute to open, honest dialogue, specific to your needs.
- Be open to suggestions and adjust performance as needed.
- Discuss problems or roadblocks you may need help with.
- Use *Coaching Through the PDCA Cycle* (below) to build your problem solving skills.
- Take written notes on discussion points, including countermeasures, key decisions, commitments, actions and tasks to be completed.

3

After Actions

- Reflect on your performance and make course corrections, if needed:
- If you continue your current performance & behavior, will you achieve your goals and be successful long term?
 - Do you demonstrate the State's Core Values and Beliefs in your daily actions?
 - **Values:** Do the right thing? Commit to excellence? Care for one another?
 - **Beliefs:** Seek to understand and provide solutions for customer needs? Identify & solve problems? Improve processes and measure results?

Coaching Through the PDCA Cycle

