



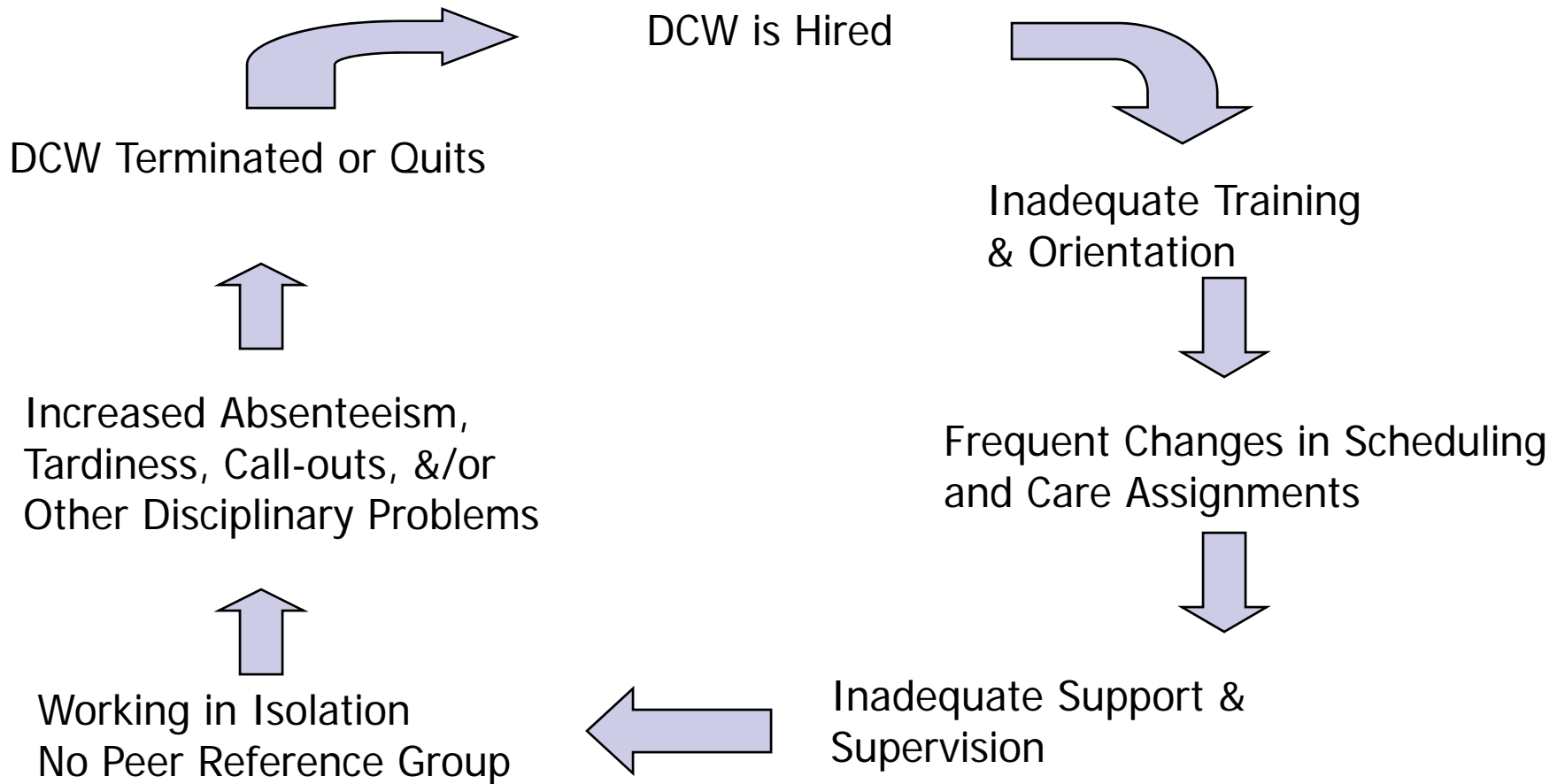
Coaching Supervision: Introductory Skills for Supervisors in Home and Residential Care

Paraprofessional
Healthcare
INSTITUTE

PHOTO: KEVIN MOLONEY

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Cycle of Turnover



Definition of Coaching

“ A *relational* approach to managing and supporting direct-care workers that helps them to develop problem-solving skills---i.e. the ability to think critically, prioritize, and communicate effectively.”



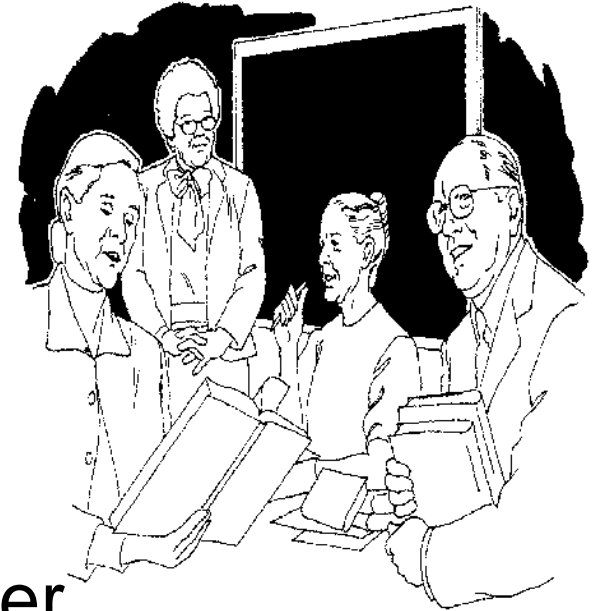
Benefits of Coaching Supervision

1. Enhances Retention
2. Diffuses Conflict
3. Improves Problem Solving
4. Improves Likelihood That Needs of Consumer and Worker Will be Met.



How Coaching Saves You Time

- Stronger/Positive Relationships with Workers
- Quicker/Easier Problem Resolutions
- Fewer Problems Arise
- Increased Retention = More Experienced Staff & Less Turnover
- Improved Critical Thinking and Problem Solving = Less Supervisory Time.



Elements of Traditional Approach

1. Identify Issues to be Addressed
2. Explain the Rules Clearly
3. Explain the Consequences of Breaking the Rules
4. Offer Possible Solutions to the Problem
5. Request or Direct the Worker to Comply with Work Rules



Elements of Coaching Supervision

- Create Relationship
- Clearly State the Problem
- Gather Information about Worker's Perspective
- Problem-Solving with Worker
- Help Worker Commit to Action Steps



Comparison of Traditional and Coaching Supervision

Traditional Supervision

- Identify Issues to be Addressed
- Explain the Rules Clearly
- Explain the Consequences of Breaking the Rules
- Offer Possible Solutions to the Problem
- Request or Direct the Worker to Comply with Work Rules

Coaching Supervision

- Create Relationship
- Clearly State the Problem
- Gather Information About Worker's Perspective
- Problem-Solving with Worker
- Help Worker Commit to Action Steps

Four Primary Coaching Skills

- Active Listening
- Self-Management
- Self-Awareness
- Presenting the Problem



Active Listening



- Listening With Full Attention To The Person Speaking



- Use Positive Body Language
- Paraphrasing
- Ask Open-Ended Questions



Paraphrasing

- Paraphrase for Fact

- Restating What Was Said to Ensure Understanding.
- Use Own Words.
- Lead-Ins



- Paraphrase For Emotion

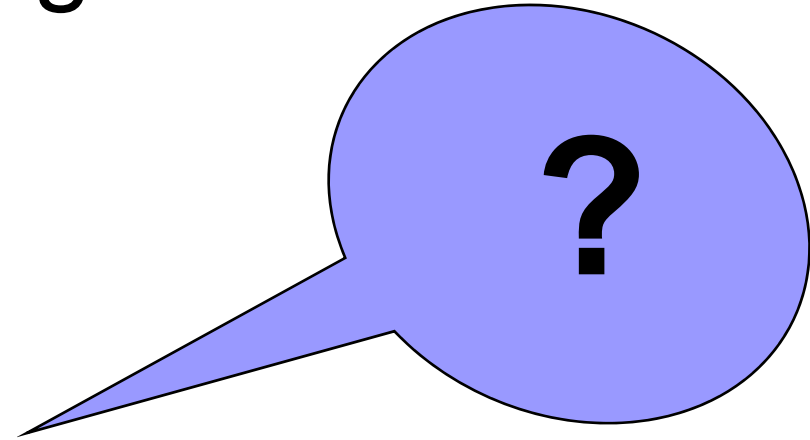
- Describe Emotions Observed.



Open-Ended Clarifying Questions

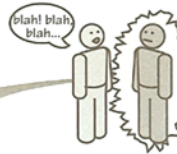
■ Lead-Ins

- ? Who
- ? What
- ? Where
- ? When
- ? How
- ? Why



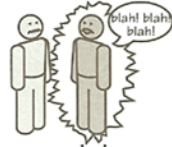
Choosing to Pull Back

When a person evokes your emotions, you have a choice.



Option A

Respond based on your emotions



- Defend your opinions.
- Prepare your response.

Option B

Pull back from your emotions



- Suspend your opinions, and put them on hold.
- Listen actively, without blocks or judgment.

Exchange becomes emotionally based for both



- Each looks for evidence to support opinions.
- Each discounts evidence to the contrary.

Engage in a "non-charged" dialogue



- Look with curiosity for new information or insights.
- Stay open to changing your opinion.

Result



Result



Option 'A' Generally Leads To:

- Difficulty thinking clearly
- Inability to listen
- Difficulty in being open to believing or trusting the other person
- Being judgmental
- Feeling justified or self-righteous
- Blaming the other person
- Holding onto anger, resentment, mistrust
- Self-fulfilling prophecy---in the future, the person will most likely act in the negative way we expect.

Option 'B' Generally Leads To:

- Clear thinking
- More appropriate communication
- More empathy for those who think, see, and believe differently
- Nonjudgmental responses
- Having more information, thus better understanding of whole situation
- Defusing anger
- Building trust
- Problem-solving that involves both parties with mutual ownership of the solution
- Self-fulfilling prophecy-in the future, the person will most likely act in the positive way we expect.



Pulling Back

The ability to gain emotional control in stressful situations.

1. Notice your emotional reactions and judgments
2. “Freeze-frame” your reactions---put aside
3. Put you attention back on the other person

Blocks to Listening

1. Rehearsing
2. Mind Reading
3. Comparing
4. Filtering
5. Judging



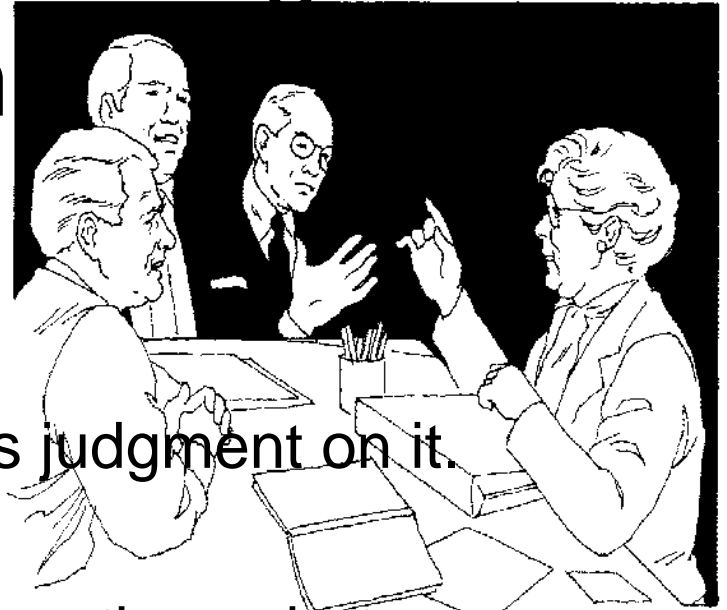
6. Dreaming
7. Identifying
8. Advising
9. Sparring
10. Placating

Presenting the Problem Rules



- Be Clear and Direct About what the Problem is.
- Use Objective Language Free From Blame or Judgment.
- Indicate Belief in the Worker's Ability to Resolve the Problem.

Guidelines for Presenting the Problem



- Describe the behavior-don't pass judgment on it.
- Be specific rather than vague.
- Describe what you observed rather than what you assume to be the reason it happened.
- Focus on a behavior rather than the person.
- Don't avoid presenting the problem.

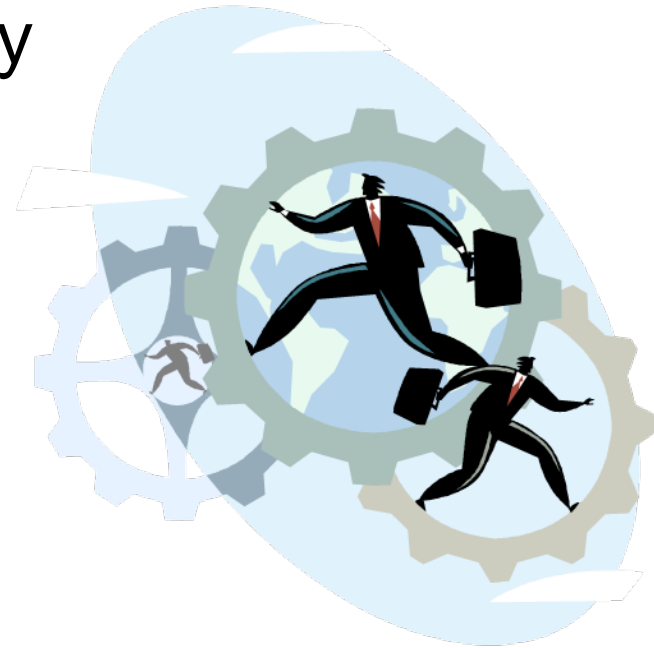
Coaching-Based Performance Improvement Model

1. Create a relationship with the worker
2. Present the Problem
3. Listen for Worker's Perspective
4. Resolve the Problem with Worker
5. Obtain Commitment to Action Steps



Coaching Model

- Balance Support & Accountability
- Provide Direction & Limits Without Criticism
- Establish Acceptable Behavior
- Guide Employee in Problem Solving
- Build on Intrinsic Motivation for Job
- Diffuse Stress



Requirements for Successful Coaching

- Belief in the worker's capacity to succeed on the job
- Time to reflect and meet individually with workers
- Use Coaching Skills:
 - Active Listening
 - Self Management Techniques;
 - Pull Backs
 - Overcoming Blocks to Listening
 - Self Awareness
 - Presenting the Problem

