

COACHING FOR CHANGE

4 techniques for coaching overconfident employees



Start off with praise

Start your coaching meetings on a positive note, and spend time reviewing the person's strengths. Getting them excited about their development will go a long way.

1



Make a smooth feedback transition

This helps set the stage for the "areas to improve" part of your discussion. Try something like, *"Yes, you're doing great—and here's how you can do even better..."*

2



Give forward-thinking developmental feedback

Don't rehash the past—position your constructive feedback as behaviors you'd like to see from the employee in the future. Be specific, and discuss the benefits of these changes.

3



Be careful not to overload

Two opportunities for improvement are adequate, especially if you conduct these sessions regularly.

4