

Quick Guide: Performance Coaching

Use the 'Whole Message Model' for performance coaching.

The Whole Message Model ensures that all the key factors to create a behavioural change are communicated.

This model, sometimes called the 'Integrated Message Model' was developed in the early 1980's by Dr Janet Beavin Bavelas of the Department of Psychology at the University of Victoria in Canada.

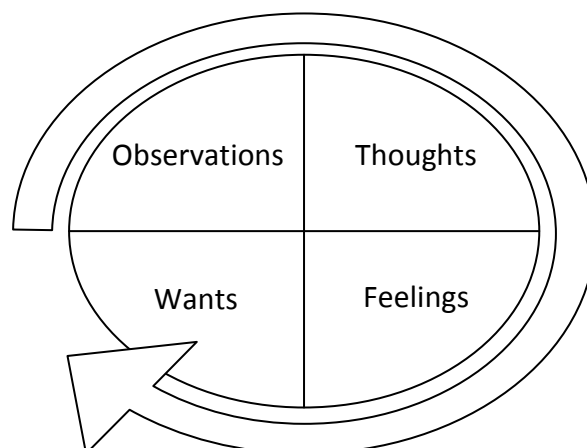
The Components of the Whole Message Model

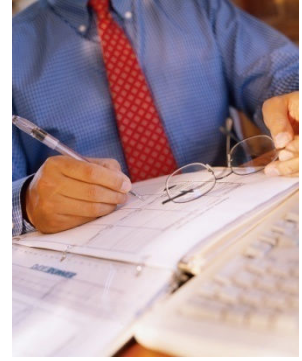
Observations: the facts as you perceive them. Specific observations about what you hear or see. A description in concrete terms, noting specific events, behaviours and timings.

Thoughts: your conclusions, inferences or guesses, based on your observations. The logical outcome. These conclusions will include clearly stating any impacts on yourself, on others, or on the organisation.

Feelings: an appropriate expression of your emotions. The content is important, it is how you demonstrate how you feel that will gain the attention and provide the motivation.

Wants: a clear statement of the results you expect. A specific expression of how you want the behaviours to change, improve, stop, or *continue*. (Note this model is equally important in giving positive recognition and feedback, not just 'feed-forward'). All the steps are essential, this one is more so!





Performance Coaching Worksheet

PLAN

What is the objective or desired outcome of the feedback?

Where and when will you give the feedback?

Plan the Whole Message

Observations:

Thoughts:

Feelings:

Wants:

Giving The Performance Feedback

1.Explain why you are talking , provide an opportunity to share and discuss any perspectives.

2.Give the feedback using the Whole Message Model.

3.Use the following guidelines:

- Be direct
- Be sincere
- Focus on behaviours
- Be specific
- Ensure the feedback is timely
- Be alert to your own non-verbal communication

As you provide the feedback, actively listen, paraphrase and confirm understanding.

Allow the coachee time to respond

If a difficult reaction arises:

- Recognise and acknowledge the emotions expressed
- Use reflecting statements, summarise paraphrase and play-back
- Probe to discover the cause of any disagreement
- Restate the individuals concerns
- Restate your feedback or respond to the concerns.

Remember to acknowledge the person's right to choose what to do with the feedback.