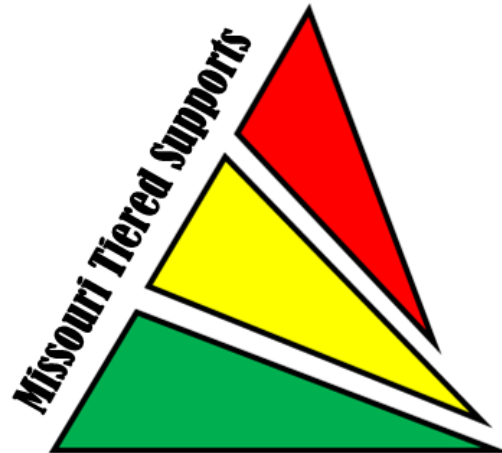


Improving lives THROUGH
supports and services
THAT FOSTER self-determination.







Coaching: How to Supervise Using Best Practices



September 2019

Polling Question

How long have you been in a supervisor/mentor role?

-  Less than a year
-  1-3 years
-  3-5 years
-  5-10 years
-  10+ years
-  I'm not in this role currently, but am interested in learning more

Objectives

- 👤 Learn what coaching is
- 👤 Identify who should coach
- 👤 Recognize when to coach
- 👤 Examine how to coach

Question

What do you think coaching is?

What is Coaching All About?

Coaching is about providing guidance and teaching to grow the skills staff need to be successful.

Coaching is the heart of effective supervision.

Coaching Strategies

- 👤 Observing
- 👤 Problem-solving Discussion
- 👤 Goal Setting/Planning
- 👤 Reflective Conversation
- 👤 Role-Play
- 👤 Performance Feedback (verbal)
- 👤 Performance Feedback (graphic)
- 👤 Side-by-side Gestural Support
- 👤 Side-by-side Verbal Support
- 👤 Modeling
- 👤 Videotape Staff and Review Video of Performance
- 👤 Video Demonstration

Question

Who should be a coach?

Who Should be a Coach?

Supervisors or those in a mentorship or consultant role.

Question

Why should you approach supervision from a coaching perspective?

Why Should You Coach?

- 👤 Create a supportive learning environment
- 👤 Promote seeking out feedback
- 👤 Help staff learn & maintain skills
- 👤 Foster confidence

Question

When should you coach?

When to coach?

- 👤 During objective observations
- 👤 Coaches should be observers
- 👤 Feedback given immediately (or ASAP) after the observation

Setting the Stage

- 👤 Give clear expectations for staff behavior
- 👤 Use of effective training techniques
- 👤 Culture of observation and supervision

Question

What makes a good employee?

Clear Expectations for Staff Behavior

Think about your goal.

What should staff do on a day-to-day basis to meet this?

Use Effective Training Techniques

Behavioral Skills Training (BST)

 Instruction

 Modeling

 Practice

 Feedback

Checklists for Skills

Behavior Skills Training (BST)

Instruction

Modeling

Practice

Feedback



BST - Instruction

- 👤 What the skill is
- 👤 How to do the skill
- 👤 Why the skill is important
- 👤 When and when not to use the skill

BST - Model

- 👤 Show how to perform the skill
- 👤 Real life modeling is recommended

BST - Practice

- 👤 Give a lot of opportunities to practice the skill
- 👤 Take data

BST - Feedback

- 👤 Praise when correct
- 👤 Give corrective feedback when incorrect
- 👤 Deliver positive consequences immediately after feedback for correct responding

Peanut Butter Jelly Time!



Create a culture of observation and supervision

Polling Question

Should you secretly observe staff behavior?
(IE: be a fly on the wall)

 Yes

 No

Culture of Observation and Supervision

Staff should know coaching will occur often.
Should be positive 😊

Focus on staff development, not punishment.

In the moment feedback

1. Tell the person you will be observing them
2. Observe
3. Deliver feedback immediately after observation
4. Encourage staff to notice their own performance
5. Notice specific things about the staff member's behavior
6. Give Performance Feedback
7. Connect feedback to goals
8. Use data to illustrate key points of feedback
9. Make feedback easy to understand and to use
10. Finally, feedback should set the stage for positive consequences from the coach in the immediate future

Tell the Person you are observing them

- 👤 Tell the staff member you are there or will be observing them
- 👤 Treat people like professionals
- 👤 Observation should never be a secret

Observe

- 👤 Objective vs subjective – just the facts, sir
- 👤 Focus on what the person is doing now
(not what they did a week ago)

Deliver Feedback Immediately

Positive feedback can reinforce the desirable behavior observed.

Notice specific things about the staff person's behavior

Make the feedback about that individual
staff person.

Polling question?

Should you provide positive and corrective feedback at the same time?

 Yes

 No

Positive vs. Corrective Feedback

- 👤 Avoid mixing
- 👤 Should have a ratio of 4 positive feedback for every corrective feedback
- 👤 **That means that most of the time when you are giving feedback in the moment it should be positive**

Positive Feedback

Focus on what went right.

Strengthens your relationship.

Increases likelihood they ask for feedback.

Corrective Feedback

Specify what you want to see.

Should include modeling, practice, & feedback.

Connect to goals

Provides encouragement.

Helps put the performance into larger context.

Make it easy to understand

- 👤 Use Data— keep track using a checklist during observation
- 👤 Be specific— avoid fancy terms and poetic metaphors

Practice

Checklist:

1. Move within arm's reach
2. Use touch appropriate to situation
3. Give caring facial expression
4. Use open-ended question(s)
5. Use empathy/encouragement



Practice

Checklist:

1. Avoid reacting to junk behavior
2. Actively attend to something desirable
3. Pivot back within 10 seconds
4. Repeat
5. Stay cool & Avoid coercion



Remember

- 🧑🏽 Coaching is a HOT situation!
- 🧑🏽 Be gentle; lead to understanding
- 🧑🏽 Empathize
- 🧑🏽 Encourage

Supervisors need coaching, too!

This leads to:

- 👤 Increased use of positive feedback
- 👤 Decreased use of negative feedback
- 👤 Increased rates of feedback

Symptoms of not enough supervision





- 🧑‍🤝🧑 Frequent problem situations
- 🧑‍🤝🧑 Staff or individual are dissatisfied/complaining a lot
- 🧑‍🤝🧑 Frequent call-ins, staff turn-over

Things to think about...

What are you currently doing?

Create an action plan

Think about:

-  Who will coach
-  How they will coach
-  How coaches will be trained
-  What data will be gathered?

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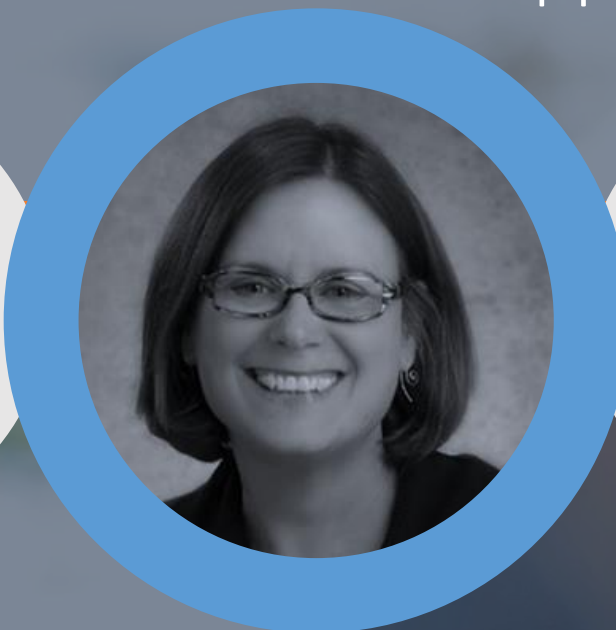
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