

Coaching Improved Person-Job Fit™

*Follow-up Activity for Mentoring Partners
to enhance job satisfaction and performance*



If you've ever been in a job where you felt like the proverbial round peg trying to fit into a square hole, you most likely felt extremely dissatisfied with your job and your job performance was likely not as good as it needed to be, which made your boss also unhappy. This does not need to happen!

After mentoring partners have had basic training – like our Mentoring for Results™ partner training – they might want to address the person-job fit challenge that many proteges encounter as their career advances and they move into new positions, which require new ways of thinking and performing. Our **Coaching Improved Person-Job Fit™** Guide contains activities that individuals do on their own, and then with their mentoring partners. This Guide also contains an important partner activity: creating a Coaching Plan for learning a needed skill required in the new job. All activities have been field-tested with major clients.

Key benefits of using our Coaching Improved Person-Job Fit™ Guide:

1. You'll save hundreds of hours not having to create and test new activities to improve protege's fit with new job requirements.
2. Partners do structured activities independently and together that enable them to identify (a) the **Coaching Style** the mentor prefers to use and the protege prefers is used, and (b) the mentor's and protege's **Cognitive Style**. Knowing this enables mentors to provide coaching that will be appropriate and better received.
3. The protege on his/her own answers the **Personal Style Indicator** and the **Job Style Indicator**. [PSI indicates preferred style of functioning on two dimensions: (1) Person-oriented or Task-oriented, and (2) Extroverted or Introverted; JSI indicates what the new job requires on these same dimensions.] Protege discusses these findings with the mentor, so they can see where the person-job mis-match is, and plan how to resolve it by coaching new skills. E.g., An Introverted, Task-oriented software developer who wants to switch into sales, will bring a lot product knowledge, but will need mentoring to become more Extroverted and Person-oriented to be a top seller.
4. Another important component of person-job mis-match is **not being aware** of all the essential factors in the new position. So, partners identify these unconscious factors so they become conscious (aware of what to do and why).
5. Partners learn about the two main ways of learning (didactic instruction and experiential learning) and learn how to use **Gray's Systematic Coaching Model™** so mentor-provided coaching includes both types of learning. [Longitudinal research found that both types of learning must occur to learn especially complex concepts and skills.]
6. Partners discuss and answer questions associated with their **Expectations, Concerns and Desired Benefits**. They record their agreed-upon answers in their Guides. For example: Is the preferred Coaching Style similar? If not, how will dissimilarities be handled?
7. Partners learn about **9 Effective Coaching Practices** (based on research) and use these to create a **9-Step Coaching Plan** to learn a new skill needed to meet the protege's job requirements. [2 Plans can be created in the Guide.]
8. Partners learn how to employ **Non-threatening Feedback** as the protege is doing Step 8 (Practicing with Feedback).
9. As a BONUS, partners learn how to use a **7-Step Strategy for Resolving Conflicts**.

