

Coaching for Growth and Performance

Chip Ammerman
Director of Cass County Social Services

Learning Objectives

- Defining the intent and purpose of Supervision
- Assisting staff in succeeding in their work
- Techniques to foster staff growth
- “One can choose to go back toward safety or forward toward growth. Growth must be chosen again and again; fear must be overcome again and again.”
—Abraham Maslow
- “Be patient with yourself. Self-growth is tender; it's holy ground. There's no greater investment.” —Stephen Covey
- “In this world you're either growing or you're dying, so get in motion and grow.”
—Lou Holtz
- *If you do what you've always done, you'll get what you've always gotten.* — Tony Robbins

References

- Start With Why: How Great Leaders Inspire Everyone to Take Action. Simon Sinek
- The Speed of Trust: The One Thing That Changes Everything. Stephen M.R. Covey
- Leading Change. John P. Kotter
- Mindset: How We Can Learn to Fulfill Our Potential. Carol S. Dweck
- The Coaching Habit: Say Less, Ask More and Change the Way You Lead Forever. Michael Bungay Stanier

Social Work Principles

- Strength Based Model - Everyone wants to do good but there are expectations, rules and policies. Responsible to help be successful in this world.
- Individual within the Environment - environment entry into person's world.
- Solution Focused - the answers are there, find them and do more of it.
- Self Awareness - your starting point, your needs, your inner voice, your perceptions.

Social Work Principles

- Starting where the person is and recognition of their perspective.
 - Reflective listening – let them be the expert of their world by telling you their thoughts and beliefs.
- What role do you play? Clarifying their comments for your understanding and asking questions for depth. They have the abilities. Slow down.
- Teaching the bottom line with clear expectations for success.

Two Primary Questions to ask yourself during this discussion

- What if?
- What Would happen?
- From your experience and your work place culture.
- Caught up in the pace- Slow down
- What is your role- Compliance, teacher/Coach, Support, manager of people.....

Work Expectations and the Work Culture

- 3 Overarching Goals of Supervision
 - Creating the foundation of unit effectiveness and efficiency. (Technical and Program Management)
 - Promoting the development of individual staff capacity and maintaining high standards of performance. (Employee management)
 - Providing the opportunity and motivation for growth and success. (Coaching for Growth)
 - When you hire, what focus do you have in the questioning?
 - established skill sets or hiring for characteristics to enhance setting

Work Expectations and the Work Culture

- Agency has a “Fixed Mindset” environment (Dweck)
 - Person is gifted but comes in with skill sets – fixed in what they have to offer. Training may help but the set skill sets are there.
 - Fear of being unsuccessful. Belief is that success should come naturally and is set.

Work Expectations and the Work Culture

- Agency has a “Growth Mindset” environment (Dweck)
 - Presenting skills as learnable.
 - Conveying that the organization values learning and perseverance.
 - Giving feedback in a way that promotes learning and future success.
 - Presenting managers as resources for learning and are wanting to teach for growth and success.

Work Expectations and the Work Culture

- The Praised Generation: Instead of giving praise for the smartest idea, give praise for initiative and learning during difficulties - develop a more mature and growth minded workforce.
 - What If?
 - What Would Happen?

Work Expectations and the Work Culture

- We can give you the crown, but that doesn't make you the king/queen.
 - We can give you a title, but that doesn't make you a leader.
- Setting the tone and being predictable - What tone are you setting and is the tone predictable?
 - What promotes longevity and commitment to quality?
 - **Salary/benefits**
 - Growth in skill/ competence
 - Accomplishing what they signed up for
 - Feeling a part of and having a voice
 - Being recognized for work and appreciate their contributions
 - * Support – work/life balance
 - * Making a difference

Work Expectations and the Work Culture

- Create the "sense of urgency" within context when change is needed. "Why" is this important - staff need to know how this will help them reach their goals
- Self Awareness
 - How do you define Supervision?
 - What are the roles of the position, where are you putting your time?
 - What do you get out of it? (The Coaching Habit, Stanier) - a few pitfalls
 - Creating overdependence
 - Overwhelmed
 - Disconnected

Work Expectations and the Work Culture

- Stanier- The Coaching Habit...
- Figure your Trigger - patterned interaction that may be counter-productive of your intent
- Advice Monster - stealing the thunder and inhibiting growth
- Trust - mutual and building Culture of support, growth and nurturing.
 - Where do you start- Self Awareness, honesty with follow through, teaching by example, caring and support, listening, etc.

Work Expectations and the Work Culture

- Negotiating both parties underlying success- Avoid the ranking
- Start with Why - "our behavior is affected by our assumptions or our perceived truths. We make decisions based on what we think we know". Simon Sinek

How?

- Provide clear and predictable expectations
 - Undefined expectations leads to after the fact corrections and frustration/lack of confidence.
 - Too few expectations creates frustration and hopelessness.
 - Too many expectations leads to chaos and no understanding of cause/effect.
 - Why is this important for staff?
 - What if?
- Onboarding and specific training of foundational expectations for position.

Onboarding – Setting the Tone of Culture (Are the actions within the agency the same as the desire for growth?)

- Personal connection to agency and welcoming- Pronouncement of what agency is.
 - Letter of hire - What do you help in
 - First Days - Mentor, introductions to immediate team
 - Do you have an orientation set of guidelines "rules" for agency
 - Are you setting the tone for growth and promoting that for the future

Onboarding – Setting the Tone of Culture (Are the actions within the agency the same as the desire for growth?)

- Mission and Vision Statements - Why does this agency exist and what is the focus - we can tell them what to do, but the context of why we do has to be continuously shown.
 - In stages/progressive - but what are the basics to lead this worker on success from the beginning
 - Introduction into the work responsibilities- how does your agency do this- is this method setting up them for success?
 - This should be prioritized and not an after thought

Training

- In stages - but what are the basics to lead this worker toward success from the beginning- is there a discussion on why?
 - Introduction into the work responsibilities
- Ongoing discussions on:
 - Communication styles that are acceptable within agency and between staff
 - Change process
 - Supervision sessions
- Ongoing to meet the changes in professional practice and researched advances

Positive Coaching - What Areas

- Appreciation
- Coaching for Growth- Giving Hope vs. hopelessness- Positive vs. Victims
 - Discussion of taking control of responsibilities and not being a victim of outside forces- "let's work to solve this"
 - Being a part of a successful team - knowing what role you play to help the success of the Team!!!! Also a part of the "management team"
- Addressing Negativity that inhibits success in the work place
- Negative and Positive Labels in promoting Fixed Mindset (Dweck)
 - Use of labels that may place a definition on the person rather than the effort for growth. Fills minds with distracting thoughts.
 - Disgruntled or negative employees - Are they? Have we listened openly? Is this a learned behavior within the environment?
- Modeling the behavior

Coaching Process (not in an order, but when it is needed)

- Expectations:
 - Coaching, unique to the individual needs - adaptation to a degree - don't deconstruct yourself but you need to adapt - model the behavior you need
 - Mindset (Dweck)
 - Own mindset of positivity - energy building and opening door - want to come back
 - Nurturing hearts - unlimited affirmation
 - Listening, communicating, rewarding people for team mentality
 - What if... What would happen...

Coaching Process (not in an order, but when it is needed)

- Teach and listen for their perception and help them process through with help on things to consider:
 - Hazard of listening and categorizing into own perspective and knowledge base
 - Training is good but sometimes gets in the way of true listening
 - Technical and program supervision - if there is a specific policy driven answer, tell them or help them find it
 - Disgruntled or negative employees - Are they? Have we listened openly? Is this a learned behavior within the environment? Address Negativity through Positivity.
- Celebrate their inquiry and explore to find a path

Coaching Process

- Emphasize the "Why"
 - Make a commitment to model the Vision of your agency and keep that commitment to build trust and predictability. (Covey)
 - Clarity on an undying belief in the purpose or cause of what is bigger than yourself. It's the cause we come to work for. (Sinek)
 - Know what your role is in this process of how do you reach their "Why".
 - What if?
 - What would Happen?

Coaching Process

- From an effective Supervisor position, the art of communication starts with Listening. Really listening.
 - Understanding their starting place:
 - Can learn where their strengths are to build up and to **exploit**
 - Can learn about patterns that may be contributing to limitations
 - Can potentially hear their barriers
 - Understand what they are really asking and where they are stuck

Coaching Process

- Understand what your triggers are to bring you back into a status quo relationship. (Stanier) - what role are you being put into unknowingly – inner thoughts.
- Make a vow to do things differently and adapt.
- What if?
- What would happen?

Coaching Process (Stanier)

- Opening: What is on your mind? What would you like to talk about? (avoid the Advice Monster) Believe in the Process- QPR- Quality people-Process- Results
 - Let them exhaust their thoughts
 - If you have questions for clarification, ask it directly, try not to explain why you are asking it or frame what you are looking for.
- And what else? Tell me more, clarify for me,
 - Care given to the rhetorical question or offering advice

Coaching Process (Stanier)

- What's the real challenge here for you? QPR
 - Cuts through the fog and brings things to focus from their perspective
 - Trust you are being helpful in helping them think deeply
 - Slow down the process to allow them to get out of the whirlwind
 - Remember the strength based starting place - "everyone wants to do good"
 - Focuses on defining the issue in real terms, instead of generalities or broad vague terms.

Coaching Process (Stanier)

- What do you want?
 - Bringing back the focus on the "why"- the smell test
- How can I help?
 - What is your role as a supervisor?
 - You can say no if not something you can do
 - Identify what it is you can and will do.
- If you are saying "yes" to this, what are you saying "no" to?
 - Stay in reality.
 - Develop timelines.
- What was the most helpful for you for this discussion?

When Redirection is Needed

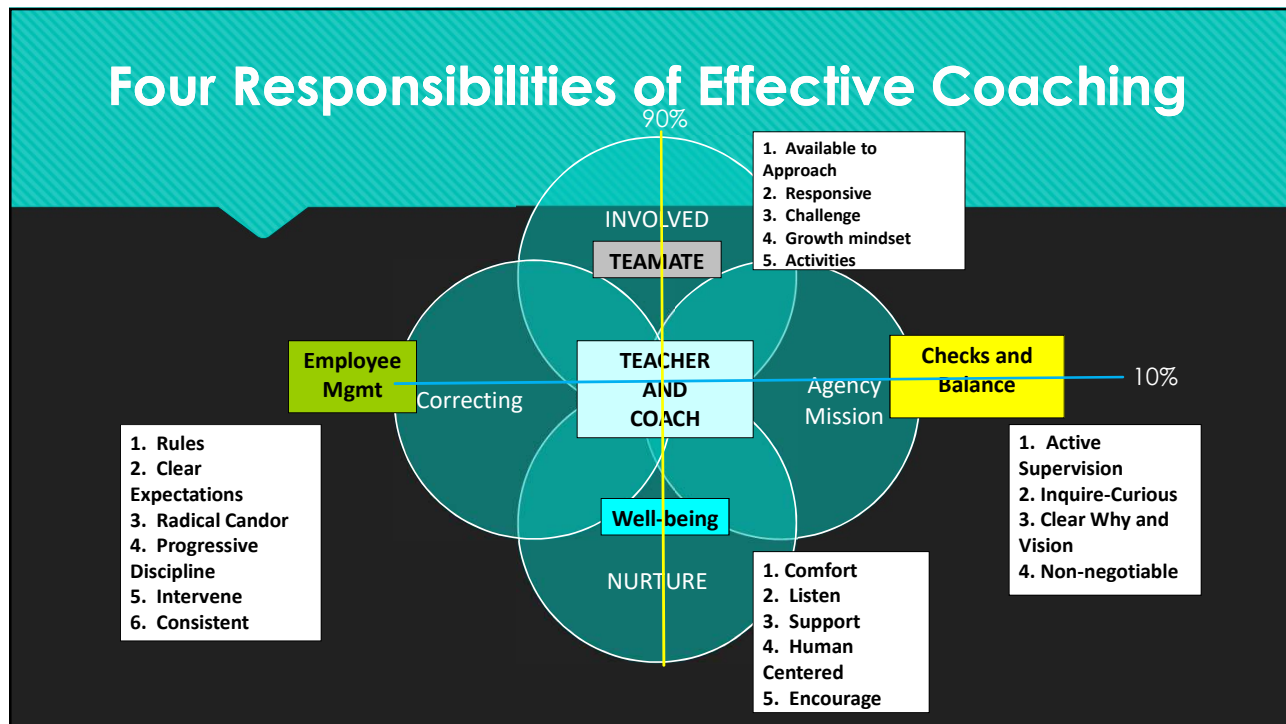
- Growth Plan vs. Work Plan starting Point.
- Radical Candor – care personally and confront directly (respectful and strength based)
 - Back of Power Point Handout
- Encourage staff to: what role are you playing
 - Replace Drama Triangle (victim, rescuer, persecutor) with
 - Empowerment Triangle (champion, challenger, coach)

When Redirection is Needed

- Be clear about situation and expectations
 - Reality – Impact – Path Forward (R.I.P.)
 - What is the reality as you (supervisor) sees it?
 - How has the situation impacted others?
 - What behavior would you like to see in the future?
 - Goals – Reality – Options – Way Forward (G.R.O.W.)
 - What is the destination for this conversation?
 - Figure out the context – who/what/where/how much – what is happening?
 - What is possible?
 - What have you decided to do – empower an action plan

Embedding the Practice into Culture

- How do you know this is not a fad, the next best thing?
 - How to measure in behavioral terms
- Modeling and monitoring
 - You have to buy into it and do this consistently
 - What do we know about painted pictures and how to change it
- Clear expectations



Two Primary Questions to ask yourself during your work with others.

- What if?
- What Would happen?

- What if, I had the bravery to change the way I think/do, interact with people the way I expect of others

- What would happen if I had the bravery to let others grow and stride for growth in myself as well?

**Thank you for your time
and attention**