

What is Coaching?

The role of the supervisor/manager is one of the most important in the workplace. It impacts the success of every person and program. In today's workplace, supervisors and managers are most effective when they use a coaching approach to motivate and supervise others. No longer are the days of supervisory command and control where "bosses" make all the decisions. Today's workplace is about commitment, collaboration and guidance. Supervisors and managers do this by effectively coaching. It's important to understand that coaching is not one-sided. There is give and take, questioning, and sharing of information and ideas.

Supervisors/managers **and** employees are fully involved. Some definitions of coaching include:

"Coaching is an **ongoing process of communication** between the supervisor and the employee focused on **improving current performance and building capabilities for the future**. It includes a variety of activities, such as:

- Orienting new employees
- Recognizing excellent performance
- Providing instruction
- Addressing poor performance
- Helping employee's efforts
- Listening to + responding to employee concerns
- Providing encouragement
- Removing barriers to performance

~ Ohio State Performance Management Handbook

"Coaching is a leadership activity that creates a **climate where teams and individuals can be empowered to generate results**. Coaching is intended to improve upon performance—even performance that is already satisfactory."

~ Berry, Caldwell and Fehrman, Coaching for Results

Effective Coaching

Habits of Effective Coaches

- Build rapport by talking with employees about work and non-work issues and get to know the employees on an individual basis.
- Build and maintain trust.
- Show interest in their work.
- Be approachable.
- Be a resource.
- Seek and utilize input from employees.

Habits of Effective Coaches, continued

- Clearly state job expectations and explain how performance will be evaluated.
- Ask employees about their professional development goals.
- Assist employees in growing professionally.
- Give feedback continuously – both positive and constructive.
- Recognize excellent work.
- Explain how one employee's work fits in with another employee's work, and with the unit as a whole.
- Provide training for employees related to the work of the unit, teamwork, and current issues in your field.
- Encourage employees to use their judgment in solving problems.
- Assist employees in learning from mistakes.
- Delegate responsibility for projects and programs at the appropriate pace for each staff member.
- Meet regularly with employees to “touch base,” discuss challenges and successes, give and seek feedback.

“People have to see you doing things, time after time, that make sense to them in a larger way; they have to recognize that your actions are motivated by your desire to have them be the best”

~ Don Shula in Everyone's a Coach