

# KAS COIN Probing Strategies Profile for Interpersonal Coaching Skills

Possible Problem (Need) (1)	Possible Impact on Customer (2)	Sample <u>Circumstance</u> questions (3)	Sample <u>Opportunity</u> questions (4)	Sample <u>Impact</u> questions (5)	Confirm the <u>Need</u> (6)	ICS features and benefits To Satisfy the <u>Need</u> (7)
<p><b>1. Manager has to address undesirable behaviour, i.e., substandard, disruptive, or nonproductive.</b></p>	<ul style="list-style-type: none"> <li>Reduced morale and cooperation affect productivity. (P)</li> <li>Dollars lost due to wasted time spent disputing or money paid for mediocre work. (F)</li> <li>Disruptive behaviour and marginal performance negatively reflect on whole work unit. (I)</li> </ul> <p>P = Productivity F = Finance I = Image</p>	<ul style="list-style-type: none"> <li>How well do people within departments work together?</li> <li>How do your managers address undesirable behaviour?</li> <li>How does your organization address mediocrity?</li> <li>Please explain what changes in employee attitude and productivity you have seen post Covid.</li> </ul>	<ul style="list-style-type: none"> <li>How do low morale and lack of cooperation affect your productivity?</li> <li>How much time and money are wasted because of poor employee behaviour?</li> <li>How well do you think most managers deal with poor employee behaviour? How comfortable do they feel doing this?</li> <li>How do marginal performance and disruptive behaviour reflect on the work unit?</li> <li>What do you think about your managers' ability to coach and inspire their teams?</li> </ul>	<ul style="list-style-type: none"> <li>Suppose managers don't have skills to correct poor behaviour without creating defensiveness. Wouldn't that have a negative effect on employee morale and productivity?</li> <li>If managers had a system for dealing with undesirable behaviour, couldn't you save wasted time and money?</li> <li>If managers could encourage marginal workers to increase performance, would that help managers meet targets?</li> <li>Wouldn't managers who raised the performance levels of workers appear more competent and effective?</li> <li>What is the impact of poor coaching on dealing with low morale or productivity?</li> </ul>	<ul style="list-style-type: none"> <li>So it would be important to give your managers the skills to deal with poor morale or low productivity?</li> <li>So reducing employee poor employee engagement is something you want to solve?</li> <li>You think that improving manager coaching skills can lead to less employee turnover and more engaged workforce?</li> <li>Giving your managers skills to deal with unproductive employees in a way that leads to better motivation is a must?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Coaching skills used to maintain positive employee behaviour, and to understand the causes of and to correct undesirable behaviour and marginal performance</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Keeps morale high while poor behaviour is changed so that performance doesn't suffer.</li> <li>Makes managers more confident in ability to handle difficult employees and willing to do so more often.</li> <li>Makes employees more productive to organization while reducing turnover.</li> <li>Improve engagement of whole teams because of performance gains.</li> </ul>
<p><b>2. Managers need to preserve and enhance superior performance to maximize company's position in soft economy.</b></p>	<ul style="list-style-type: none"> <li>Superior performance may be lost if it goes unappreciated. (P)</li> <li>Loss of highly productive employees is costly in reduced productivity and replacement expense. (P/F)</li> <li>Superior performance reflects on the whole organization. This, in turn, encourages all to excel. (I)</li> </ul>	<ul style="list-style-type: none"> <li>Is superior performance rewarded in your organization? How?</li> <li>Do any exceptional employees leave your organization because lack of recognition?</li> <li>Does your company capitalize on one employee's superior performance as a motivational factor for other employees? Examples?</li> </ul>	<ul style="list-style-type: none"> <li>Aren't people less likely to maintain superior performance if they fell taken for granted?</li> <li>Don't managers want to encourage and maintain the highest level of output from each employee to meet or exceed goals?</li> <li>Since department performance reflects on a manager's ability, isn't it to his or her advantage to maintain superior performance?</li> </ul>	<ul style="list-style-type: none"> <li>Suppose there were a program to train managers to ensure continued superior performance. Wouldn't that be critical to maintaining the productivity of employees and the overachievement of targets?</li> <li>If the probability of losing a superior performer could be decreased, would that be of interest?</li> <li>What is the financial impact of high employee turnover?</li> </ul>	<ul style="list-style-type: none"> <li>Increasing employee engagement while reducing superior employee turnover is a problem you want to solve. Correct?</li> <li>Getting your managers to coach to recognize good performance in teams and individuals is lacking. You would like to change this lid on employee motivation?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Skills to provide meaningful recognition and to capitalize on superior employee performance.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Encourages good performance by satisfying the need for recognition.</li> <li>Allows manager to help motivate superior performance, and decreases the probability of turnover.</li> <li>Improves top management's perception of overall performance of the work unit.</li> </ul>
<p><b>3. The company has invested in a new quarterly performance appraisal system and needs to protect that investment.</b></p>	<ul style="list-style-type: none"> <li>Investment won't pay off if managers don't develop their staff on a regular basis. (F)</li> <li>If managers are ineffective at giving appraisals, performance will suffer. (P)</li> <li>If communications that surround implementing a performance appraisal system are poor, credibility of new system is questioned. (I)</li> </ul>	<ul style="list-style-type: none"> <li>How does your performance appraisal system work?</li> <li>Is setting objective integral to the success of your system?</li> <li>How well do you think most managers handle the performance appraisal review meeting?</li> <li>Do managers understand that performance appraisal is a continuing process and not a one-time event?</li> </ul>	<ul style="list-style-type: none"> <li>Do your managers always work closely and effectively with subordinates when setting performance objectives? Are priority differences always resolved?</li> <li>How often do performance appraisals get in trouble because of emotional or defensive reactions?</li> <li>How often do managers give formal and informal feedback to their subordinates?</li> </ul>	<ul style="list-style-type: none"> <li>If managers could gain clarity and agreement on objectives with their employees, would that help ensure the success of the performance appraisal system?</li> <li>If managers do not have skills to conduct the performance appraisal discussions as a recognition and constructive feedback how might this sabotage your investment?</li> <li>Provided the skills to give balanced feedback, would managers be more inclined to communicate with their subordinates on continuing basis?</li> </ul>	<ul style="list-style-type: none"> <li>You want to protect the investment your company has made in the new quarterly performance appraisal system. You think giving your managers appraisal and feedback skills will do this, right?</li> <li>Managers are nervous and even skeptical they can conduct performance feedback sessions and you need to boost their confidence and ability to prevent failure is the main need?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Communication skills taught in participative learning system.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Gives managers the skills they need to negotiate performance objectives and give feedback on continuing basis.</li> <li>Helps managers ensure credibility of new performance appraisal system.</li> </ul>
<p><b>4. A high-technology company cannot keep up with its rapid growth. There is a lot of friction between the different skill levels of employees.</b></p>	<ul style="list-style-type: none"> <li>Increasing costs owing to lack of peer and interdepartmental cooperation. (F)</li> <li>Lower production levels owing to low morale. (P)</li> <li>High turnover owing to unsatisfied employees. (I)</li> <li>Cross departmental silo thinking is causing low productivity.</li> </ul>	<ul style="list-style-type: none"> <li>How is your organization set up?</li> <li>What are the biggest personnel problems associated with the fast growth? How are these problems affecting productivity?</li> <li>How well do department managers collaborate cross functionally?</li> </ul>	<ul style="list-style-type: none"> <li>Is there a problem with the wide diversity of people who must work together?</li> <li>How does the company help employees handle communication problems that result from rapid growth?</li> <li>How well do your highly technical people get along with other employees, including subordinates?</li> <li>Tell me about the stress level of your managers.</li> </ul>	<ul style="list-style-type: none"> <li>What would the benefit be if you were able to give your managers and professional the necessary skills to increase cooperative effort between departments?</li> <li>If managers could boost morale in work units, would that help increase production levels?</li> <li>Do you think some turnover could be prevented if managers could constructively handle and correct unacceptable behaviour?</li> </ul>	<ul style="list-style-type: none"> <li>So improving cross departmental collaboration to remain competitive is a requirement?</li> <li>Improving the communication skills of your technical experts to implement IT changes is needed?</li> <li>Equipping you managers with skills to empathize and reduce employee stress will help lead employees through change? Correct?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Motivational and performance improvement skills.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Provides managers with ways to deal with subordinates and peers on daily basis to they will be motivated to perform, thereby increasing productivity.</li> <li>Helps build respect between managers and subordinates, decreasing probability of turnover.</li> <li>Motivates employees who are then less likely to leave the company.</li> </ul>

<p><b>5. Acquisition or merger of two companies.</b></p>	<ul style="list-style-type: none"> <li>Unclear image in the market if new image is not defined. (I)</li> <li>Low morale and output owing to friction of two companies. (P)</li> <li>Turnover increase owing to lack of clear direction. (I/P)</li> <li>Increased inefficiency and higher cost of product. (P/F)</li> </ul>	<ul style="list-style-type: none"> <li>Have you developed a new corporate mission?</li> <li>What change will this make for your customers?</li> <li>What departmental restructuring will take place?</li> </ul>	<ul style="list-style-type: none"> <li>How do you plan to merge the two work forces?</li> <li>Will there be any efforts to help people feel comfortable with the changes?</li> <li>What costs are you anticipating from turnover?</li> <li>Who's responsible for defining the new company image and direction? How will they do it?</li> </ul>	<ul style="list-style-type: none"> <li>If you were able to provide your employees with skills and techniques that would help, make a smooth transition, would that help in maintaining current productivity levels?</li> <li>What would it mean to your company if the transition could be performed smoothly and less time?</li> <li>Would it be helpful if you could minimize turnover and increase output?</li> </ul>	<ul style="list-style-type: none"> <li>Equipping managers of both firms with skills to collaborate is a must for this merger to be successful. You want help here?</li> <li>We agree most mergers fail because of poor communication and cultural reconciliation between the managers of the firms. You want to prevent this, correct?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Five communication skills.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Enables managers to better communicate corporate mission and implications to their direct reports, alleviating some of the insecurities brought out by the change.</li> <li>Provides for easier transition in shorter periods of time.</li> <li>Effectively addresses conflicts of interest, preventing possible turnover or decreases in output.</li> </ul>
<p><b>6. The organization uses project teams where lines of authority and control are vague and results must be achieved through team leadership &amp; group consensus.</b></p>	<ul style="list-style-type: none"> <li>Lack of group consensus will increase the time and expense of projects. (F)</li> <li>Poor communications between team members result in lack of cooperation and commitment to decisions made. (P)</li> <li>Company as a whole looks poor because of in-fighting.</li> </ul>	<ul style="list-style-type: none"> <li>What issues surface as a result of using project teams?</li> <li>How well do team members interact with one another?</li> <li>How do team members come to a consensus when they lack personal authority and control over a decision?</li> </ul>	<ul style="list-style-type: none"> <li>Do team members listen to each other before offering their own opinions?</li> <li>What is the cost to the organization when team members fail to come to an agreement?</li> <li>What's the effect on the project team members when communication breaks down?</li> </ul>	<ul style="list-style-type: none"> <li>If team members could use a common language, would that help the efficiency of the group process?</li> <li>What is of the impact project managers cannot lead team members to work through conflicting priorities be on interest?</li> <li>If members of a team could give feedback effectively, would it reduce defensiveness and create better working relationships?</li> <li>What has been the implications of project teams failing in the past?</li> </ul>	<ul style="list-style-type: none"> <li>Having project managers that are skilful in moving teams through storming to performing is important, correct?</li> <li>Your project teams are made up of different personalities and skill levels so you need managers that can lead and motivate diverse teams, right?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Skills to understand and give balanced feedback on thoughts/suggestions from others you may or may not have authority over.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Helps groups arrive at good decisions accepted or at least respected by all members.</li> <li>Allows for disagreements without shutting down process.</li> <li>Ensures continued contribution by diverse team members and commitment to decisions made.</li> </ul>
<p><b>7. Company needs to control costs, improve efficiency and increase profitability.</b></p>	<ul style="list-style-type: none"> <li>Cost-saving ideas are lot or not solicited. (F)</li> <li>Employees refuse to change work methods. (P)</li> <li>Commitment and motivation of individuals are lost. (I/F/P)</li> </ul>	<ul style="list-style-type: none"> <li>What system is in place to seek employee's ideas in efficiency and cost control?</li> <li>How well have employees been prepared for changes resulting from cost control measures?</li> <li>How motivated are employees to help identify and implement cost efficiencies and improvements?</li> </ul>	<ul style="list-style-type: none"> <li>How constructively do managers respond to ideas and suggestions offered?</li> <li>Have managers been able to work through specific concerns employees have regarding changes?</li> <li>Do managers give positive recognition for people's efforts?</li> </ul>	<ul style="list-style-type: none"> <li>Would it help if managers could maintain an open climate, making possible to find and try out new ways cutting costs and improving efficiency?</li> <li>If managers could try to accommodate legitimate needs and priorities of people affected by change, would this help?</li> <li>Suppose your managers could preserve and maintain motivation by giving recognition for good suggestions. Would that ability help sustain a commitment to cost control?</li> </ul>	<ul style="list-style-type: none"> <li>So you need proactive skilful managers who can coach your increasingly diverse workforce to higher levels of productivity?</li> <li>Because of accelerated company growth, you have had to promote younger managers to lead. You require them to be able to drive and motivate teams to better perform?</li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Skills to open communicates; give fair consideration to all ideas; give clear, specific, and balanced feedback; confront and resolve differences.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Helps promote efficiency and thus cost controls.</li> <li>Meets people's need for respect and self-esteem.</li> <li>Maintains productive working relationship and open climate.</li> <li>Sustains more cost-effective results over long run.</li> </ul>
<p><b>8. An organization facing aggressive competition and increased consumer demands wants to nurture innovation.</b></p>	<ul style="list-style-type: none"> <li>Creative thinking is ignored, hurting performance potential of organization. (P)</li> <li>Company fails to act on some cost-saving ideas. (F)</li> <li>Organization seen as oppressive, undesirable place to work, making it hard to attract and retain good employees. (I)</li> </ul>	<ul style="list-style-type: none"> <li>How do your managers facilitate open, direct, clear, and nonjudgmental communication?</li> <li>How much are employees encouraged to investigate the feasibility of their ideas?</li> <li>What qualities about your organization help or hinder recruiting efforts?</li> </ul>	<ul style="list-style-type: none"> <li>How often do managers or team members reject, ignore, or disagree prematurely with an idea?</li> <li>Do managers make it clear to others that they are listening to ideas and they value contributions?</li> <li>Is your company seen as an exciting place work that encourages and rewards innovative behaviour?</li> </ul>	<ul style="list-style-type: none"> <li>If managers or project leaders were able to draw out ideas, opinions, and suggestions on how things might be better, would this help performance?</li> <li>Would innovation flourish if people were encouraged rather than punished for giving ideas?</li> <li>If your company had a reputation as being progressive and responsive to employees, would it help attract and retain qualified people?</li> </ul>	<ul style="list-style-type: none"> <li><b>Your managers have not had the need to innovate in the past due to your market domination. This has recently changed due to competition. You now require your managers to lead change and innovation?</b></li> <li><b>Process improvement through innovation is a corporate requirement. Your managers need to the skills to lead innovative teams</b></li> </ul>	<p><b>Feature:</b></p> <ul style="list-style-type: none"> <li>Skills to listen, provide balanced feedback, and give positive recognition.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Stimulates creative and innovative thinking at all levels.</li> <li>Meets employees' needs for respect and self-esteem.</li> <li>Increases productivity through implementation of innovation ideas.</li> <li>Positions company as innovative and exciting place to work.</li> </ul>