

**The Coaching Approach:
The Key to Effective Supervision**

PHI QUALITY CARE THROUGH QUALITY JOBS

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Today's Agenda

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- Role of Coaching in a Stable Workforce Culture
- PHI Coaching Approach to Supervision®
- Blocks to Listening – Self Awareness and Self Management
- Relational Skills
 - Active Listening
 - Paraphrase
 - Open Questions
- Impact/Outcomes

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**Workers do not leave their jobs,
they leave their supervisors**



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The Supervisor/Worker Relationship



The single most important contributor to worker satisfaction and retention!

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Coaching Approach to Supervision 


PHI Coaching Supervision

A relational approach to managing and supporting direct-care workers and teams that helps them to own problem-solving skills.. i.e. the ability to think critically, prioritize and communicate effectively

Workers are trusted and believed in to own their work. And Leaders provide them with the support, resources and knowledge to do that work.

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Benefits of Coaching Supervision


If we have this philosophy and conditions, what outcomes might happen?

- Enhances retention of employees
- Defuses conflict
- Improves problem solving
- Improves the likelihood that the needs of both the resident and the work will be met



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Traditional Supervision: Five Steps

- Identify issue to be addressed
- Explain the rules clearly
- Explain the consequences of breaking the rules
- Offer possible solutions to the problems
- Request or direct the worker to comply with work rules

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Coaching Supervision

- Create a relationship with the worker
- Clearly present the problem or give feedback
- Gather information about the worker's perspective
- Engage in problem-solving with the worker
- Support the worker to commit to action steps

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The Primary Coaching Skills

- Active Listening
- Self-Awareness and Self-Management
- Clear Communication without Blame or Judgment

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Communication Gone Bad!

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When Listening is Blocked

We can't fully take in what the other person is saying
Our attention is focused—at least in part—on ourselves and meeting our own need in that moment

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

Stephen Covey

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Listening Blocks

<i>Rehearsing</i>	<i>Advising</i>
<i>Mind Reading</i>	<i>Sparring</i>
<i>Filtering</i>	<i>Placating</i>
<i>Dreaming</i>	<i>Comparing</i>
<i>Identifying</i>	<i>Judging</i>


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Blocks in Action

What does it sound like?
 What does it feel like?
 What's the impact on the person?




"You weren't listening.
I said, 'DON'T fall.'"

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Judging




You dismiss others based on who you think they are or what they say. You aren't really listening but are having a knee-jerk reaction.

When does judging come up for you in your work as a Supervisor?


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Blocks in Action


What does it sound like?
 What does it feel like?
 What's the impact on the person?



"You weren't listening.
I said, 'DON'T fall.'"


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Advising....

Before people get to what's really troubling them, you jump in with suggestions for how to solve the problem. Before they are finished talking, you are thinking about what to do.



When do you find yourself going to Advising?

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Self Awareness is the Key


Notice when your listening is blocked!

Put your attention back on the other person



Stay open to hearing their perspective!

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Paraphrase

Putting into your own words what you think someone else just said. When do you find yourself using paraphrasing?

- Keeps you focused on what the other person is saying
- Provides an opportunity to check your understanding and clear up misunderstandings on the spot
- Lets the other person know you are listening
- Helps the other person think through their ideas

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Skills Practice



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Open vs Closed Questions

Closed Questions can be answered with a simple yes or no and tend to end a conversation.

Open questions help you **learn the other person's perspective**, they lead to discussion and keep a conversation going

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Why Ask Questions!



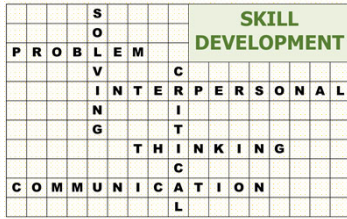
- Learn what's important to the other person
- Better understand the persons perspectives
- Develop relationship
- Build mutual acceptance and understanding



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Skills Practice



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When We Don't Listen

- We are not as likely to understand the other person
- The other person is more likely to “give up” on trying to be in relationship
- Mistrust and misunderstanding grows
- People do not see themselves as partners or a team

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State Workforce Coalitions

1. **Increase compensation** – Ten workgroups indicated that direct care workers are under-compensated and recommended increasing wages and/or benefits. Specific recommendations included enhancing Medicaid reimbursement, funding health insurance for direct care workers, and boosting the minimum wage.
 2. **Improve training** – Nine workgroups identified entry-level training for direct care workers as an area for improvement. Specific recommendations included establishing core competencies and standardizing training curricula for this workforce.
 3. **Boost public awareness** – Seven workgroups determined that negative social attitudes are a barrier to attracting and retaining enough direct care workers. Specific recommendations included creating a worker ombudsman to promote education and awareness of labor rules, establishing a high school occupational awareness program, and implementing a public education campaign.
 4. **Develop career advancement opportunities** – Six workgroups proposed developing career advancement opportunities for direct care workers. Specific recommendations included providing advanced training, establishing portable credentials, and developing advanced specialty certifications.
 5. **Establish workforce data systems** – Six workgroups identified stronger data systems as a priority area. Specific recommendations included creating a state workforce data agency and establishing new data collection protocols.
- States have an important role to play in strengthening the direct care workforce so that consumers have access to the long-term services and supports they need—and workgroups provide a great path forward. In addition to the five shared recommendations (which can be used as a starting point for discussion and action), states can draw on learnings from the workgroups identified in this article to create an approach that meets their needs and contexts.


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Learning Circle


What are you taking away from today that feels useful or interesting to you?



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Homework

Practice skills you learned today for 5 minutes with someone you might have difficulty listening to.



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For more information about PHI Coaching Approach to Supervision:

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