

Activity 12-1: Communication, Coaching, and Goal Setting

Objectives:

- a. To develop your awareness of the human resources that you bring to the work situation.
- b. To provide an opportunity to practice discussing your own resources with two other persons.
- c. To practice listening and paraphrasing.

Task 1:

As homework, complete the "Questionnaire on Coaching and Goal Setting" that follows before coming to class so that you will have notes for participating in this exercise. The questionnaire is intended as a guide, and you may use any other approach or questions you feel would be more helpful to you for performing your role in the triads discussed in the following paragraphs. The questionnaire is for your own use; you will not be asked to hand in any written work on this.

Task 2:

In the classroom the permanent teams are to form into triads.

The roles. During the exercise each participant will have an opportunity to fulfill all three roles. For instance, during the first 15-minute session, participant A will be the teller, participant B will be the listener, and participant C will be the observer. Participants will rotate through the three roles as they complete the sessions as follows:

The role of teller. Individuals will talk about their resources and goals in the way that is most meaningful, using notes from the questionnaire if needed. It is better, however, to speak spontaneously.

Questionnaire on Coaching and Goal Setting

Introduction

The motivation to work may be thought of as the interaction between three areas: (1) the individual as a human resource, (2) the requirements of a particular job, and (3) the character of the work climate. The degree to which individuals are effective and derive satisfaction in their professional assignments depends upon the extent to which these three fit together harmoniously.

Factors in each of these areas that might be relevant to your motivation to work include

1. *The individual as a human resource.* This would include your abilities, skills, experience, education, interests, interpersonal skills, attitudes, temperament, goals, and the broad area of psychological needs such as for achievement, status, recognition, power, acceptance by others, influence, and control. These and many other factors can give you the potential of high performance on certain types of job requirements.

2. *The nature of the job and its specific requirements.* It is assumed there is a range of different types of jobs for which you are suited, depending on your resources. Most of us have some awareness of the nature of work for which we think we are most suited and that encourages us to perform with the highest degree of motivation and involvement.

3. *The work climate.* This can be thought of as, first, relationships between people—between you and your boss, you and your peers, or you and your subordinates. The climate has certain values and norms that characterize the atmosphere and either promote or hinder your effectiveness as an individual.

The Manager as a Coach

A role of the supervisor-manager that is emphasized is that of a coach to employees. This approach is of value because it helps develop the full potential of people and makes the organization fully aware of its human assets. From this knowledge, decisions can be made for selection, placement, assignments, rotation, career planning, promotion, and so on.

The following questionnaire is intended to permit you to practice being both employee and coach as the roles relate to motivation and goal setting. A similar exercise has been used in industrial supervisory training in which trainees complete a questionnaire focused upon the three areas discussed.

Read through the questionnaire and then reread the description of the activity so you will know how you are to use the notes you will make on the questions. (*Note:* This questionnaire is for your own use and is not to be handed in or shown to others unless you so desire. Write your answers on extra sheets of paper if enough room has not been provided on the form.)

Questionnaire on Coaching and Goal Setting

PART I: YOU AS A RESOURCE (WHAT I BRING TO THE JOB)

In answering this question, think in terms of your human resources as described in the introductory section. Use extra sheets of paper where necessary, since little room is provided here.

1. What do you regard as some of your major strengths: abilities, work habits, needs, goals, temperament, and so on. (Note: Do not try to "sell" yourself. Just state honestly how you see yourself.)

PART II: APPLICATION OF YOUR RESOURCES

The first question gives you an opportunity to think of your resources, which might include many assets you do not use frequently. Now think specifically in terms of how you perform in different areas. (You do not have to confine your answers to a work situation—school, recreation, work, church, and so on are fine.)

1. What are some things you do well and would like to do more of? Why?
2. What are things you do not do so well, but would like to do better? Why?
3. What are things you have done and would prefer not to do more of? Why?
4. What are some things you have not done, but would like to do?
5. Can you recall something you have done in the past couple of years that you felt was innovative?
6. What new skill would you like to acquire in the year ahead?
7. Write three brief statements about characteristics that you would like to improve or reinforce.
8. Write three brief statements about characteristics that you would like to minimize or reduce.

9. What I want most out of my job:

10. What I would like to achieve in the next 5 to 10 years:

PART III: THE WORK CLIMATE

1. The type of relationship I want with my boss that can provide the support I need to achieve my needs and goals is:

2. The type of work climate in which I will be most effective is

3. Three things I do that are especially helpful for other people are

4. Three things I would like to do better to be more helpful to others are

(Use extra sheets of paper where necessary.)

Notes:

1. This exercise is designed to give you the opportunity to sample an aspect of the broad area of goal setting, coaching. Obviously the times provided for this exercise are unrealistic, and the individual will probably prefer to select some aspect of the questionnaire and concentrate on it. Complete coverage is not the intent here.

2. *If you prefer to discuss questions on the topic of resources and goals not presented here, please feel free to do so.*