

A Coaching Approach For Supervisors

2019

MACCAC Agent Conference

COACHING



FAVORITE COACH



With a partner, share a story of your favorite coach and the impact it had on you.

A Coaching Definition

Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Why Coaching?



**“We can make your
life better by being
more coach like.”**

–Michael Bungay Stanier

Coaching can help you avoid...

The 3 Vicious Circles that are trapping you:

- Creating Overdependence
- Getting Overwhelmed
- Becoming Disconnected



3 Types of Work

Bad = life crushing/mind

numbing, wombat

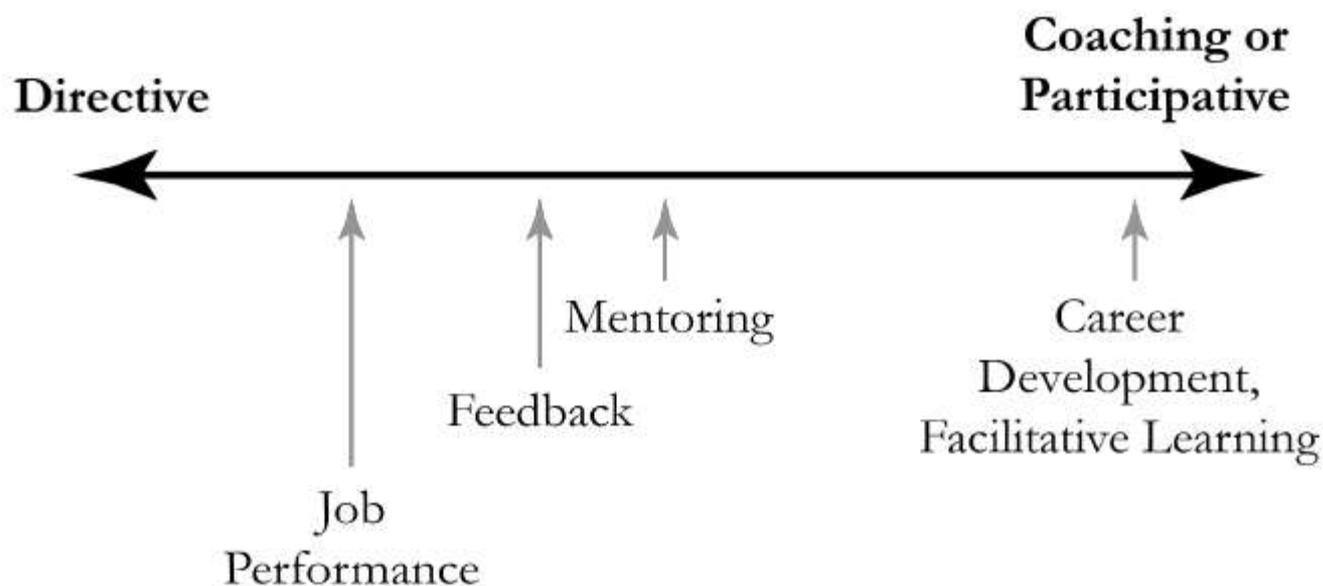
Good = productive/efficient

Great = impactful/meaningful

Definitions

- **Coaching:** Facilitating growth and change by evoking a client's own resourcefulness
- **Leading:** Aligning and motivating toward a vision
- **Managing:** Planning, budgeting, facilitating day-to-day tasks
- **Mentoring:** Drawing upon domain knowledge and wisdom to educate and develop a less experienced individual

Directive-Facilitative Spectrum



Managing vs. Coaching

- ⦿ What is the difference between a manager/supervisor and a coach?
- ⦿ How would a manager respond to a direct report not meeting job expectations? How would a coach respond?
- ⦿ How would a manager view their relationship with a direct report? How would a coach view it?
- ⦿ How would a manager give feedback to a peer or direct report? How would a coach give feedback?

Managing vs. coaching

ROLES	MANAGER / SUPERVISOR	COACH
1. Main Job Function	Oversee compliance with policy and procedures	Develop professional skills and increase professional growth with Direct Report, Role Clarification
2. Response to Rule Infraction	Follow Human Resources / Union guidelines	Evoke what challenge was and then educate how client can come to solution and learn. Accountability and education / learn from mistakes Elicit Provide Elicit
3. Knowledge of Direct Report	Know if the client followed policy guidelines / timelines for reports etc.	Awareness of Direct Report's strengths and growth areas; develop individual goals with 1:1 practice
4. Relationship with Direct Report	Impersonal: Hierarchal / top down, directive	Supportive and trustworthy, invested collaborative, open/equal voices, empathetic, psychological safety
5. Feedback to Direct Report	Performance evaluation, advice giving, corrective action/discipline, merit based	Help Direct Report develop and practice skills to perform more successfully, Ongoing part of supervision
6. Professional Expertise	Knowledge of policies / procedures	Share and learn skills directly with staff
7. Organizational Culture	Control	Professional Development
8. Organizational Goal	Efficiency and equity	Professional development and behavior change

Coaching: Where To Start?

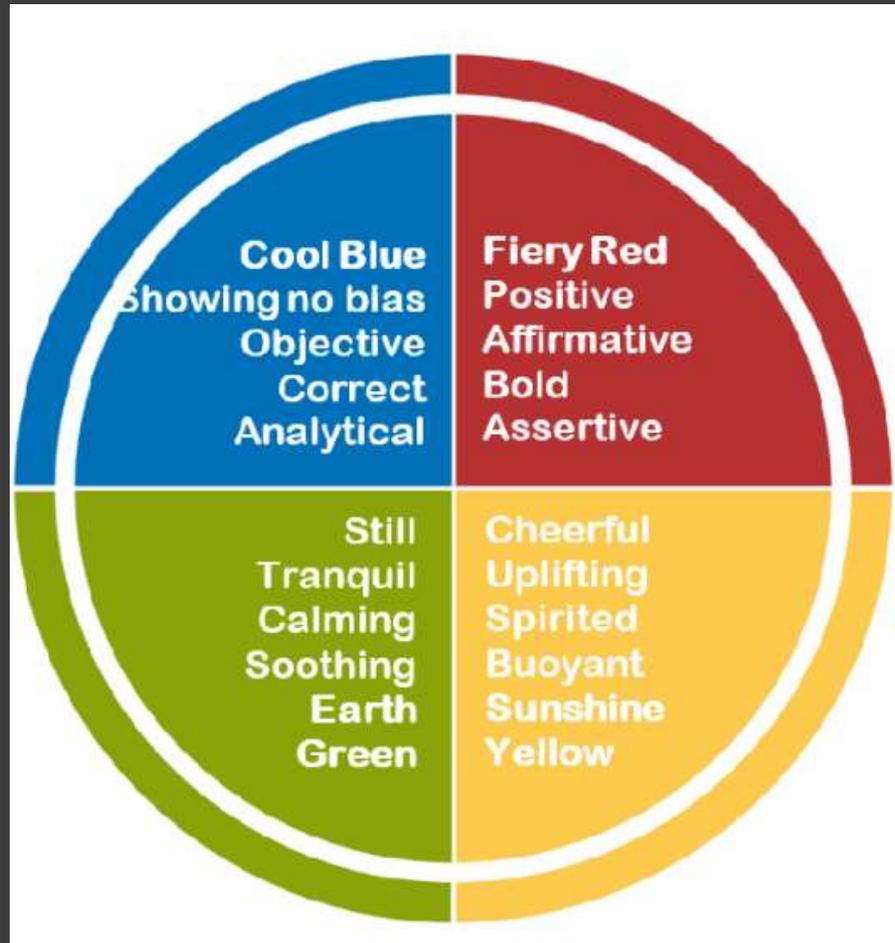
Self-Awareness:

In two or three sentences, describe your leadership style

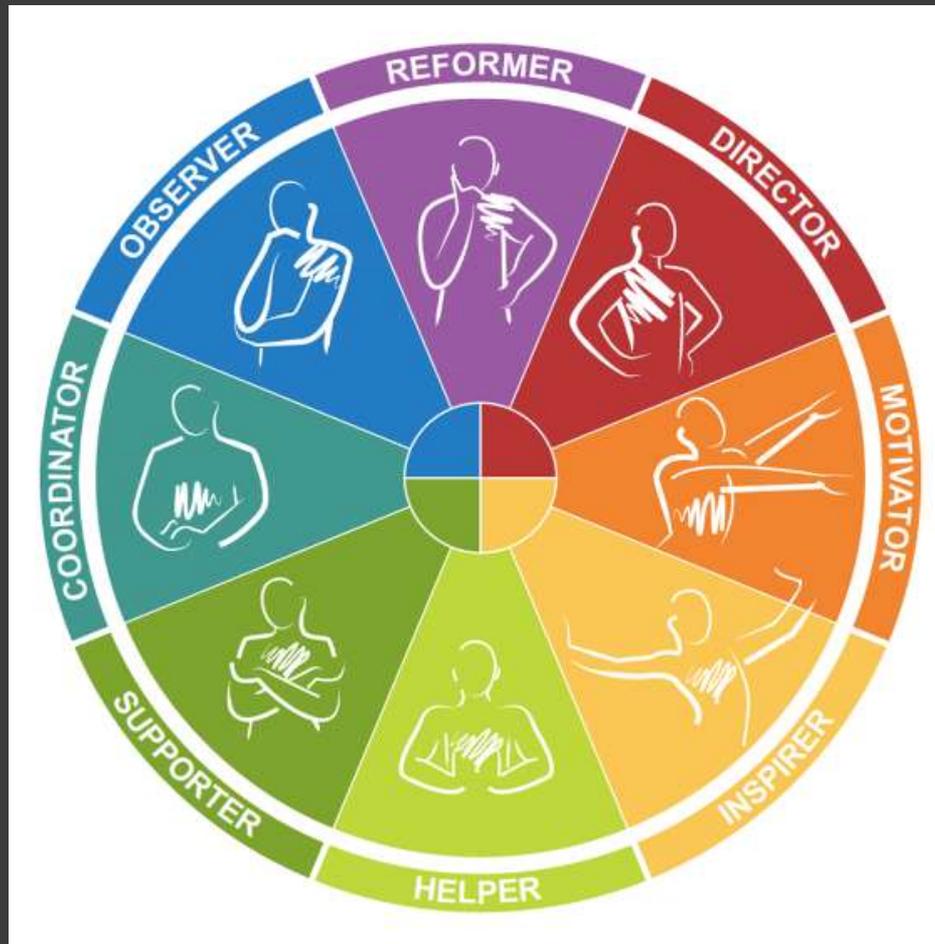
AND

List your character traits that describe you as a leader (ie. supportive, humorous, neutral etc.)

The Insights 4 Color Model



8 Personality Types: A Deeper Dive Into The 4 Insights



Coaching Skills

- Learning & Goals
 - Setting Goals
 - Managing Progress
 - Asking Questions
 - Designing Actions

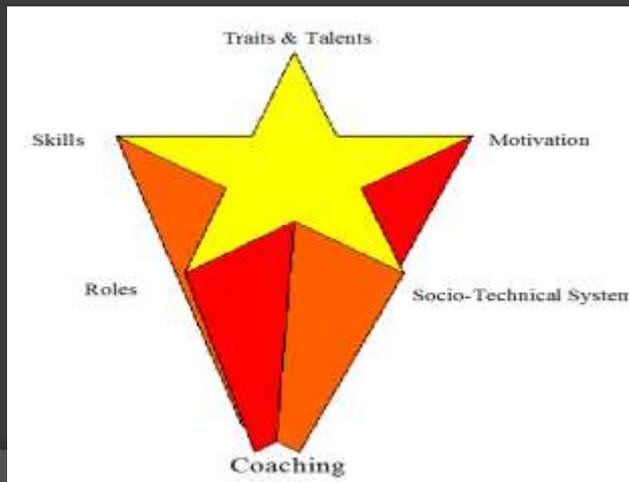


- Team Member Experience
 - Presence
 - Active Listening
 - Developing Trust



- Awareness
- Using Direct Language

Coaching Models



A Taste of Coaching

