COURSE SYLLABUS

Coaching Audit Staff for High Performance Course

Equip audit managers with coaching techniques and performance tools to motivate, develop, and manage audit staff effectively.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/coaching-audit-staff-for-high-performance



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Course Outline

Module 1: Setting Expectations

- Establishing expectations: Overcoming a lack of understanding
- Coaching responsibilities of auditors
- The GAGAS framework
- Coaching for high performance in audit organizations
- Organizational culture
- Setting the tone for high performance
- Command and control?
- Employee empowered?
- Getting action on tasks through delegation
- The role of delegation
- What can you delegate? Why delegate?
- Why managers fail to delegate
- Obstacles to an accountability culture
- The role of empowerment
- Empower and delegate by setting clear expectations
- Be SMART about setting goals
- Performance expectations cascade from the top down

Module 2: Monitoring, Measuring, and Motivating High Performance

- Sharpening measures for performance and accountability
- Managing by the numbers
- Motivation facts
- Intrinsic and extrinsic motivation

- Giving praise
- The power of positive language – Use the 4-Step Praise Model
- The Pygmalion effect

Module 3: Feedback to Feed-forward Crucial Conversations

- Examples of coaching situations
- Characteristics of effective coaching feedback
- Listening skills
- Providing feedback
- The do's of providing feedback
- The don'ts of providing feedback
- Getting feedback on performance
- Empathy — Seeing, feeling, and understanding things from their point of view
- Crafting your coaching message
- "I" messages
- Examples of "You" and "I" messages

Module 4: Performance Evaluations

- Coaching for success – The performance review
- The supervisor's performance assessment role
- Approaches to performance evaluations
- Guidelines for performance conversations
- Performance appraisals that sing!
- Coaching statements

Module 5: Turning Poor Performers Around – Or Out

- Checklist for diagnosing performance problems
- Iceberg model of counseling
- Suggestions for confronting poor performance
- Turning around poor performers
- Types of employees
- "Can't Do" and "Won't Do"
- Attitude problems
- Fixing chronic complainers
- Four-step model: Converting "Can'ts" and "Won'ts" to "Cans"

Module 6: Discipline and Due Process

- Due process
- Discipline as due process
- The Hot-Stove Rule
- Due process in organizations
- Fair disciplinary procedure requirements
- Summary: Coaching characteristics of high-performance leaders/managers