

# Communication and Coaching for Supervisors

Management Training Session: 2017 Arizona Cooperative  
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# Introductions

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Area Assistant Agent

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Yavapai and Gila Counties

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# Introductions: Consulting Services

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# Session Objectives

- Understanding the importance of communication for supervisors
- Identify and practice strategies to improve communication
- Define coaching and its benefits
- Identify and demonstrate tools and resources for supervisors to improve coaching and communication skills
- Discuss the process of forming new habits

# Communication



## Communication

“The single biggest problem with *communication* is the illusion that it has taken place.”

- George Bernard Shaw

# Communication

- Consistent and ongoing communication helps to build rapport and trust to allow for more difficult conversation when situations arise.
- Keep lines of communication open.
- People may not remember what you said, but they will remember how you made them feel.
- Maintain positive communication, even in response to negative comments and replies. Others will notice.

## Strategies for Improving Communication

### Focus on behavior.

Example:

Instead of: "You always come in late."

Try: "You've been late three times."



# Practice

Examples:

- You never turn your work in on time.
- You don't take this job seriously because you spend most of your time texting during meetings.

# Strategies

## Don't wait to address a situation.

- If you wait, you may forget.
- It is too late to wait to address during annual review.
- Missing opportunity to contribute to professional growth and improved performance.

If there isn't time to have a conversation when the behavior is observed, pull aside and state in a conversational tone what was observed and that you will schedule a time to talk about it.

# Strategies

## Set clear expectations up front.

- Let them know you want them to succeed.
- If they are successful, then your team is successful, your program is successful and this leads also to your success.
- In order to write an effective standard for successful performance, it should be as Specific, Pertinent, Attainable, Measurable, and Observable as possible ("SPAMO").

## Strategies for Improving Communication

### **Don't make assumptions.**

For example, a new hire with a very robust résumé.

Remember each employee is different.

If you are assuming anything, always assume the best in someone.

## Practice

# Don't make assumptions.

Share a time when you made an assumption about an employee that was incorrect. What was the impact?

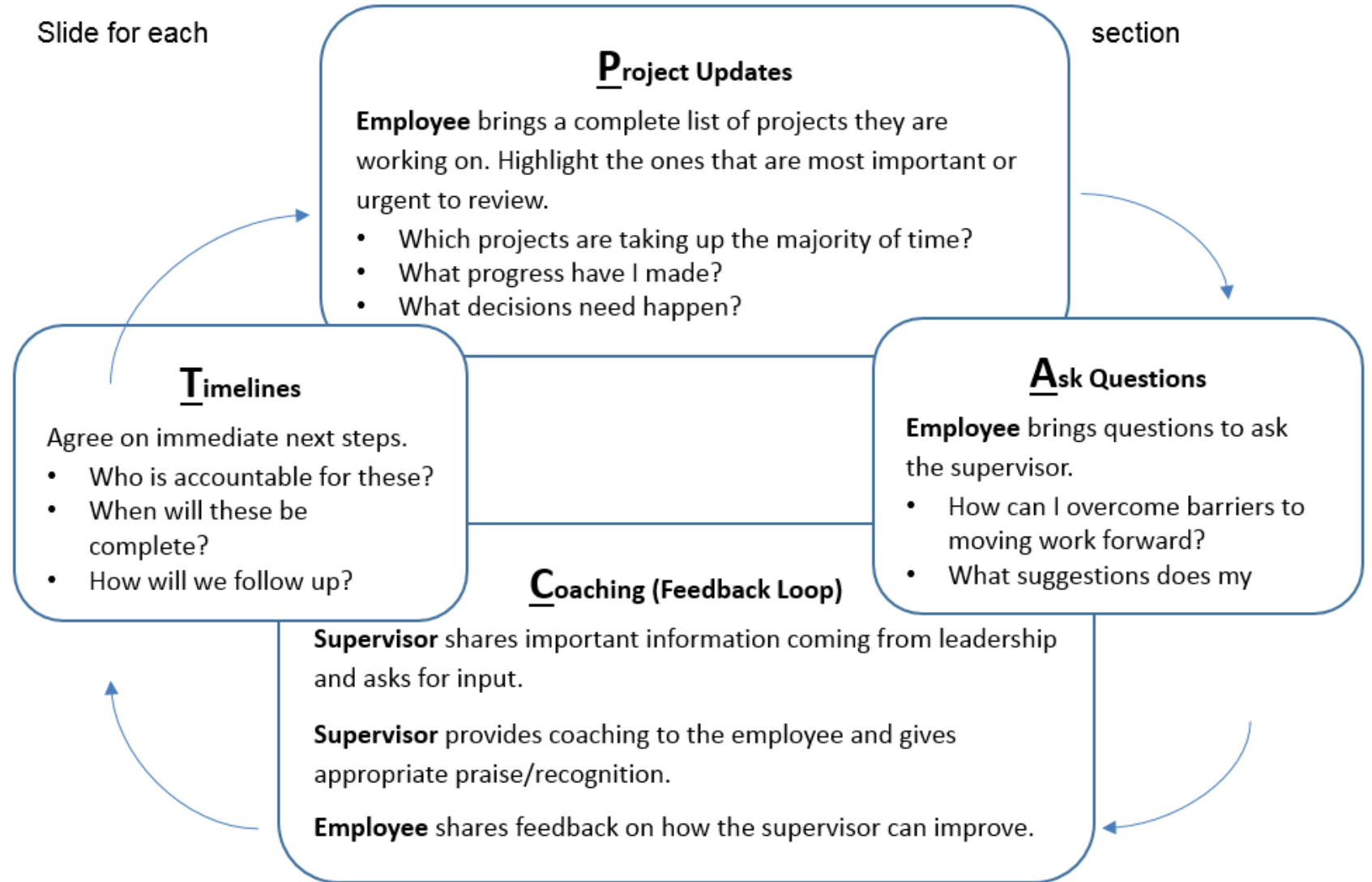
## Maintaining Communication

- Maintaining open lines of communication
- Have regular and consistent 1 on 1 conversations.

# Guide to Worthwhile One-on-Ones

**Slide 2:** The PACT model provides a 1:1 structure with clear roles and responsibilities. It's important to establish and agree on preparation expectations for 1:1s.

Slide for each



# Long Distance Supervising

## Considerations for off-site employees

- Maintain consistent communications such as a set meeting for updates ((HR recommends 5 min/day).
  - Important to avoid “surprises”
  - Be aware of opportunities

F (Fun or Interesting Experience)

A (Area)

C (Co-workers)

T (Teaching)

S (Self)

Daily emails – for those with home-based offices



# Coaching

# Coaching

- **Coaching** is defined as training or development that helps a learner achieve a goal.<sup>1</sup>
- The coach is no longer directing or acting in an authoritarian manner but collaborating with the employee to identify, target, and plan for performance improvement.<sup>2</sup>

1 CM Planning and Organizing Exam Study Guide

2 Coaching4Growth.com



# Coaching Benefits

1. Helps your team be more self sufficient by increasing their autonomy and sense of mastery and reducing your need to jump in, take over and become the bottle neck.
2. Helps you regain focus so you and your team can do the work that has real impact and so you can direct your time, energy and resources to solving the challenges that make a difference.
3. Helps you and your team reconnect to the work that not only has impact, but has meaning as well.

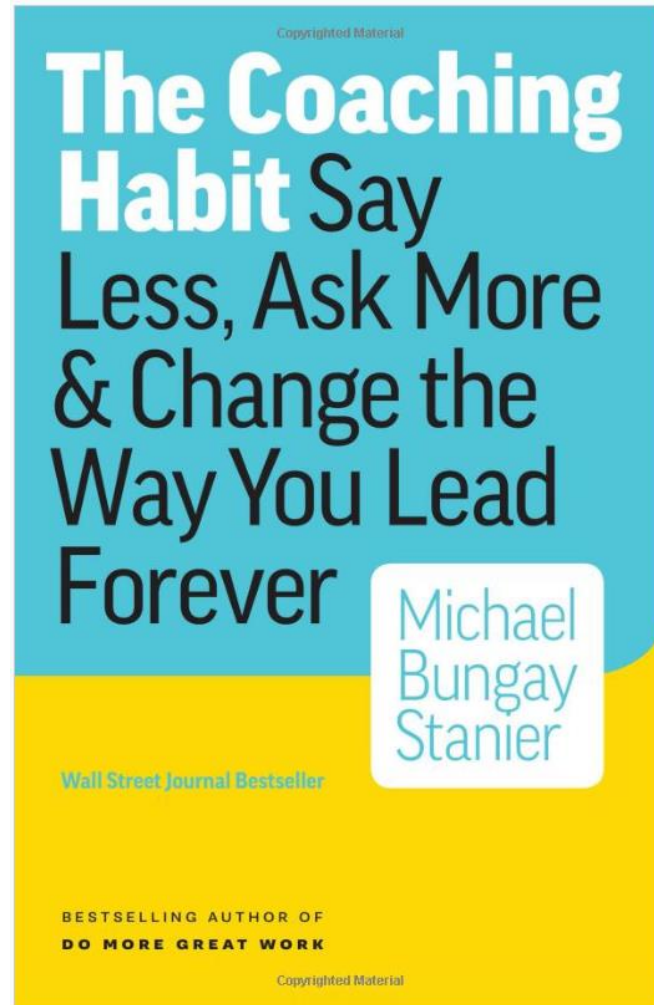
Coaching can fuel the courage to step out beyond the comfortable and familiar, can help people learn from their experiences and can literally and metaphorically increase and help fulfill a person's potential.

# Coaching

- Every day practice for supervisors
- Can be done quickly

# *The Coaching Habit*

by Michael Bungay  
Stanier



# Enjoy the Silence



- Wait for a response
- Engage in active listening
- Ask only one question at a time

# #1 The Kickstart Question

## What's on your mind?

Alternatives: Where do we begin? Where's the best place for us to begin? Where's the most useful place for us to start?

#2  
The AWE  
Question

# And what else?

Use when problem solving.

## Coaching Haiku

Tell less, ask more  
Your advice is not as good  
As you think it is.



# #3 The Focus Question

## What's the real challenge here for you?

- Rarely is the situation being presented is the REAL problem.

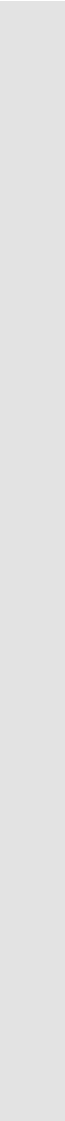
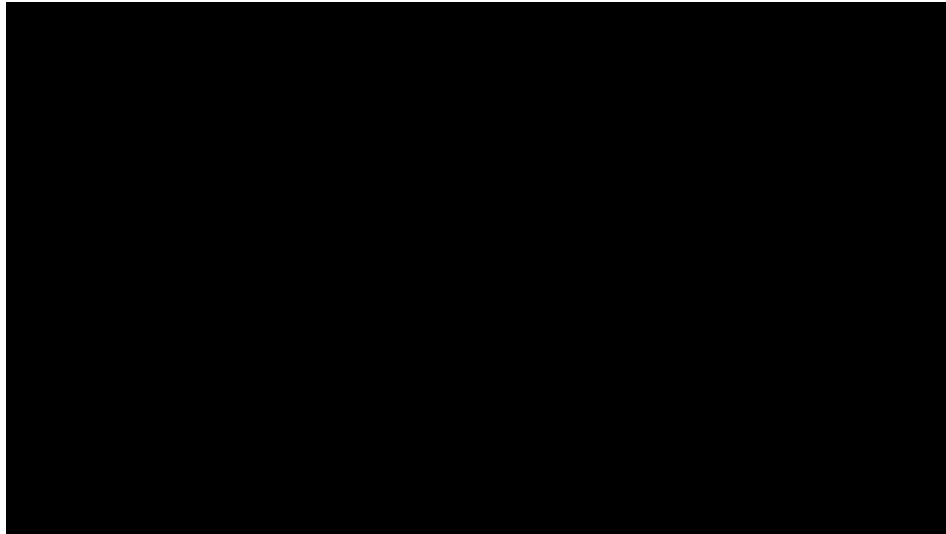
Defines:

- What's the challenge?
- What's the real challenge here?
- What's the real challenge here for you?

## Questions 4-7

- #4 - The Foundation Question: What do you want?
- #5 - The Lazy Question: How can I help?
- #6 - The Strategic Question: If you're saying YES to this, what are you saying NO to?
- #7 - The Learning Question: What was most useful to you?

# How to build a habit



# Consulting Services

Conflict management

Creating a productive  
workplace

## Effective communication

Organizational communication

Organizational culture

## Management coaching

Reorganizational Assistance

Strategic Planning

Team building

# University of Arizona Human Resources, Consulting Services

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# Additional Resources

- StrengthsFinder 2.0 by Tom Rath (book and online assessment)
- Career Conversations