Coaching Your Team – A Guide

The staff team has to be motivated and enthusiastic so that they in turn can motivate and enthuse the members. We strongly recommend that you adopt a monthly coaching session approach with the staff team.

1. Monthly Coaching Session

Each staff member should have an understanding of what they are trying to achieve each month in order to help the business achieve its goals.  We strongly recommend you use a monthly meeting with each staff member to help both them and you progress within the business.

In order for you to conduct good monthly meetings, It is very helpful during the month to keep on-going notes of:

* Good aspects of their performance
* Any special achievements
* Any specific feedback from members about the staff member (both good and bad)
* Anything they could have done better
* Think about next month’s objectives and any training they might need to improve. The training should be linked to their skills gap. Training could be done by Head Trainer, Franchisor course or an external course

If you do not make notes during the month is it likely that you will either focus on the last thing they did or just remember the poorer aspects of their performance which can be very demotivating for the staff member.

Set aside preparation time for yourself and at least 45 minutes to conduct the Monthly Coaching Session (MCS).  To prepare:

* Read the Job Description & Personal Specification to remind yourself what your business wants from this role
* Check through their objectives and use the system to extract the numbers required
* Check through your on-going monthly notes and get in order
* Give the staff member the time and date of the MCS and ask them to think about the month and what they have done well and what could have gone better for them

2. Objective examples

When setting objectives these should follow the **S M A R T** rules i.e. the objective should be:

S specific

M measurable

A achievable

R realistic

T time scale

Below are some examples of goals and tasks but not limited to:

Example Target & Goals Studio Manager:

* Book in 50 trial member sessions
* Hit a new member sales target of 20
* Reduce leaver to no more that 2% of membership or a number such as 10
* Complete the successful recruitment of 1 Trainer
* Launch a studio social event for members using social media, other staff, e-shot or similar

Example Target & Goals Head Trainer:

* Complete a workout under the instruction of each trainers and feedback
* Increase the class numbers per week from ’X’ to ‘Y’
* Set a number of social media posts per week - about members or about events or general fitness tips or about nutrition or another aspect of wellness
* Do a First Aid refresher with all trainers
* Complete a training session on trial to full member for each Trainer

Example Target & Goals Trainer:

* Increase the number of participants in their workout sessions by ‘X’
* Complete a FA course successfully
* Conduct ‘X’ number of trial member sessions and convert at X%
* Get 3 Instagram posts up every week

3. Monthly Coaching session structure

Conduct the meeting using this general structure:

* Staff member begins with their thoughts and feelings on what has gone well, what has not gone as planned, and what they feel they have achieved
* You then review the objectives that were set last month
* You give feedback on their performance in relation to their objectives and their job role
* Discuss the actions to improve and agree the objectives for the coming month

Finish the MCS by thanking the staff member for their time and give a deadline by which they will have a copy of the written up MCS with all actions agreed.

We strongly recommend that you use the template provided to complete the sessions and file in the staff personnel file.  This will help both you and the staff member keep track of their progress throughout the year.

**Monthly Coaching Session – A How to Guide**

**Monthly Coaching Session**

|  |  |
| --- | --- |
| Name: |  |
| Position: |  |
| Month: |  |
| Date of Coaching Session: |  |
| Best Bits and Learning from [staff member name]  To prompt the staff member ask what they have enjoyed during the course of the month – ask them to think about member interactions, potential trials, member sign ups, any social events that have taken place, any promotional events or tasks they have done, any training they have taken part in, any member complaints they have handled, any kit they have had to fix, the amount of cleaning they have done and so on. This allows them to think through what they enjoy about the job and what they don’t. This is their chance to put their view across. The learnings bit is for things they feel they would like to get better at  Best Bit’s:  Learning’s: | |
| Monthly View Point:  This section can be used or not according to preference but it can add interest to a monthly session by asking a broad question about how they feel about the business and their work environment and culture. Just pick one question per month out of any of these topics. For instance you can ask “Do your days go by quickly?” and just note response and ask why they feel like that if they do and why if they don’t. Adds to the overall picture of how the staff member is doing.  **Engagement & Motivation**   * Do days go by quickly? * Are you focused when at work? * Are co-workers willing to take on tasks? * Do people here keep going when the going gets tough? * Do people here proactively identify challenges and opportunities? * Do people here adapt quickly? * Am I inspired to reach my goals? * Do I want to make best efforts?   **Relationship Management**   * Good working relationship with supervisor * I get recognised * Good working relationship with co-workers * Employees treat each other with respect * Senior management and employees trust each other   **Compensation & Benefits**   * Overall satisfied * Fairly compensated relative to local market * Holiday * Satisfied with total package   **Work Environment**   * Job security * Like the culture * Operates socially responsibly   **Career Development**   * Have opportunity to apply my talents * Satisfied with job related training * Overall satisfied with the investment my organisation makes in training and education | |

The KPI section should be what they are expected to achieve in their role. These KPI’s should align to what is trying to be achieved in the business. Examples of KPI’s

* If they were tasked to take 30 workouts in the month and go for 70% occupancy did this happen?
* Were they asked to pick one member per week to highlight for wall of fame or similar
* Number of trials they have taken and converted into full members – commission so how much did they earn against a set target
* Were they set 1 FB post per week – if so was it achieved and how many Likes. Same with Instagram
* How many members did they book in for a check on their progress through the Monitor Zone?

**KPI’s**

Example:

**Classes No. Occ**

Target 30 70%

Actual 25 72%

Difference -5 +2%

**FB posts**

Target 10

Actual 5

Difference -5

**Trial Commission**

Target 10

Actual 5

Commission £25

Year to Date commission £125

And so on. Can put in some screen grabs if it helps to show something good they have done

**Review of Previous Month**

The opportunity for your to go through what the person has done well, what effects that had, what has not gone so well and those effects. Explain the performance and the reasoning behind it in a professional manner and this should match with the KPI performance

**The month ahead**

This should link to where the KPI’s are not being met and the general review and their learning’s section. What should they be aiming at in order to improve their own and the businesses performance over the next month?

The staff member should get a copy and both should know the date for next coaching sessions.

**Monthly Coaching Session**

|  |  |
| --- | --- |
| Name: |  |
| Position: |  |
| Month: |  |
| Date of Coaching Session: |  |
| Best Bits and Learning from [staff member name]  Best Bit’s:  Learning’s: | |
| Monthly View Point: | |

**KPI’s**

**Review of Previous Month**

**The Month ahead**