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 in Live Online and onsite training is available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/coaching-audit-staff-for-high-performance

CustomerRelations@graduateschool.edu • (888) 744-4723

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?
- Setting expectation
- 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 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

- Introduction
- Diagnosing the problems
- Selecting appropriate actions
- Step 1: Build relationship
- Step 2: Describe current performance
- Step 3: Evaluate the impact
- Step 4: Commit to a plan
- Step 5: Redirect excuses
- Step 6: Clarify consequences
- Step 7: Follow-up
- Iceberg model of counseling
- Suggestions for confronting poor performance
- Turning around poor performers
- Types of employees
- Managerial faults – Related to "can't do"
- Organizational faults – Related to "can't do"
- Attitude problems
- Attitude solutions

- Negative attitudes: Fixing needy employees/chronic complainers
- Four-step model – For converting "can'ts and won'ts" to "cans"

Module 6: Discipline and Due Process

- Due process
- Discipline as due process
- Act following the hot-stove rule
- Due process in organizations
- Fair disciplinary procedure requirements
- Summary: Coaching characteristics of high performance leaders/managers