



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORY:

- **Results Oriented—**  
Passionate about winning. Dedicated to achieving all-win solutions to situations.

#### RELATED COMPETENCY CATEGORIES:

- **Values—**  
Guided by a personal code of ethics.  
Demonstrates a strong sense of integrity by working in accordance with their personal values.
- **Initiative—**  
Proactively makes things happen.  
Evaluates self and others and takes positive corrective action. Is self-disciplined.
- **Leadership—**  
Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

# Coaching–Supportive and Directive Approaches

## SUMMARY

Coaching associates to help them succeed and to maintain performance standards is often difficult for everyone involved. Managers need to know when to apply either supportive or directive coaching and be able to analyze the readiness level of their people to receive coaching.

## CONTEXT

Coaching is a major responsibility of every manager, and for many people it can be a major challenge. Managers need to be able to maintain performance standards, be certain people are following policies and procedures, and hit individual and team targets. And you have to do all of this through other people.

Good managers know that building relationships with their associates is the only way to achieve these objectives in the long run. They have to be able to use a variety of coaching techniques and approaches, depending on the person and the circumstances. The right blend of supportive and directive coaching can bring out the best in everyone.

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### At the completion of this module, participants will be able to:

- Understand the differences between supportive and directive coaching
- Evaluate how different people will respond to coaching
- Apply directive coaching to close behavior gaps
- Avoid coaching sidetracks
- Apply supportive coaching to create buy-in

*“When you hire people as employees you do not buy people, or their bodies, or their brains, or their values. You merely rent their behaviors... Now if employees refuse to behave in those specific ways required in that specific job, they are involved in self-destructive behavior.”*

—Ferdinand F. Fournies,  
Coaching for Improved Work Performance