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KRIEGER SOLUTIONS LLC

Present

Coaching Employees to High Performance

**for Victim Assistance Programs Funded by:
New York State Office of Victim Services**

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Upcoming Webinars

July 22, 2020 – [Supporting Others in Managing Stress](#)
10:00 a.m.

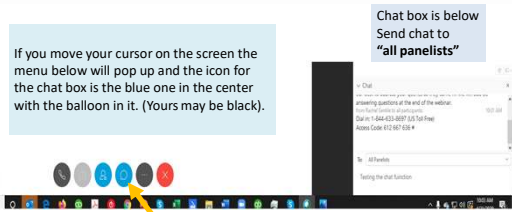
July 29, 2020 – [Evaluating Performance](#)
11:00 a.m.

Visit ovs.ny.gov/training to register






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If you move your cursor on the screen the menu below will pop up and the icon for the chat box is the blue one in the center with the balloon in it. (Yours may be black).



Chat box is below
Send chat to
"all panelists"


All Panelists
Waiting for chat function

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Goals for this Webinar

Understand and use a coaching approach to more effectively lead staff



Learning Goals:

- Difference between coaching and traditional leadership
- How coaching makes a leader's job easier
- How coaching helps improve performance
- Where and when coaching is most appropriate
- Step by step coaching process
- How to create a coaching action plan to use on the job





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What is Coaching?

"A coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you have always known you could be."

Tom Landry

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What is Coaching?

A supervisory style / strategy that builds performance through increasing competence and commitment.



Coaches help employees reach their full potential by strengthening their:

- skills
- knowledge
- ability



You coach people... and manage things



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Principles to Guide a Coach



- Tie passion and talents to performance
- Create an environment in which workers flourish

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An Effective Coach:

- Lets employees decide how to do their job
- Involves employees in most decisions affecting the unit overall
- Asks more questions than gives directions
- Uses mistakes as learning opportunities

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Poll

How often do you use these coaching strategies?

Almost always, often, sometimes, rarely, never

- I let my direct reports decide how to do their jobs
- I involve my direct reports in decisions affecting the unit/team overall
- I ask more questions than I give directions
- I use mistakes as learning opportunities instead of opportunities to reprimand

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Comparing Roles and Strategies

Traditional Supervisor	Supervisor as “Coach”
<ul style="list-style-type: none">• Director – tell what• Trainer - Tell how• Monitor• Confronter	<ul style="list-style-type: none">• Guide• Teacher so people learn deeply• Monitor & Evaluator• Positive Motivator and Confronter




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Poll

In the current environment, I think coaching will be easy to implement as a leadership approach for my workplace

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree



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[illegible]

Working with a relatively new employee

Been on the job 2 months

Task is to prep for a meeting





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Working with a relatively new employee


How was the employee feeling at the end of each scene?

What are the pros and cons of the coaching approach from a supervisor's perspective?



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Working with a more experienced employee who is not doing well




Issue:

Not interacting well with co-workers






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Working with a more experienced employee who is not doing well



1. How was the employee feeling at the end of each scene?
2. What are the pros and cons of the coaching approach?

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Coaching as a Motivational Strategy

A successful supervisor/coach:

1. challenges employees positively
2. responds to employees' needs
3. recognizes and rewards success
4. builds trust instead of fear
5. gives constructive feedback
6. listens to employees
7. keeps employees "in the loop"
8. treats employees with respect and dignity
9. treats employees as individuals



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When to Use Coaching

Coaching is effective for employees who:

- trust their supervisor and
- respond well to supportive supervision



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When to Use Coaching

Use a coaching strategy ...

- To help a great employee stay great
- To help move good employees to great
- When open to feedback and trying to change





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When NOT to Use Coaching

*Coaching is **not** appropriate ...*

- In an emergency situation
- No trusting relationship
- Us versus them environment








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When to MAYBE Use Coaching

*Coaching **may** be appropriate when...*



- Strained relationship
- Disillusioned staff

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Coaching Analysis – Planning to Coach

1. What specific **behavior** needs to be corrected and why?
2. Does employee know your exact expectations?
3. Do they know how to do the job? (trained)
4. Is there any incentive for doing it right? (motivation)
5. Do they agree with expectations and care about meeting them? (commitment)
6. Could they do the job right if motivated and trained? (Factors outside their control?)

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Informal Coaching

1. Catch employees doing well and let them know you appreciate their work. *Work with good employees to improve their skills.*
2. Catch employees doing an OK job and help them learn to do it better. *Work to make all employees good employees.*
3. Catch employees doing a poor job right away, and help them see mistakes and learn from that. *Be proactive in building a strong team.*



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The Formal Coaching Process – How to Coach

When there is a gap between expectations and performance

1. Identify the performance area
2. Clarify expectations, focus on the gap
3. Invite the employee to comment
4. Encourage employee to generate a solution
5. Together agree on a strategy
6. Give / ask for frequent feedback



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Problem Solving

- Ask what can they do differently
- Give them time to think
- Listen carefully to their response
- Discuss; where disagree, use “yes, and”
- Be sure both are satisfied
- Follow up and keep checking in



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Coaching the High Performer

Situations where an employee is doing great but has the potential to do more.

1. Describe their overall performance
2. Describe what you see as their potential
3. Invite the employee to comment – is there something more they'd like to learn? A task they'd like to take on?
4. Encourage employee to generate a plan
5. Together agree on a strategy to implement
6. Give / ask for frequent feedback



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Coaching Self-Assessment

- Teaching
- Setting Performance Goals
- Providing Feedback
- Rewarding Improvement
- Dealing with Failure
- Working with Personal Issues
- Confronting Difficult Situations
- Responding to Requests
- Following Through
- Listening for Understanding
- Motivating Others
- Assessing Strengths and Weaknesses
- Building Rapport and Trust



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Planning for Further Development as a Coach

List the skills, knowledge and/or abilities you'd like to strengthen to make you more effective as a coach.

Think about people who could *coach you* in each of these areas.

Think about other actions you can take to sharpen these skills, knowledge and/or abilities.





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Coaching Action Plan

- Person I'm going to coach
- Task area I'm going to focus on
- Initial analysis
- Follow the six steps:
 - For each step, what you will do and / or say
 - What barriers do you face as a coach?
 - Strategies to overcome barriers?

Role play / practice!

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Office of Victim Services

Training & Technical Assistance Request

- Training and Technical Assistance at NO COST to OVS funded VAPS
- Training, coaching and consulting can all occur remotely
- For more information: <https://ovs.ny.gov/training-technical-assistance-request>




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Sample TTAR Projects

- Coaching the coach. Consulting with you to help you think through how to best develop your staff.
- Customized training for your agency's leadership team to help supervisors enhance their skills including:
 - Learning more about different approaches employees have to communication, work and being coached
 - Performance management, setting expectations and providing feedback
 - Coaching and motivating staff to high performance






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Individual Coaching

- No project application required
- Individual Coaching
 - Independent “ear” during transition
 - Explore new strategies and problem-solving ideas

www.Calendly.com/ovs-ttarp

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Questions & Concerns?

Type them into the Chat Box
or email us or schedule a phone call

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- alan@KriegerSolutions.com

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Thank You

for your time and
participation!




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