Developing a skill directly is only one of many ways to improve performance but it’s often the default approach. For individuals who overuse a strength, lack confidence, or need to increase self-awareness, what are the alternatives?

*Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™* moves beyond traditional development planning and introduces alternative approaches. Sixteen different approaches help employees address skill gaps in areas that are mission critical to their jobs.

This usage guide introduces when and how to use the *Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™*. See how a *Paths to Improvement* plan works and discover new ways to help employees reach full performance.
How will the 16 Paths to Improvement help me?

- Find new pathways for improving employee performance.
- Create an innovative improvement plan through coaching and goal setting.
- Support leadership development efforts in your organization.

Who is the Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™ for?

The Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™ is designed for any person with a need and to serve as a guide for managers and coaches as they work with individuals. It is intended for all levels of an organization.

Individual learners who are proactive and self-sufficient use the guide to work through a plan for improving a mission-critical skill.

Coaches and managers working with individual employees to address mission critical skill gaps. Paths to Improvement provide multiple alternatives to the typical development plan which can result in more buy-in from the individual and enhanced likelihood for success.

Executives responsible for talent management and human resource management use Paths to Improvement as a resource to sustain leadership development efforts. It provides a common approach to coaching conversations related to improvement in mission critical areas.

What is Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™?

Paths to Improvement is a Coaching Reference Guide and a companion to the Broadband Talent Management book. It is a quick and easy reference for coaches and learners to use during coaching conversations.

1. The six step improvement process guides the coaching conversation.
2. Short descriptions of sixteen improvement plans help identify the right approach for the situation and the skill level.
3. The Paths to Improvement Plan template provides space for coaches and learners to document the plan and then refer back to it as a reminder to ensure follow through on the agreed upon commitment.

What will I find for each Paths to Improvement plan?

When do I use this plan? Describes who would benefit from this path to improvement. Outlines the circumstances in which it would make sense to apply this plan.

How do I use this plan? Provides direction to the coach and learner on how to improve using this approach.
By skill level...Identify the right plan for the skill level. For example, if you are addressing an overused skill, find the plan that fits; in this case it’s a Compensation Plan.

When do I use Paths to Improvement?

There are two primary reasons a coach would reach for Paths to Improvement Coaching Reference Guide.

1. A learner needs to improve in an area that is critically important. Maybe the person is average at something and needs to be stronger for continued success at work. Or, the person is weak in an area and wants to get better. It might be that the person hasn’t had experience using a skill but it’s important for continued success and it’s time to try it.

2. A learner needs to reduce noise and avoid derailing. Maybe someone is overusing a strength and is getting negative feedback. Or, the person has a career staller/stopper that is creating serious problems and derailing the person’s career.

How do I use Paths to Improvement?

Use the six steps toward improvement – work with the learner to answer coaching questions provided at each step.

Determine the need - What is getting in the way of full performance? What is considered most mission critical?

Identify the best Path to Improvement – Find the best plan by determining the current level of skill and reading through the descriptions of appropriate plans.

Create the Paths to Improvement plan – Use the template to write down the goal, the interim plan, and the longer term plan.

Follow through and follow up – Gain buy-in and write the plan down. This will increase commitment and enhance the likelihood of success.

Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™ is available in both a coach version and a learner version. The coach version can be used and re-used with multiple learners. The learner version is designed for learners to take notes and document their goals and commitments.
CONCLUSION

There are many situations where developing a skill directly is not feasible. Perhaps the learner is not aware of the need or perhaps the need is too urgent to allow time for development.

Paths to Improvement: A Coaching Reference Guide for Broadband Talent Management™ provides coaches and learners with a simple way to focus a conversation and identify the new pathways to improving performance.

The 16 Paths to Improvement are designed to address skill levels that range from derailers to towering strengths. Whether getting a career back on track or accelerating career growth – Paths to Improvement provides versatility and alternatives to the traditional individual development plan.


About Korn/Ferry International

Korn/Ferry International (NYSE:KFY), with more than 90 offices in 40 countries, is a premier global provider of talent management solutions. Based in Los Angeles, the firm delivers an array of solutions that help clients to identify, deploy, develop, retain and reward their talent.

About Lominger


For more information on the Korn/Ferry International family of companies, visit www.kornferry.com.