

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.

Benefits Cont...

- **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.

What Does A Workplace Coach Do?

- 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

Give Feedback

- 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



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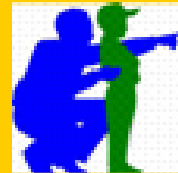
List of Activities

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