

Index

- achievement, need for, 12
- action plans
 - in coaching, 39–40
 - in counseling, 104–106
 - in mentoring, 197
- advice
 - vs.* criticism, 214–216
 - vs.* feedback, 185
- advocate, mentor as, 159, 175–177
- Age Discrimination in Employment Act, 145
- aggression, passive, 127–128
- American with Disabilities Act (ADA), 146
- anger, 81–82
- attitude problems
 - counseling for, 125–131
 - jokesters, 129–130
 - know-it-alls, 129, 130
 - malicious disobedience, 126–127
 - naysayers, 128–129
 - “no” people, 129, 130
 - passive aggression, 127–128
 - whiners, 129, 130–131
 - worryworts, 129
- at-will employment policies, 73
- awareness of surroundings, as coaching skill, 15
- behavior, separated from person, 22
- blame, placing, 64–65
- broker, mentor as, 159, 174–175
- career counseling, mentor’s role in, 195–196
- Civil Rights Act, Title VII, 145
- coaches
 - clarifying expectations, 22–24
 - creating the right climate, 20–22
 - developmental responsibilities of, 25–27
 - duties of, 18–19
 - management style, 45
 - managerial *vs.* sports, 19
 - mentor as, 158–159
 - need for being specific, 23
 - need for patience, 23
 - role in staff selection, 20
 - as role models, 19
- coaching
 - benefits of, 12–13
 - counseling *vs.*, 2–4
 - defined, 2
 - to empower employee, 40–42
 - establishing work relationship, 44–47
 - to identify inner motivators, 38
 - increasing importance of, 11
 - during interview process, 55–56
 - managers’ resistance to, 13–14
 - mentoring *vs.*, 2–4, 158–159
 - during orientation, 57
 - principles of, 15–18
 - purposes of, 11

- coaching (*continued*)
 - role in teams, 14
 - sessions, *see* coaching interviews
- coaching interviews, 51–52
 - feedback, 54
 - goal of, 51
 - scheduling of, 48
- coaching problems
 - failure to follow up, 62–64
 - failure to give direction, 67
 - failure to orient new hires, 57
 - failure to recognize improvement, 66–67
 - false promises, 57–58
 - focus on attitudes, 61–62
 - ignoring a problem, 65–66
 - impatience, 68
 - inappropriate management style, 58–61
 - making unrealistic demands, 67–68
 - placing blame, 64–65
 - undermining self-esteem, 61
 - wrong people hired, 55–56
- communication skills
 - in counseling, 76–77
 - in mentoring, 186–187
 - one-on-one, 3
- competencies
 - assessment of, 25
 - defined, 25
- counseling
 - for attitude problems, 125–131
 - vs.* coaching and mentoring, 2–4
 - communication process in, 76–77
 - critical skills, 76–77
 - defined, 3, 76
 - failure of, 89
 - of marginal performers, 117–121
 - need for early intervention, 73
 - of peers, 113–117
 - of problem performers, *see* problem performers
 - for rules violations, 121–125
 - 360-degree feedback in, 79–80
- counseling interviews, 87–91
 - goals of, 88
 - investment of time, 88–89, 101–102
 - need for documentation, 142
 - pitfalls, 140–141
 - 20/80 rule, 140–141
- counseling pitfalls
 - accepting poor performance, 132–134
 - avoiding confronting a problem, 82
 - creating unrealistic expectations, 148–149
 - dealing with disabilities, 135–136
 - dealing with emotional employees, 136–137
 - dealing with threats, 137–138
 - disagreeing over standards, 135
 - failing to act like a boss, 82
 - failing to consult HR, 139–140
 - failing to follow through on warnings, 141
 - failing to specify the problem, 134
 - feeling anger, 81–82
 - inconsistent application of company policy, 147–148, 149
 - legal reprisals, 145–147
 - maintaining focus as manager, 138
 - making allowances, 81
 - poor documentation, 145–147
 - poor preparation, 139
 - preconceptions, 139
 - repeating problems, 144–145
- counseling process
 - do's and don'ts, 110–111
 - for misconduct cases, 83–85
 - for performance improvement, 85–87
 - role of manager in, 111–112
- criticism
 - advice *vs.*, 214–216
 - constructive, 198–199
 - ineffectiveness of, 196

- cross-functional teams, counseling
 - peers on, 113–117
- demotion, 86–87
- development goals
 - coach's role in setting, 26–27
 - unrealistic, 216–218
- disciplinary process, 84, *see also* termination
- discrimination
 - and American with Disabilities Act (ADA), 146
 - legal considerations, 145–147
 - and reasonable accommodation, 146
- disobedience, malicious, 126–127
- documentation
 - based on personal observation, 149–150
 - of counseling interviews, 142
 - incident reports, 152
 - need for, 149–150
 - poor, 145–147
 - progress reports, 152
 - rules for, 152
- e-mail, use in e-mentoring, 202–203
- e-mentoring
 - drawbacks, 201
 - by e-mail, 202–203
 - key steps in, 201
 - monitoring results, 201–202
 - by phone, 202
 - providing feedback, 201–202
 - right style and tone for, 203–204
 - setting expectations, 201
- employability, increased by coaching, 12, 13
- employees
 - building rapport with, 21
 - coaching new, 32–33
 - supporting effort of, 21
- empowerment, 40–42
- coaching steps for, 41–42
- as role of coaching, 12
- feedback
 - advice *vs.*, 185
 - as coaching skill, 16, 18
 - constructive, 196
 - in e-mentoring, 202
 - premature, 68
 - 360-degree, 79–80
 - timing of, 18
- following up
 - failure of, 62–63
 - importance of, 63–64
- “I message,” used in mentoring, 200
- improvement, recognition of, 22
- information gathering, as coaching skill, 15
- instruction
 - as coaching skill, 16
 - demonstration of desired outcome, 27
 - as problem to be solved, 26
 - as role of coaching, 12
- interpersonal conflicts, 101
- job enrichment, 34–35
- job satisfaction, increased by coaching, 12
- jokesters, 129–130
- know-it-alls, 129, 130
- listening
 - active, 77
 - as coaching skill, 15
 - as counseling skill, 76–77
 - importance of, 24
 - to words *and* feelings, 190
- management
 - oversupervision, 101
 - situational, 58
 - undersupervision, 101

- management style
 - and coaching, 58–59
 - communicating change, 59–60
 - crisis management, 75–76
 - flexible, 21
 - inappropriate, 58–61
 - and mentoring, 213–218
- managers
 - fear of taking action, 75
 - lack of training, 76
 - need for self-analysis, 81–83
 - role as leaders, 221–223
- marginal performers, counseling of, 117–121
- Maslow, Abraham, 12
- mentee
 - characteristics, 167–168
 - ending the mentorship, 205–206
 - needs *vs.* mentor's resources, 170–171
 - not living up to expectations, 211–212
 - reaching agreement on needed actions, 197, 199
- mentor
 - as advocate, 159, 175–177
 - as broker, 159, 174–175
 - as career counselor, 195–196
 - characteristics, 168–170
 - as coach, 158–159
 - expectations for, 211–212
 - influence on mentee's behavior, 173
 - resources *vs.* mentee's needs, 170–171
 - as role model, 158, 172–173
 - roles of, 156, 172
 - steps for networking, 174–175
 - supervisor as, 159
- mentoring
 - averting problems through, 179–183
 - benefits, 3–4, 156
 - communication issues in, 213–218
 - vs.* coaching, 2–4, 158–159
 - communication skills for, 186–187
 - vs.* counseling, 2–4
 - cross-gender, 209–210
 - defined, 3
 - as growing trend, 155
 - and managerial style, 213–218
 - offsite, *see* e-mentoring
 - of own staff member, 160–162
 - picking candidates for, 162–163
 - providing feedback during, 185
 - purpose of, 158–159
 - resolvable problems in, 211–218
 - SMART goals in, 196
 - structured programs, 157–158
 - subordinates of direct reports, 210–211
 - success in, 187–188, 190
 - use of constructive criticism, 198–199
 - use of “I message” in, 200
- mentoring relationships
 - benefits, 171
 - early stages, 163–165
 - e-mentoring, 201
 - ending of, 205–206
 - first steps in, 193
 - keys to success, 165–167
 - mismatches in, 208–209
 - mutual respect as key, 188–189
 - reasons for dissolving, 206–208, 209–211
 - trust as key, 188–189
 - use of questioning, 193–195
- misconduct
 - counseling process, 83–85
 - disciplinary process, 84
- mission
 - communicating corporate values, 23
 - marking progress toward, 22

- mistakes, as learning opportunities, 21–22
- motivation, intrinsic, 38
- naysayers, 128–129
- networking
 - within the organization, 175
 - outside of the organization, 174–175
- new employees
 - assessing training needs of, 33
 - shortening learning curve of, 32
- “no” people, 129, 130
- oversupervision, 101
- passive aggression, 127–128
- performance appraisal
 - as developmental tool, 24–25, 35–37
 - failure to follow company policy, 147–148
- performance improvement, four-step counseling process, 85–87
- performance problems, *see also* disciplinary process; problem performers
 - acceptance of as pitfall, 132–134
 - confronting them promptly, 222
 - managers’ failure to take action, 74–76
 - need for counseling, 78–79
 - of non-team players, 86
 - reappearance of, 144–145
 - situations that create, 100–101
- personality conflict, as reason for ending mentorship, 208
- personal problems, 101
- praise
 - proper use of, 28–29, 176
 - to reinforce good performance, 27–28
 - as role of coaching, 12
- priorities, lack of clear, 100
- problem performers, *see also* performance problems
 - agreeing on actions, 104–106
 - dealing with mentees as, 197
 - following up with, 106–107, 141
 - goals, 92–93
 - identifying source of problem, 98–100
 - recognizing accomplishments of, 107–108
 - winning agreement on need to change, 93–98
- productivity, loss of, 74
- promises
 - breach of, 101
 - false, 57–58
- questioning
 - in counseling, 76–77
 - in mentoring, 193–195
- questions
 - to generate discussion, 183–185
 - “get to know you,” 174
 - self-analytical, 81
 - to solve problems, 193
- “reasonable accommodation” provision, 146
- reprimand, written, 84
- role model
 - coach as, 19
 - mentor as, 172–173
- rules violations, counseling for, 121–125
- Sarbanes-Oxley Act, 84–85
- self-esteem, loss of, 74
- situational management, 58
- staff selection, role of coaches in, 20
- strength, building on, 22
- stress, as problem situation, 100

- stretch
 - adding through coaching, 34–35
 - departmental, 42–43
 - encouragement of, 31–32
 - through empowerment, 40–42
- stretch goals
 - involving employees in, 36–37
 - making into reality, 38–40
 - setting, 35–36, 37
- supervision, *see also* management
 - of off-site employees, 14
- supervisor, mentor as, 177–178
- suspension, 84

- tardiness, chronic, 138
- team leaders, role as coaches, 14
- termination, 84, 87, *see also* disciplinary process
 - appropriate treatment of employee, 144
 - compliance with legal requirements, 147
 - interview, 143–144
 - legal pitfalls as result of, 145–152
 - as only recourse, 142–144
 - timing of, 143
- threats, avoidance of, 20–21

- 360-degree feedback, 79–80
- time management, as problem situation, 100
- training
 - assessing needs of, 33
 - benefits of, 33–34
 - clarifying nature of, 39
 - facilitating the task, 39–40
- transfer, 86
- 20/80 rule, 140–141, 168

- undersupervision, 101
- Uniform Guidelines on Employee Selection (EEOC), 148

- verbal counseling, 85
- Vietnam Era Veterans Readjustment Assistance Act, 146

- warning
 - verbal, 84, 85
 - written, 84, 85–86
- whiners, 129, 130–131
- “why” questions, proper use of, 24
- work environment, positive, 221
- worrywarts, 129
- written warning, 85–86