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**1. OVERVIEW**

A coaching plan plays a vital role in the relationship between managers and employees. By creating a coaching plan, managers enrich the coaching process for the employees; improve coaching effectiveness by ensuring that the focus points in the coaching process are tailored to the strengths of both the employee and the manager. A plan also demonstrates commitment to the professional success of the employees.

The coaching plan outlines the respective responsibilities of the employee and the manager. To that end, coaching plans serve two purposes: they lay the foundation for consistent coaching efforts throughout the development cycle, and ensure that the respective development goals of each employees are appropriately supported by the manager’s coaching activities.

This plan includes strategies that identify the employee development areas and uses of both the employee and manager’s strengths in the coaching process.

**2. STRATEGIES**

A. Areas of Development

The efforts that managers exert should be directed to skills that employees need to develop to improve and succeed in their respective functions. Managers may refer to performance review or employee’s job descriptions as an initial step to identify these skills. It is important to note that the manager and employee should have collaborative efforts in reaching any development goals. In this regard, development goals should give due consideration to the long term career path of the employee concerned. Moreover, these goals should focus not only on the employee’s weaknesses but should also include his/her strengths.

For the purpose of this strategy, the table below will provide the manager with a consolidated data for each employee’s strengths, weaknesses, and area of development and opportunities.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Employee Name** | **Critical Skills** | **Strength** | **Weakness** | **Development Area & Opportunities** |
| [INSERT FULL NAME] | [INSERT DETAIL, Example: Analytical Thinking, Communication, Project Management] | [WRITE AT LEAST ONE STRENGTH Example: Attention to detail] | [WRITE AT LEAST ONE WEAKNESS Example: Tardiness] | [WRITE AT LEAST ONE Example: Technical knowledge can still be improved, especially on project management]] |

In order to come up with accurate data about the employee’s strengths and weaknesses, the manager may use a career planning questionnaire. This will enable managers to understand the employee’s career aspirations and use that as a guide to identify the key skills that the employee needs to improve or develop.

|  |  |
| --- | --- |
| **Questions To Ask Your Employee** | **Employee Responses** |
| **1. Current Goals** |  |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| **2. Future Role/Roles** |  |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| **3. Current Role/Roles** |  |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |

Another effective instrument is a leadership development questionnaire. This will also aid in determining development areas for employees.

|  |  |
| --- | --- |
| **Question To Ask Your Employee** | **Employee Responses** |
| **1. Leadership Goals** |  |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| **2. Reality (What Is Happening Now)** |  |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| **3. Options (Plan of Action)** |  |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |
| [INSERT RELEVANT QUESTIONS] | [INSERT EMPLOYEE RESPONSE] |

B. Using Strengths in Coaching

Apparently, it is difficult and time-consuming to coach someone in an area where one is weak. The effectiveness of a manager’s coaching efforts can immediately be improved by focusing them on areas where he/she is strong. The table below will help managers in identifying his/her strength areas.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Skill Area/Employee Development** | **Strong and Can Teach Comfortably** | **Strong But Cannot Teach Comfortably** | **Weak But Open to Develop the Skill** | **Weak But Not Open to Developing the Skill** |
| [INSERT DETAILS, e.g. Project Management, People Management, Communication] | [YES OR NO] | [YES OR NO] | [YES OR NO] | [YES OR NO] |

**3. COACHING PLAN**

The table below is designed to align coaching efforts with the development areas of each employees. Employee responsibilities are based on their respective development areas. Manager responsibilities focus on the specific coaching activities, including support and a record of the employee’s progress in meeting development goals.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Manager Name: [INSERT FULL NAME]  Employee Name: [INSERT FULL NAME]  Development Areas: [INSERT DETAILS] | | | | | |
| **Employee Responsibilities** | | | **Manager Responsibilities** | | |
| Development Areas | Employee Activities | Success Measures | Manager Activities | Milestones | Target Date |
| [INSERT DETAILS] | [INSERT DETAILS] | [INSERT DETAILS] | [INSERT DETAILS] | [INSERT DETAILS] | [INSERT DETAILS] |

Acknowledged By:

[NAME AND SIGNATURE OF EMPLOYEE]

[JOB TITLE]  
[DATE ACKNOWLEDGED]

Received By:

[NAME AND SIGNATURE OF MANAGER]

[JOB TITLE]  
[DATE RECEIVED]