Coaching Workshop

A good coach will make the players see what they can be rather than what they are.

– Ara Parseghian

TeamSTEPPS

Objectives

- State how team members’ knowledge, skills, and attitudes are developed
- Describe the characteristics of an effective coach
- Assess coaching strengths and areas for improvement
- Identify the results of good coaching
- Demonstrate and evaluate coaching competencies
- Describe how to implement a coaching strategy

TeamSTEPPS

Knowledge, Skills, and Attitudes (KSAs)

Team member KSAs are developed through—

- A clear understanding of team members’ roles
- Clearly defined tasks and responsibilities
- A high level of commitment and a firm belief in accomplishment of the task/responsibility
- A good understanding of the culture and norms
The Role of Each Team Member is to….

- Apply specific teamwork skills to accomplish and fulfill the responsibilities and tasks
- Communicate pertinent information to teammates and the resident/family efficiently and effectively
- Demonstrate desired behaviors and skills
- Possess the attitudes necessary to develop mutual trust and team orientation
- Request clarification or additional information as needed
- Make adjustments to behaviors based on feedback

The Role of the Coach is to….

- Establish and clarify goals of the session
- Develop a plan to accomplish the tasks and responsibilities
- Ensure team members have a clear definition and understanding of their roles and responsibilities
- Align expectations with members of the team
- Advise, instruct, and demonstrate desired teamwork behaviors and skills
- Encourage and provide feedback for improvement
- Acknowledge and reinforce desired behaviors when observed

Coaching

- Providing guidance, feedback, and direction to ensure successful performance
Characteristics of an Effective Coach

- Competence
- Influence
- Interpersonal Style
- Effective Feedback

Coaching Competencies

**Communication**
- Communicating Instructions
- Providing Feedback
- Listening for Understanding

**Performance Improvement**
- Setting Performance Goals
- Rewarding Improvement
- Dealing With Failure
- Assessing Strengths and Weaknesses

**Relationships**
- Building Rapport and Trust
- Motivating Others
- Working With Personal Issues
- Confronting Difficult Situations

**Execution**
- Responding to Requests
- Following Through

The Coach as Motivator

- Help team members see the bridge between:
  - What they value and desire and…
  - The task or role for which they are responsible
- Provide specific, timely observations of performance and effectiveness
- Encourage belief in team members' abilities to succeed
- Validate current levels of accomplishment while advocating greater achievement
- Identify potential challenges, pitfalls, and unforeseen consequences
Coaches Provide Feedback that is….  

- Descriptive and nonevaluative  
- Meant to improve skills by making team members aware of what was right or wrong about their task performance  
- Considered a development tool used to enhance task performance  
- Two way, that is, it allows team members the opportunity to interact and ask questions

Feedback Should Be….  

Well Intentioned:  
- Feedback gives information, not advice  
- Effective feedback is meant to help the recipient—it is a gift  
- It should not be used to “get something off of your chest”  
- Feedback will not fix what you believe is wrong with another person  

Nonjudgmental:  
- Do not use terms like “good” or “bad”  
- The goal of feedback is to help someone understand and accept the effects of his or her behavior on others  
- The team member’s decision to change behavior is not part of the feedback process

Exercise: Coaching Self-Assessment  

Complete a coaching self-assessment form to identify coaching strengths and areas for improvement.
Coaching Tips

Do:
- Actively monitor and assess team performance
- Establish performance goals and expectations
- Acknowledge desired teamwork behaviors and skills through feedback
- Coach by example; be a good mentor

Do not:
- Coach from a distance
- Coach only to problem solve
- Lecture instead of coach

The Results of Good Coaching Are…

- Defined and understood goals
- Aligned expectations between the team leader and team members
- Transfer of knowledge on a "just-in-time" basis
- Increased individual motivation and morale
- A more adaptive and reactive team
- Improved team performance and safer resident care

Exercise: Coaching

- Split into groups of three
- Review the scenarios and Coaching Feedback Form (CFF)
- Each participant takes a turn playing the coach, team member, and observer
- The coach provides feedback to the team member in the scenario
- The team member role plays the scenario
- The observer completes the CFF and then shares with the groups
Exercise: Coaching

How To Implement a Coaching Strategy

- Present coaching concept to leadership
- Select coaches based on the characteristics and competencies of an effective coach
- Conduct a session on coaching for the appointed coaches
- Match coaches with team members
- Leverage current performance tools or create new tools to help coaches sustain a coaching environment

Teamwork Actions

- Perform as a leader and a coach of other team members
- Provide well-intentioned, nonjudgmental feedback
- Analyze results of your coaching to look for ways to continually improve team performance
- Ensure team members are performing their roles as appropriate
- Implement a coaching strategy