COACHING IN THE WORKPLACE

Integrating coaching into your supervision style
What is Coaching
Benefits of Coaching in the Workplace

- **Overcome** costly and time-consuming performance problems.
- **Strengthen** employees’ skills so you can delegate more tasks to them and focus on more important managerial responsibilities—such as planning.
- **Boost** productivity by helping your employees work smarter.
- **Develop** a deep bench of talent who can step into your shoes as you advance in the company.
- **Improve** retention; employees are more loyal and motivated when their bosses take time to help them improve their skills.
- **Make** more effective use of company resources; coaching costs less than formal training.
When employees are coached, they:

- **Build** valuable skills and knowledge they can use to advance in their careers.
- **Feel** supported and encouraged by their manager and the company.
- **Experience** the pride and satisfaction that come with surmounting new challenges.
Coaches the trainee/employee and acts as a mentor and supportive resource within the organization.
A Good Workplace Coach Will:

- Take a personal interest in the employee’s development.
- Communicate well and develop a rapport with the employee.
- Provide feedback and progress reports.
- Be a good role model.
Set Clear Expectations

- Lay out the responsibilities of both the employee and supervisor.
- Be clear about reporting lines/communication methods.
- Set deadlines.
Getting Started

- Develop good relationships with your employees
  - Take an interest
  - Ask questions:
    - ‘How’s your work going?’
    - ‘How are your classes going?’
    - ‘Are there any resources you’re missing?’
    - ‘Is there anything I can do to help?’
Training Tips

- People learn best when actively involved in their learning. When teaching a new task ensure your employee knows:
  - Why you are doing things
  - Why these things are relevant
  - Why these things are important
  - How and when assessment will occur
Giving Instructions

- Take time to think about the instructions you give. Write down the instructions or break the job into steps if necessary. To give clear instructions you should:
  - Assume no prior knowledge
  - Explain why the job/task is done this way
  - Use clear and simple language
  - Ask questions to check for understanding
  - Make sure there are no distractions
Show and Tell

- Take time to show the employee how to do things the correct way. Observing is a quick and very effective way to learn- it allows you to:
  - Demonstrate
  - Explain why the task is done this way
  - Use correct work practices
Practice, Practice, Practice

- Allow time for employees to practice new skills. Expect mistakes. Everyone makes mistakes. Point the employee in the direction of how they can do it right.
  - Watch and coach
  - Be patient
  - Ask questions to encourage the employee:
    - ‘That’s right Sarah, now what’s the next step?’
Encourage and Correct

- Give praise where praise is due.
- Suggest techniques to improve:
  - ‘That’s good Louise. Now you’ve mastered the register, I’d like you to concentrate on customer service.’
Ask Questions

- Check for understanding.
- Involve the learner in the decision making:
  - ‘What do you think is the next step?’
- Obtain information and feedback:
  - ‘How is your training in the grocery department going? Is there anything you need?’
Monitoring

- Check Progress
  - Know how the employee is progressing in all areas
  - Set up regular meeting time with employee
  - Write things down for a clear record
Feedback is important because:
- Allows the employee to measure their progress
- Encourages and builds confidence
- Targets areas to focus on to improve skills
- Allows you to openly discuss progress and concerns
Seek Feedback

- Find out what areas they need extra help with or may be worried about:
  - ‘You don’t seem nearly so nervous when you’re answering the phone Sarah. ‘How are you feeling about it now?’
- Wait for answers- don’t be afraid of silence.
- Be positive, help them find their own solutions.
Ask The Right Questions

- Ask open ended questions (who, why, what, when, where, how) to encourage feedback:

- Yes/No questions don’t get much information.
Summary

Coaching in the Workplace

List of Activities

1. Set the Context
   - Diagnose the capabilities and attitude of the player
   - Agree the approach to coaching
   - Build trust
   - Motivate

2. Provide Ongoing Guidance
   - Use coaching sessions
   - Provide feedback
   - Give praise
   - Illustrate by demonstration or collaboration

3. Conclude Effectively
   - Ask the player to review and reflect on what he/she learned
   - Elicit feedback on your coaching approach
   - Agree next steps

Adapted from: "The Tao of Coaching", by Max Landsberg

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