

Tools and Techniques for Effective Coaching and Feedback

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Main factors for an excellent organisation

- Superior service;
- Constant innovation;
- Maximum use of ‘people power’;
- Leadership

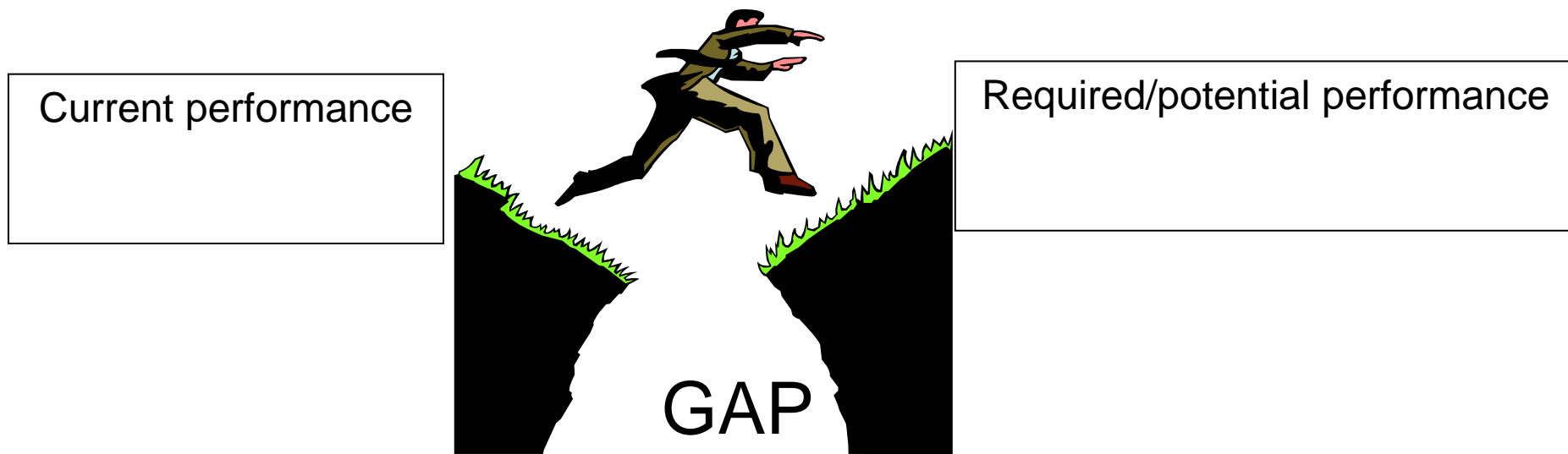


It is the role of management to ensure people do things properly

7 Key dimensions of High Performance Teams

- **Commitment**
- **Trust**
- **Purpose**
- **Communication**
- **Involvement**
- **Process Orientation**
- **Continuous improvement**

The Performance Gap



How do you bridge the gap?

- Motivation
- Delegation
- **Mentoring / Coaching**
- Training - TNA
- **Giving Feedback / PDR**



What is the fear? What is the risk?

- Discuss in groups
- Giving feedback
- Receiving feedback
- Offering coaching
- Receiving coaching



Requirements for it to work!

- Trust within an appropriate culture and a 'living' set of values
- Communication Skills
- Understanding of teams, personalities
- Clear standards and objectives
- Understanding of roles

TRUST

Firm belief in the reliability, truth, ability, or strength of someone or something

Confidence
Reliance

Faith
Belief



Low levels of trust = higher costs, lower productivity

TRUST - how do people know they can trust me?

Because... I maintain confidentiality

I keep promises

I am reliable

I am punctual

I am organised

I do not over-promise and fail to deliver

I listen - actively

I work **hard** at communicating



Values

We all have things we value

Not just people and objects - abstract values such as honesty, loyalty and humour

When the house is on fire we're forced to think about what we value

BUT it will affect behaviour in the workplace – especially if values are not *congruent*



Our values



excellent
kind
responsible
respectful

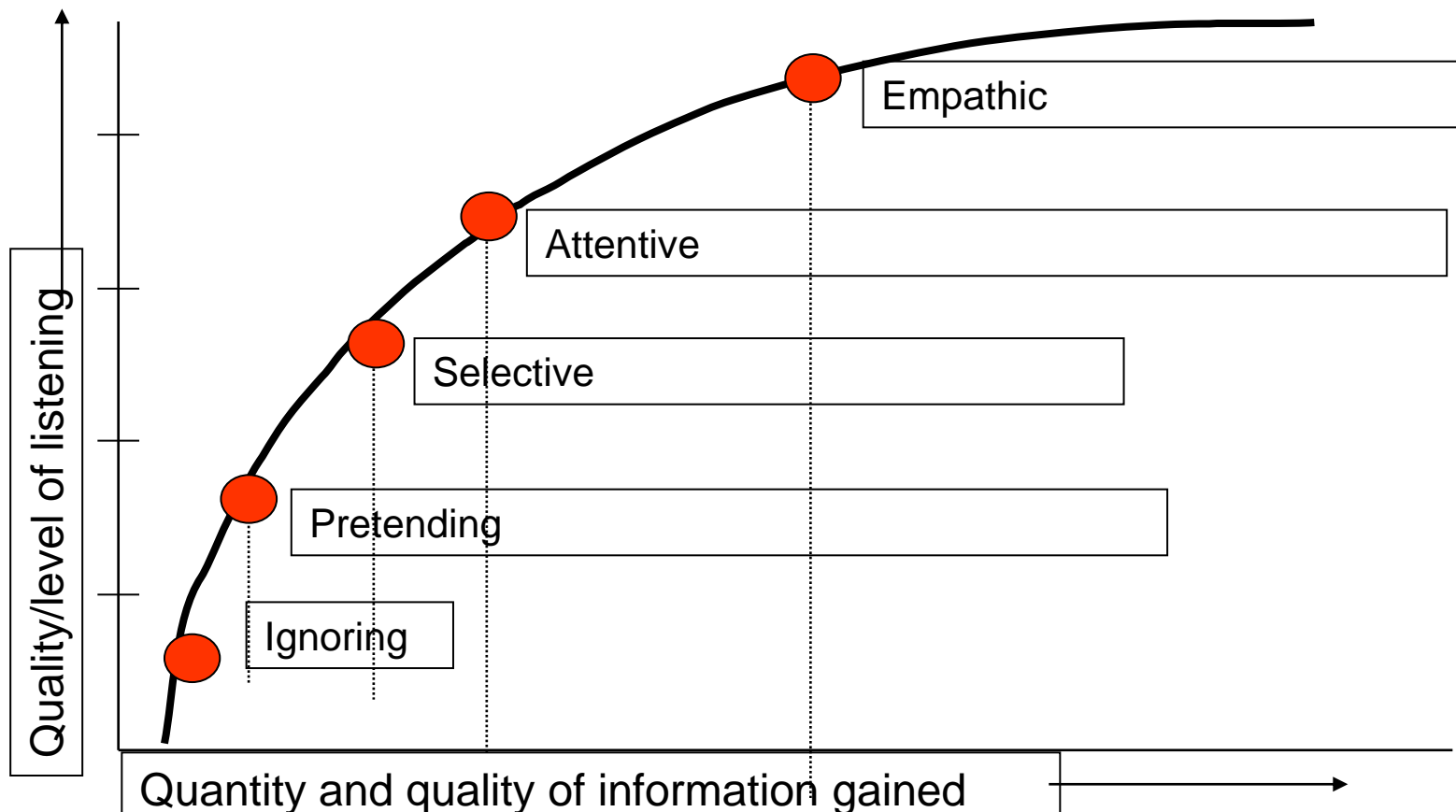


Our Verbal Behaviors

Believing message / trusting sender depends

7%	on the Verbal	=	Words
38%	on the Voice	=	Tone
55%	on the Visual	=	Body Language

Listening Levels



What is assertiveness?



Being assertive involves standing up for your personal rights and expressing your thoughts, feelings and beliefs directly and honestly in ways that don't infringe the rights of others

Personal Reflection

- Who were the people who really made a positive difference in your life?
- Why? What qualities did they have? How did they behave?
- How did they communicate?
- What might these experiences teach you about how you want to be as a mentor? What lessons can you take away from these role models?



WHAT IS COACHING?

ILM Definition of Coaching

- *‘Coaching is the art of facilitating the development, learning and enhanced performance of another person. Essentially a coach’s aim is to help people to improve themselves in whatever they want to improve in.’*
- **The key elements of coaching are:**
- The trust between coach and coachee
- The environment in which the coaching takes place
- The focus of the conversation between coach and coachee
- The quality of the conversation between coach and coachee
- The actions that the coachee commits to from the conversation

Coach and Mentor Skills

Verbal

- Encouraging words
- Clarifying
- Paraphrasing
- Summarising
- Reflecting emotion
- Encouraging questions
- Voice matching

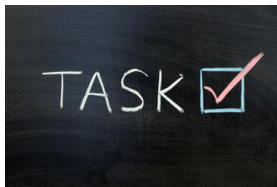
Non verbal

- Open, alert posture
- Face the speaker
- Good eye contact
- Encouraging gestures
- Calm expression
- Smooth movements
- Mirroring and pacing

Affect of personality on feedback

Guided by objective logic
Focus on cause and effect
Look for flaws in logic
Apply consistent principles
in dealing with people
At work emphasise
involvement with tasks

T



Guided by personal values
and convictions
Focus on harmony with
own and others' values
Look for common ground
and shared values
Treat each as unique
individual
At work emphasise and
support the process

F



Process and Planning - Coaching

- Environment
- Planning and preparation – including documentation
- 1st meeting - Negotiation/Agreement/Contract
- How will I prepare for the meeting?
- What do I need to have with me in the meeting?
- Record and agree actions and follow-up
- Reflection and review – WWW – by both



8 steps of coaching



Personal SWOT Analysis Worksheet

Strengths:

What do you do well?

What unique resources can you draw on?

What do others see as your strengths?

Weaknesses:

What could you improve?

Where do you have fewer resources than others?

What are others likely to see as weaknesses?

Opportunities:

What good opportunities are open to you?

What trends could you take advantage of?

How can you turn your strengths into opportunities?

Threats:

What trends could harm you?

What is your competition doing?

What threats do your weaknesses expose you to?

Goal Setting

The coach supports Goal setting

Is a catalyst

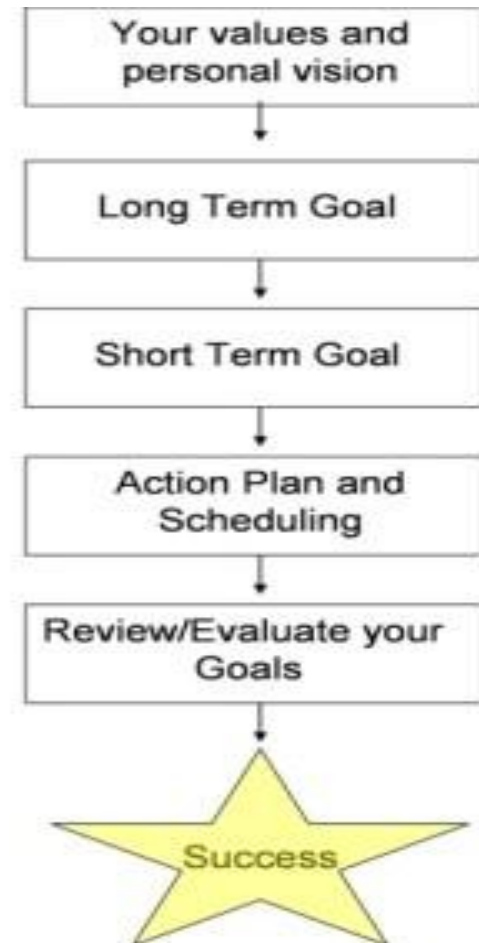
Challenges

Questions

Clarifies

Guides

Keeps on track



Before you speak:

THINK

T

= Is it True?

H

= Is it Helpful?

I

= Is it Inspiring?

N

= Is it Necessary?

K

= Is it Kind?

FEEDBACK DO'S

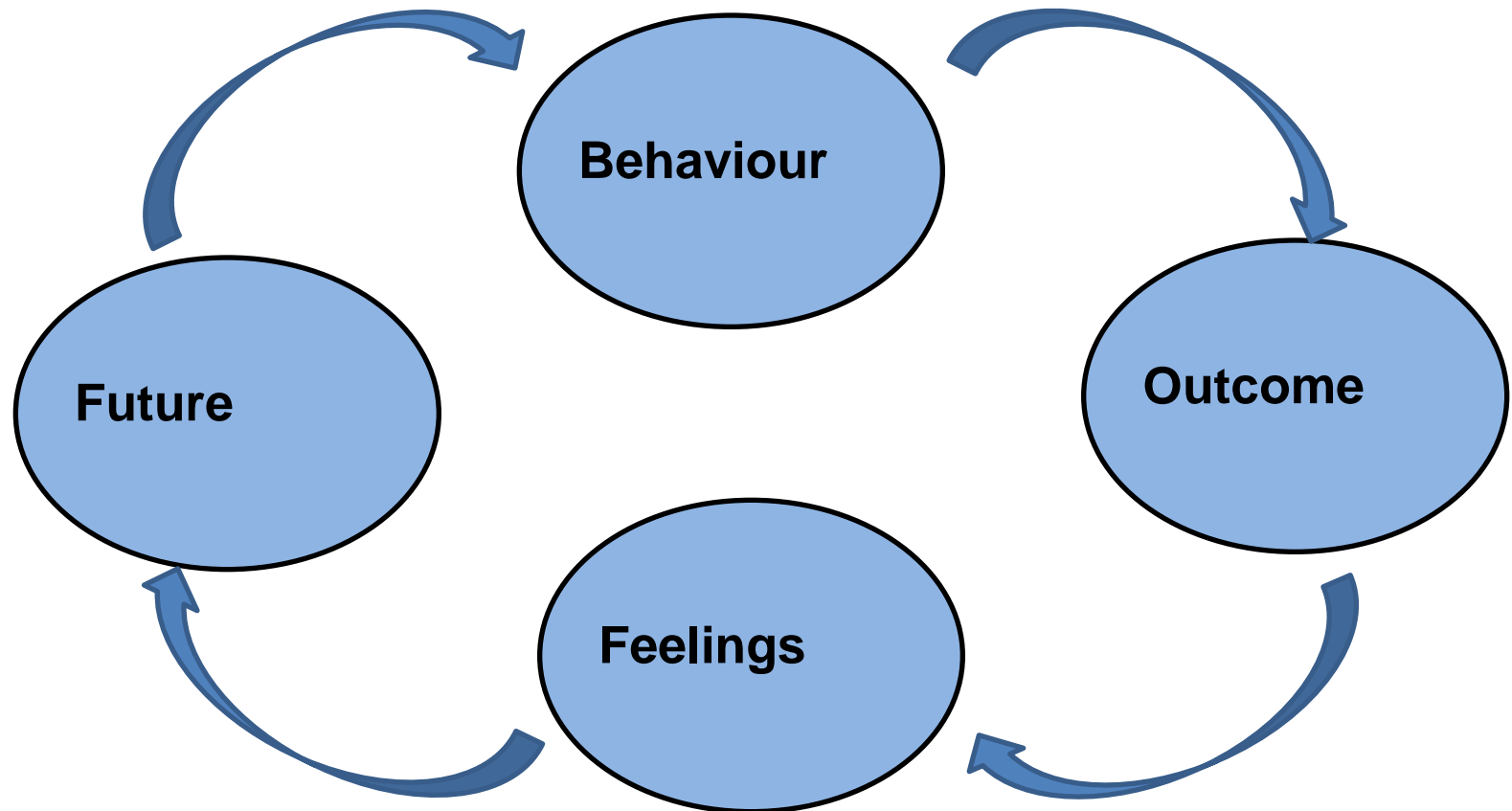
- ✓ Be aware of body language it's a non verbal communicator
- ✓ Be specific when recalling the situation.
- ✓ Be specific when describing the behavior
- ✓ Acknowledge the impact of the behavior on you.
- ✓ Make it positive.
- ✓ Make it only about behavior.

FEEDBACK DONT'S

- ✓ Don't assume.
- ✓ Don't judge the person.
- ✓ Don't be vague about feedback.
- ✓ Don't pass along vague feedback from others.
- ✓ Don't give advice unless asked.

_____**Lolly Daskal**_____

Feedback – Giving and Receiving



Other techniques and suggestions

Work with others to solve problems– action learning,
mentoring trios

Observe, observe, observe

Don't be afraid of the conversational vacuum

Open questions for information, closed for decisions

Objective, transparent, fair

Tone of voice and body language

Personal Benefits – WIIFM?

- Develop interpersonal skills
- Have the satisfaction of enabling someone to develop
- Developing skills
- Learn the art of reflective dialogue
- Experience reflective learning at first hand
- Develop emotional intelligence

Slides and Resources – let me have your email

Blog

1:1 coaching, facilitation, training and development – staff, managers, customer service, communication, leadership, quality, governance, HR and performance management



**“I want you to find a bold and innovative way
to do everything exactly the same way
it’s been done for 25 years!”**

Thank you!

**Any
questions?**

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