



Coaching Supervision- A Worker Empowerment approach to supervision

- Objectives
 - Outline the key elements for successful coaching supervision
 - Discuss differences in traditional and coaching supervision
 - Describe how coaching supervision can create a culture of retention
- This material is based on a curriculum developed by PHI, a national non-profit organization promoting the link between Quality Jobs and Quality Care (www.PHInational.org)
- Presented by Kathie Smith, RN, Director of Quality Initiatives and State Liaison, Association for Home and Hospice Care of NC- certified and a Master trainer in coaching supervision.



Coach

- What comes to mind when you hear the word coach, what does it mean to be coached?
- Can you think of a coach who has made a difference in your life or in the life of your child?



Coach definition

- Coach- teach, train, prepare, instruct, tutor, drill
- Relational aspect- creating a relationship is vital



What a supervisor does

- What do you feel are qualities that the ideal supervisor should have?



Definition of Coaching Supervision

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



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 a relationship with the worker
- Clearly present the problem
- Gather information about the worker's perspective
- Engage in problem-solving with worker
- Help the 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



Differences in the traditional vs. coaching supervision

- What differences did you notice in the two styles of supervision?



Key Elements of Coaching

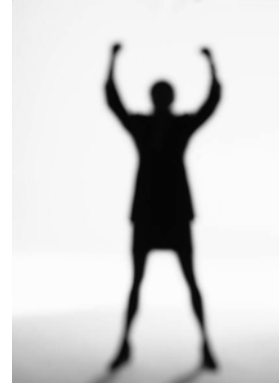
- Create Relationship
- Clearly State the Problem
- Gather Information about Worker's Perspective
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Skills for Successful Coaching

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

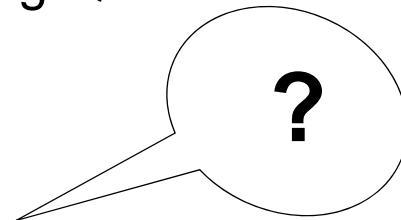
- Paraphrase for Fact
 - Restating What Was Said to Ensure Understanding.
 - Use Own Words.
 - Lead-Ins

- Paraphrase For Emotion
 - Describe Emotions Observed.



Open-Ended Clarifying Questions

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





Blocks to Listening

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



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



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



Presenting the Problem



- 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.



Coaching has proven results, including:

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





Decreased turnover rates with coaching

- PHI has released a comprehensive evaluation of its Northern New England LEADS Institute, a three-year demonstration project to improve the quality of direct-care jobs at 12 participating nursing homes and home care agencies in Vermont, New Hampshire, and Maine. The results showed decreased turnover at sites with strong implementation of coaching supervision and peer mentoring.
- <http://phinational.org/archives/phi-project-finds-less-turnover-with-training/#more-640>



For you sports fans

- When the Giants won the 2008 superbowl with an upset win over the Patriots, the following was noted in the media regarding Giants' coach Tom Coughlin
- “ An interesting subplot all week was how his change in attitude- less yelling, more listening- helped turn this team around- the plan worked”



Thank you

- Thank you for your attendance
- Please complete your evaluation form