



COACHING GUIDE



THE H&P WAY

The H&P Way is a core set of pillars that lay the foundation of how we create, interact and communicate - both internally and externally. These simple guidelines are the heart and the beginning to truly understanding the H&P brand.

OUR PURPOSE

Improving lives through efficient and responsible energy.

WHAT WE DO

We safely provide performance-driven drilling solutions.

OUR VALUES

Our values reflect who we are and the way we interact with one another, our customers, partners and shareholders.

➤ **Actively C.A.R.E.**

We treat one another with respect. We care about each other. We are committed to Controlling and Removing Exposures for ourselves and others.

➤ **Service Attitude**

We do our part and more for those around us. We consider the needs of others and provide solutions to meet their needs.

➤ **Innovative Spirit**

We constantly work to improve and try new approaches. We make decisions with the long-term view in mind.

➤ **Teamwork**

We listen to one another and work across teams towards a common goal. We collaborate to achieve results and focus on success with our customers and shareholders.

➤ **Do the Right Thing**

We are honest and transparent. We tackle tough situations, make decisions and speak up when needed.

COACHING SKILLS AND CONCEPTS

OBJECTIVE

- Understand the purpose of coaching.
- Understand the concepts and skills on how to properly coach.
- Provide steps to an effective coaching session.



WHAT IS COACHING?

Webster Definition of Coaching

“To enhance the skills of talented people”
“To give private instruction”

YOUR “JOB” AS A COACH...

- Observe and provide success and guidance feedback around how employee behaves while delivering on their goal or task.
- Observe and provide feedback around how employee engages with other co-workers.
- Observe and provide feedback around interaction skills (eye contact, tone of voice, use of language, etc.).
- Model excellence.

YOUR “JOB” AS A COACH IN NOT...

- To sympathize and reinforce the “negative aspects” of culture or organizational barriers.
 - When problems are raised be sympathetic, but keep the focus on finding solutions, creative methods or strategies that helps move the safety climate forward.
- To solve employees’ problems for them, but rather to help them find their own solutions.
 - Remember you do not want to rescue them, but rather provide them with guidance to help them grow their problem solving skills.

“We demean or try to control others when we see them as unable. Always hold others as able.”

IMPROVING SKILLS

UNDERSTANDING RESCUE VS RESPONSIBILITY

Rescue

- You feel the supervisor/employee needs you; they can't do it alone.
- You talk more than they do.
- You make the decisions.
- You give them answers.
- You might worry more about their success than they do.
- You may do more work because you take on their responsibility.

Responsibility

- You feel the supervisor/employee is better off with his own approach.
- You know the supervisor/employee is responsible for their results.
- You focus on their strengths.
- You ask them good questions and challenge their thinking.
- You maintain confidence in their ability.
- You invite them to stay tuned in, productive, decisive and articulate.

NONVERBAL COMMUNICATION

Visual/Eye Contact

Maintain eye contact. If you break eye contact, re-establish it.

Voice Qualities

Monitor your speech rate. Watch what words you emphasize or stress. Watch your tone.

Body Language

Pay attention to your hands and arms. Lean in. Open yourself up. Pay attention to your facial expressions. Give head nods.

Movement Harmonics

Mirror each other. Complement and synchronize movements.

ACTIVELY LISTENING TECHNIQUES

Pay Attention

Listen to what they are saying. Do not start forming a response in your head.

Withhold Judgment

Be open to new ideas & perspectives. Suspend judgment. Hold any criticisms and avoid arguing.

Reflect

Paraphrase often. Do not assume to understand.

Clarify

Ask questions to clarify. Use open-ended questions.

Summarize

Restate key themes. Provide a brief restatement.

Share

Your thoughts, feelings, perspective and suggestions.

HOW TO HANDLE RESISTANCE

Know when coaching is needed

Does the employee need guidance or direction?

Understanding the resistance

Is the employee being irrational or difficult? If this is not usually the case, do they feel irrelevant or under appreciated?

Is there trust, are they bought in?

Be curious

Start asking them why they feel they way they do.

Be transparent

Make your intentions clear on why you are there.

Show appreciation and build trust

Acknowledge the employees' contributions. Do your best to make the session not feel like a punishment.

Keep the conversation private.

Don't force it

If the employee continues to resist, do not strong arm them, instead pause the session and re-evaluate. Ask yourself, do we need someone else, am I the right person, is there something else going on?

WHY WE OBSERVE "BEHAVIOR"?

- It focuses effort.
- It provides the data you need for feedback.
- It creates opportunities for coaching.
- It provides data on performance barriers.

COACHING GUIDE

PURPOSE

- Build trust with employees
- Identify opportunities to reinforce positive behaviors
- Determine opportunities for growth
- Observe how well employee communicates, resolves conflict and corrects undesired behaviors
- Provide real-time feedback and answer any questions or concerns the employee may have
- Ensure expectations are met, resources are provided and barriers are removed

STEPS TO A COACHING SESSION



PLANNING YOUR COACHING SESSION

Ask yourself

- Who am I going to visit and talk to?
- Have I spoken to this person before?
- What issues did this person have last time?
- What kind of personality do they have?
- What environment, jobs or tasks will I expect to see?

OPENING

You ask them

- How has it been since the last time I have seen you?
- How is the family?
- What was the last fun thing you got to do during days off / vacation?

GOALS THEY SET (IF APPLICABLE)

You ask them

- What goal have you set for yourself?
- How specific is it?
- Have you been able to follow through? If not, why?
- Would you like to change or modify your goals?

CONVERSATION

You ask them

- What concerns do you have?
- What can I help with?
- What additional resources do you need?
- What positive behaviors have you seen recently? And, have you given that feedback?
- When was the last time-out you took for mental health?

Remember to use the elements of contact to guide you.

The elements are a good resource to ensure you are having effective conversations with employees.

DEBRIEF CONVERSATION

Things to consider

- Paraphrase potential issues.
- Take notes.
- Ask permission to provide feedback, if needed.
- Ask what else you can do to help.

AFTER THE CONVERSATION

Things to consider

- If follow-up is needed, make a calendar event as a reminder.
- Always follow-up if there are action items.
- Thank them for their time.

PROVIDING EFFECTIVE FEEDBACK

ELEMENTS OF AN EFFECTIVE SAFETY CONTACT

1. Plan the contact
2. Go to the job, observe, and recognize
3. Start the conversation and give feedback
4. Transition to a discussion about exposure
5. Follow up

SUCCESS FEEDBACK: THINK CAR



GUIDANCE FEEDBACK: THINK CAR / AR



Pause: Ask open-ended questions and listen.



[CLICK HERE TO READ OUR FEEDBACK & ACCOUNTABILITY GUIDE](#)

BEST PRACTICES



GIVE EMPLOYEES REGULAR, FREQUENT FEEDBACK

Employees crave constructive feedback from their managers, but don't always get it. Consider setting reminders in your calendar to consistently provide feedback to each employee.



CREATE A CULTURE OF TEAM FEEDBACK

Contrary to popular belief, feedback shouldn't just come from the manager. Employees should be encouraged to provide feedback to each other and to you, their manager. Strive to build a culture where 360 feedback is the norm.



PUSH EMPLOYEES TO THEIR ATTAINABLE LIMITS

While you don't want to overwhelm employees, motivating your team to get out of their comfort zone can help them grow and perform at their highest potential. Employees who demonstrate a lack of interest in their work are much more likely to become disengaged.



ENCOURAGE EMPLOYEES TO LEARN FROM OTHERS.

No two employees are exactly alike. They come from different backgrounds and have varying personalities, strengths, and weaknesses. Simply connecting employees with their peers opens new possibilities and creates a more connected workplace.



BUILD CONFIDENCE

Confident employees are more likely to achieve their goals than those who feel unsupported and misguided.



DON'T DO EMPLOYEES' WORK FOR THEM

When you notice an assignment is proceeding slowly or heading in the wrong direction, you might be tempted to take it into your own hands and simply complete it yourself.



TOLERATE AND SUPPORT FAILURE

Sometimes, things don't go according to plan. Mistakes will be made and deals will fall through. It's just a part of work. But how you respond is what really matters.



RECOGNIZE EMPLOYEES OFTEN

Mistakes happen, and so do successes! Oftentimes, managers get caught up in being a constructive coach instead of a celebratory one. When an employee succeeds or goes over the top, let them know that you noticed.