
Effective Coaching

Feedback, Coaching Methods,
and Supportive Communication

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The Aim of Coaching

- The aim of coaching is to improve the performance and the learning possibilities of your employees; you can also increase the self-directing potential of your employees by coaching. The underlying aim is more confidence for the person being coached.

Finish The Sentence Activity

- This will kick us off thinking about coaches, coaching, and how they differ given situation or environment.

Coaching Is...

- ❑ Freeing potential qualities so someone can perform to the best of their ability.
- ❑ Stimulating employees to learn and keep on learning.
- ❑ A type of leadership that is the opposite to commanding and controlling.
- ❑ Looking at employees in terms of potential possibilities and not in terms of how they functioned in the past

Adapted from John Whitmore

Coaching Styles Discussion

- What type of coaches have you had?
- Which type worked best for you?
- What are your best practices in coaching?
- What are your greatest struggles in coaching?
- How has coaching changed across your career?

Employees **Want** to be Coached

- When employees are asked what contributes to extraordinary performance, they typically mention factors like: **supportive management, guidance, direction, mentoring, and coaching.**
- They want coaching that creates a productive workplace and actively contributes to their professional development. They appreciate what managers can do to launch them on a journey of self-discovery

Key Takeaways from Coaching

- ❑ **Commitment** is the permanent trust that you and the person you are coaching must have in each other.
- ❑ **Trust** is the basis of a good coaching relationship.
- ❑ By making sure that **the necessary conditions are created**, you determine the playing field and provide the employees you coach with the authority to organize and plan their work.

Key Takeaways from Coaching

- ❑ A **self-learning ability** means that employees who are being coached learn from their experiences.
- ❑ Employees you are coaching have a **self-directing ability** if they are aware of their actions and the effect they have on others. They are able to take decisions and are not afraid to do so.
- ❑ **Self-solving ability** means that they employees you are coaching learn to provide creative, realistic solutions.

Making the Case for Feedback

- Does the feedback you receive differ by role? If so, why?
- Regardless of position/place, what has effective feedback looked like for you?

6 Questions for Giving Clear and Actionable Feedback

- Where are we going?
- Where are you going?
- What is going well?
- Where can we improve?
- How can I help you?
- How can you help me?

How do these 6 questions provide structure to your feedback?

Providing Effective Negative Feedback

- Build positive relationships over time
- Don't bury it
- Seize the moment
- Never make it personal
- Offer positive reinforcement
- Make yourself available
- Put it in writing

Can you think of a time when this went wrong?

A Great Tool for Providing Feedback

- ❑ **Supportive Communication:** Helps the sender communicate accurately and honestly without jeopardizing interpersonal relationships.

Supportive Communication Attributes

- Congruent
- Descriptive
- Problem-Oriented
- Validating
- Specific
- Conjunctive
- Owned
- Supportive
Listening

Supportive Communication Attributes

- ❑ Based on *congruence*: a match between what an individual is thinking and feeling

- ❑ Is *descriptive* and reduces the tendency to evaluate and cause defensiveness.
 1. Describes objectively the event, behavior, or circumstance
 2. Focus on the behavior and your reaction
 3. Focus on solutions

Supportive Communication Attributes

- Is *problem-oriented* and does not focus on personal traits which cannot be changed.

- *Validates* and helps others feel recognized, understood, accepted, and valued.
 - Egalitarian
 - Flexible
 - Two-way
 - Based on agreement

Supportive Communication Attributes

- ❑ Is *specific* and identifies something that can be understood and acted upon.
- ❑ Is *conjunctive* and joined to a previous message.
- ❑ Is *owned* and acknowledges the source of the idea. Ownership conveys responsibility.
- ❑ Requires *active listening* and responding effectively to someone else's statements.

“Coaching is unlocking a person’s potential to maximize their own performance. It’s helping them to learn rather than teaching them”

– Tim Gallwey

Business Coaching Quotes at jeroen-de-flander.com