



THE OHIO STATE UNIVERSITY

Strategies for Effective Supervision Through Coaching

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Presentation Overview

- Why coaching?
- Activities
 - Your best coach
 - Coaching self-assessment
- Skills of Coaching
 - Setting expectations
 - Listening
 - Giving Feedback
- Q&A



ACPA/NASPA Professional Competencies

Human and Organizational Resources

- Conflict Management
- Team-building
- Motivation
- Supervision
- Hiring

http://www.naspa.org/images/uploads/main/Professional_Competencies.pdf



CAS Standards

Organization and Leadership

- Manage human resource processes including recruitment, selection, development, supervision, performance planning, evaluation, recognition, and reward.
- Empower professional, support, and student staff to accept leadership opportunities.
- Offer appropriate feedback to colleagues and students on skills needed to become more effective leaders.
- Encourage and support professional development, collaboration with colleagues and departments across the institution, and scholarly contribution to the profession.

<http://www.cas.edu/index.php/cas-general-standards/>



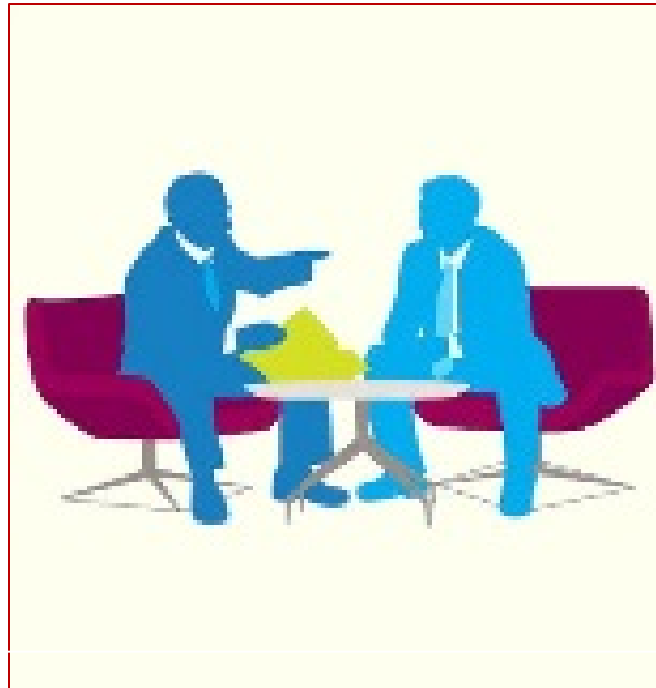
Coaching Research

- There are many different types of staff development programs that can be utilized by managers including workshops, newsletters, flexibility to take academic coursework, temporary staff assignments, interdepartmental staff exchanges, mentoring, and coaching (Komives et al, 2003)
- According to Goldsmith and Lyon (2006) coaching “helps people become more than they realize they can be” and can “unlock the latent leadership potential and reinforce leadership where it already exists.”
- When productively applied to a supervision relationship, “coaching helps the client identify what is important and how to use their skills to foster it.” (International Institute of Coaching)



Definitions

Managing: The planning and control of the work process.
Developing goals, plans, steps, time, monitoring progress.





Definitions

Supervising: The direction of people at work. Focused on skill building and knowledge transfer.





Definitions

Mentoring: Relationship oriented, long term, often outside reporting lines, provide direction.

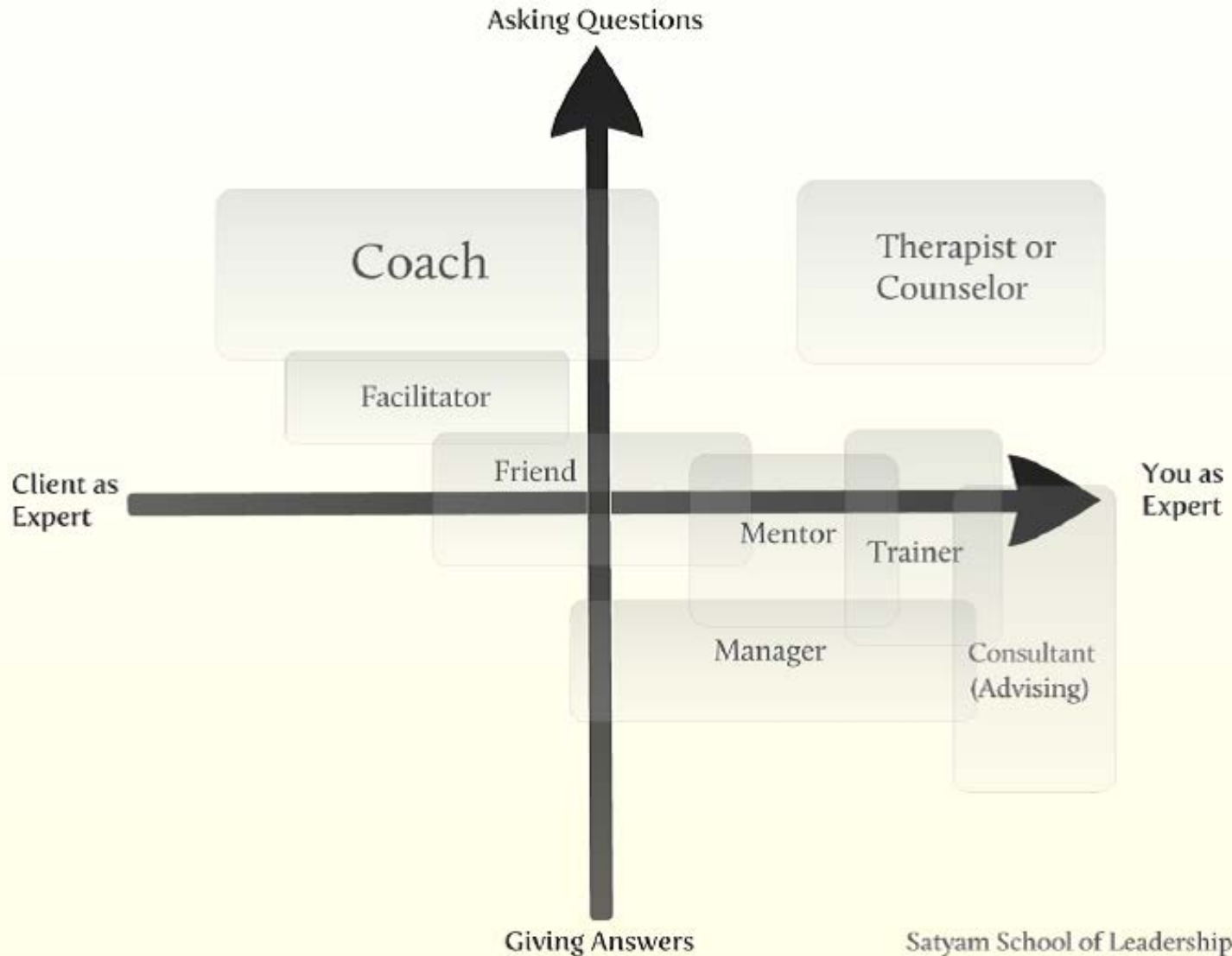




Definitions

Coaching: Working with individuals to help them reach their own conclusions and solutions. Focused on self-defined goals, working from strengths, and on the staff person as a learner.







Give a man a fish
and you feed him for a day;
teach a man how to fish
and you feed him for a lifetime.

www.Great-Quotes.com

Chinese Proverb





Daniel H. Pink

author of *The New York Times* bestseller

A Whole New Mind

DRiVE

The Surprising Truth
About What Motivates Us

**Three factors lead to
higher employee
engagement and
satisfaction:**

Autonomy

Mastery

Purpose





Your Best Coach

Think about a person in your life who was a good coach.

- What were the characteristics of that person?
- How did they make you feel?
- What did they do to help you learn and grow?
- What did this person do to inspire you?



Coaching Self Assessment





Coaching Self-Assessment and Check List

Perhaps you are new to the concept of coaching, or maybe you are a seasoned pro. Either way, use this sheet to periodically check yourself against core competencies that are essential to building a culture of coaching.

Point scale: 0 = never, 1 = only when requested by employees, 2 = inconsistently, 3 = at regular intervals (once or twice a year), 4 = as often as possible.

Please rate your skills on the following questions. Then, star two areas where you feel you have strength as a coach, and check two areas where you would like to improve your coaching.

Coaching (listen and draw out)

Talk with employees about what they like most about work (not necessarily just their current job)	
Listen to employees concerns about the progress and direction of their careers	
Learn what is motivating for your employees	
Step out of the "expert" role and truly listen, just to understand your employee's perspective	

Reality testing (provide positive and corrective feedback)

Recognize and reward employees for their contributions, in the presence of others	
Initiate discussions with your employees about their strengths and developmental needs	
Provide honest feedback to employees about how you see their future career	
Explain formal and informal factors that determine success in the organization	

Advising (offer organizational insight, information, and advice)

Talk clearly about changes in the organization that will require new learning	
Offer suggestions for opportunities for new learning	
Work to identify on the job opportunities for your employees (inside and outside your immediate area) that are in line with organizational goals and employee desires	
Provide resources for employees who want information on developmental opportunities	

Development planning (guide employee goal setting, check back)

Review and discuss an employee's written professional development plan and goals	
Discuss expectations (yours and theirs) regarding professional development planning	
Check in with employees about their progress on development goals/initiatives	
Provide physical support (money, time off, personnel assistance) for employees to pursue more learning	
Provide motivational support for employees to pursue more learning	



Coaching Skill Sets

Setting Expectations

Listening

Giving Feedback



How I Want to Be Coached

This tool will help you clarify and share your needs and expectations while in a coaching relationship with your manager, direct reports, or peers. Trust and communication are the keys to successful coaching relationships. The more your needs and expectations are communicated, the greater the chance for a productive, enjoyable and developmental experience. Be sure to review this periodically with your coach as your needs, expectations and priorities are likely to change.

In a word, the one thing I need most from a coach is:

Explain:

The three things which motivate me are:

Example 1: Relationship with my manager and co-workers

Example 2: Recognition for accomplishments

The top three things which frustrate me are:

If I am frustrated, I might:

My coach can help me reach my full potential by (i.e., my expectations of a coach are):



Powerful Questions

Be Curious!

Here are several conversation "prompts" and "deepeners" to help you in your meetings. Notice that some are questions and others are statements. Avoid using all questions or your employee will feel as if he/she is on the witness stand!

For Developing a Relationship:

- Tell me a couple of high points and a couple of challenges in your day/week/month.
- (For high points) What skills, knowledge, or attitudes did you use to help make this happen?
- (For challenges) What part, if any did you play? Is this part of a larger challenge you're dealing with?
- Describe how you best like to learn.
- I'd love to hear your story.
- Tell me some key experiences in your life. What made _____ so important?
- What do people say you do best?
- What talents are you most proud of?
- What makes you laugh?
- What is the most important thing you and I should talk about?
- What keeps you up at night?
- How do you balance work and the rest of your life?
- What's standing in the way of what you would like to be or do?
- What was the best working situation you've ever had?
- What do you hope your life will look like in one to five years?
- What do you wish you had known or done 10 years ago? Earlier than that?
- What do you wish you had more time to do?
- What things are you doing that you would like to stop doing or delegate to someone else?
- May I ask your advice about _____?


For a particular situation or dilemma:

- Would you say more about that?
- What have you already tried?
- Tell me what happened next.
- What should be the results? What steps have you taken to get to the results?
- If you _____, what will probably happen? What would you prefer to happen?
- What are the reasons this didn't work as well as you had hoped?
- What behaviors produced the results with which you're now dissatisfied?



Offered

Signal that you would like to give some feedback and why you want to give it and wait for the person to accept the offer.



I really appreciate you volunteering to take meeting notes, Jim. Can we talk later about the level of detail needed? I have some suggestions.

Say what you would like to talk about and request the person's time. If you offer feedback and the person declines, say, "OK, we'll talk later."



Hey, these meeting notes are totally inaccurate. You missed half the stuff I said.

Don't impose or launch into criticism without invitation.



Ideas for Low Cost or No Cost Recognition

1. Allow your employees to work at home for a day
2. Volunteer to do your employees least favorite task for a week
3. Let your employee dress casual for a day
4. Write a formal note or letter of praise and copy your organization's leadership
5. Give your employee their choice of the next project, committee, or task on which to work.



Application of Coaching Skills





Conversations

Setting Expectations: Think of an employee you are currently coaching. What is your relationship like? What does s/he need from you as a coach? What could you do differently? What is an immediate change you can make?

Listening: What are some powerful questions you can see yourself using with an employee? How do you think this would change your relationship?

Giving Feedback: Plan a feedback conversation you need to have. What does that conversation include? What have you learned that you can apply?



Handouts available at

[http://u.osu.edu/schultz.173/2014/02/07/
fyeconferencematerials/](http://u.osu.edu/schultz.173/2014/02/07/fyeconferencematerials/)



Questions?

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