

# Coaching FOR Emotional Intelligence



THE SECRET TO  
DEVELOPING THE STAR POTENTIAL  
IN YOUR EMPLOYEES

B O B   W A L L

A PDF COMPANION TO THE AUDIOBOOK

# THE COACHING PREPARATION WORKSHEET

(*Confidential*)

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Name of Employee

**1. What is the performance problem that concerns you?**

(Describe the problem in terms of *behaviors* and/or *results*. What is the employee doing or not doing that concerns you? Describe several examples of the problem before you proceed. Be as specific and concrete as possible in describing behaviors if emotional intelligence is at the heart of the problem.)

**2. What is the impact of the performance problem?**

(Why does this concern you? What is the impact on the work done by your team? On your customer? On the quality of your service? Also include examples of the potential impact of the lack of change on the employee's career development.)

**3. What do you want to see the employee doing from now on?**

(What behaviors or results do you want to see from now on? You must be so clear in your description that the employee will know exactly what is expected from now on.)

**4. What will you do next if you see no improvement?**

(Is this conversation a "verbal warning"? If so, the next disciplinary step would probably be a written reprimand. If you are not taking a disciplinary approach at this point, are there any consequences you want to discuss if improvement is not satisfactory? For example, demotion from a management position to an employee role? Change to a different set of responsibilities?)

THE FORMAL COACHING INTERVIEW FORM  
(Personal and Confidential)

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*Employee*

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*Date of Conversation*

**Coaching Format**

I want to talk to you about *(describe the general topic)*.

I've observed *(describe the pattern of behaviors and/or results)*.

I am concerned about this because *(describe the impact of the problem)*.

From now on, I'd like you to *(describe what you want the employee to do)*.

If this situation continues, I will *(describe your next step)*.

*Summary (completed after the meeting)*

**Structuring the Interview**

1. Ask employee to listen first.
2. Communicate your views.
3. Ask for a restatement.
4. Ask for employee's views.
5. Ask for a commitment.
6. Promise follow-up.