

# 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](mailto:onsite@graduateschool.edu) or visit: <https://sdfm.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 "Wont's" 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