

Walking the Tightrope: The Supervision and Coaching Balance



David Santore, Ed.D.
December 2019

- To learn to give effective, actionable feedback for improved employee performance.
- To learn to make individuals more productive in the workplace by coaching them up!





Feedback (Coaching) vs. Direction (Supervision)

- With partners at your table:

Categorize the sentence stems provided into two categories:

Coaching Language	Supervisory Language

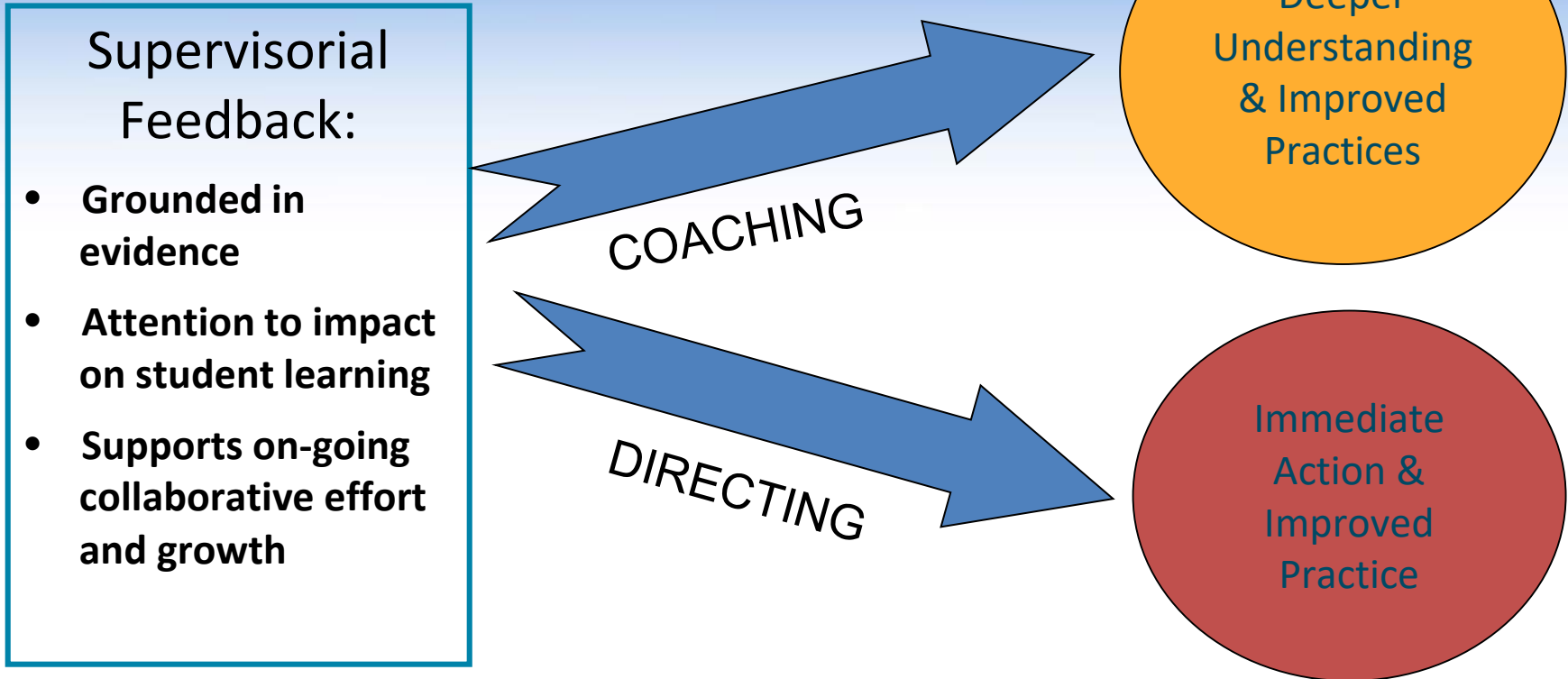
If possible, divide yourselves so there are TWO sets at each table.

Now look at the other “set” at your table

- Were they the same?
- If not, what were the differences?

Discuss with your tablemates!

Two Avenues for Feedback



From Gary Bloom's **Blended Coaching**

BUILD A TRUSTING ENVIRONMENT

- * **Acknowledge feelings, ideas, and promising work**
- * **Listen**
- * **Appreciate & validate**
- * **Statements grounded in evidence**

Deeper
Understanding
& Improved
Practices

**ASK MEDIATIONAL QUESTIONS THAT
PROMOTE THINKING**

- * What would it look like if...?
- * What do you think might happen if...?
- * What sort of impact do you...?
- * What's another way you might...?
- * How did you decide to...?
- * How will you know that...?
- * How might you...?

Coaching Language

**ASK CLARIFYING
QUESTIONS**

- * Would you tell me a little more about...?
- * Would you explain further what you meant by...?
- * It'd help me understand if...
- * To what extent...?
- * I'm curious about...
- * Tell me what you mean when...

PARAPHRASE AND SUMMARIZE

- * It sounds like...
- * I'm hearing...
- * Then you're saying...[thinking, considering]
- * So in other words...

From Gary Bloom's **Blended Coaching**

BUILDING TRUST & ADDRESSING CONCERNS

- * Situate as a concern for:
 - *Impact on student learning
 - *Immediate professional growth

Driven by a sense of safety, urgency and patterns of practice

Supervisory Direction

Immediate Action & Improved Practice

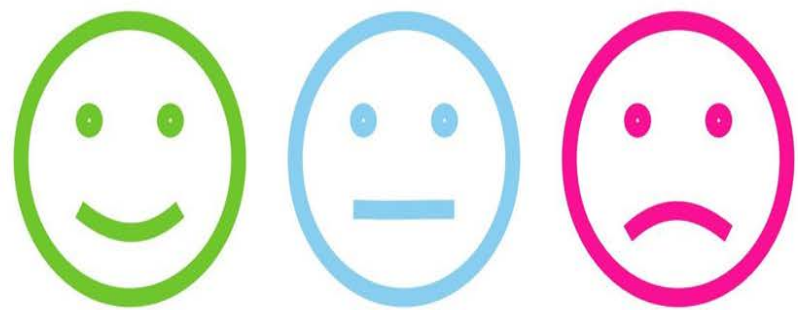
Language Matters

- * I expect you to...
- * How will you...?
- * Your ____ needs to...
- * You need to ... So in other words...

Include yourself

- * How can I support you...?
- *What resources can we identify to help...?

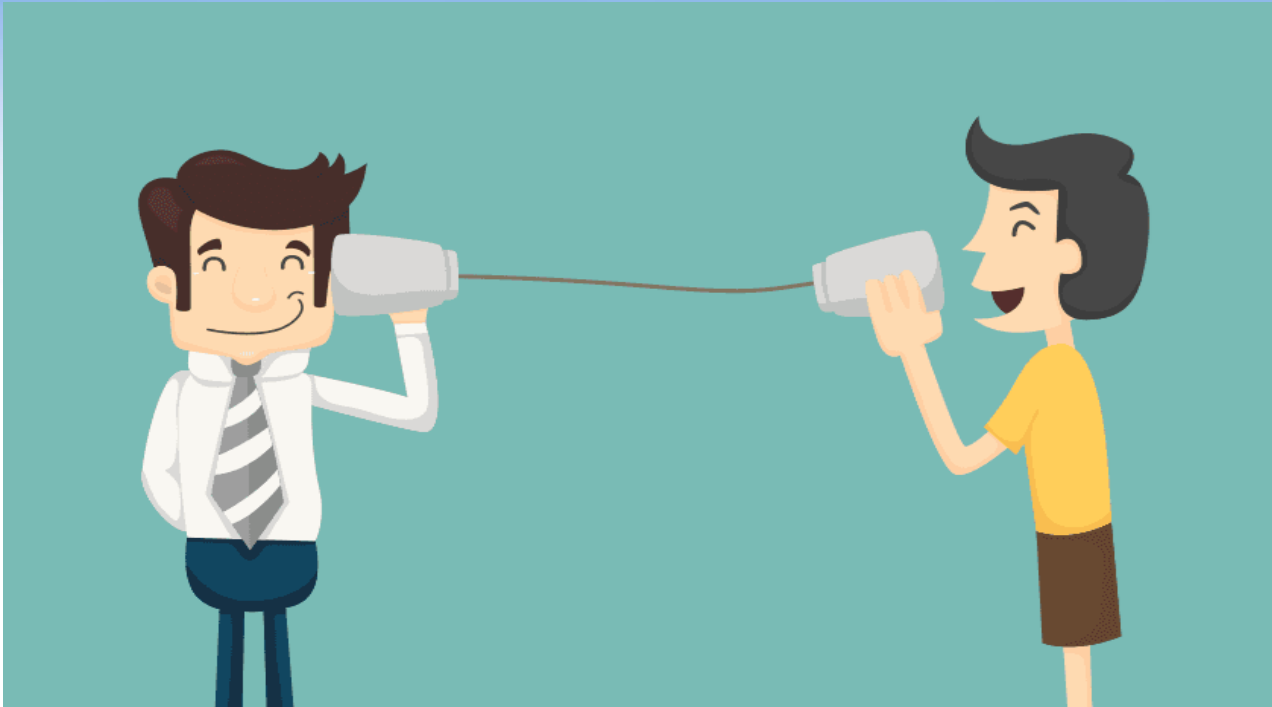




FEEDBACK



- Recall a time you received effective feedback. Think about what the person did **to make it easy to hear** what they were saying?
- **With your table group , on the large post-it note**, make a list of characteristics, words or phrases that come to mind when you think of effective feedback. (7 minutes)



How to Give Strong Verbal Feedback

Making Feedback Work: The Key to Building Effective Teams by Elaine Holland

- Step One: Identify the specific behavior
- Step Two: Describe the impact
- Step Three: Discuss the future desired behavior



Positive Feedback Example

- “I noticed you submitted the report early, thank you!” (Specific Behavior)
- “Now I’ll be able to move forward with the project earlier than planned.” (Impact)
- “I appreciate your initiative and hope you’ll continue to support the team in this way.” (Future Behavior)

Constructive Feedback Example

“I noticed you were ten minutes late to the last two meetings.”
(Specific Behavior)

“We had to start the meeting later than planned which inconvenienced the rest of the team.” (Impact)

“Please be on time going forward.” (Future Behavior)

Strong verbal feedback that DOES NOT work

Holland states that feedback does not work what one of these steps is emphasized. Which one? **Talk to your partner.**

- Step One: Identify the specific behavior
- Step Two: Describe the impact
- Step Three: Discuss the future desired behavior



"Feedback that DOES NOT work..."

Puts too much emphasis on Step Two –talking about what didn't go well:

S2“You were late with the report.” “Therefore, I couldn't consolidate the budget and meet my deadline. This really reflects badly on all of us. It was a simple request and we go through the budgeting process every year. I don't understand why this was so hard to do.” (Pause)

S3“Please don't let me down again.”

Strong verbal feedback that DOES work

...emphasizes a different step. Which one?
Talk to your partner.

- Step One: Identify the specific behavior
- Step Two: Describe the impact
- Step Three: Discuss the future desired behavior



Feedback that DOES work...

Puts the emphasis on Step Three, the solution - future behavior

S2 “You were late with the report.” “Therefore, I couldn’t consolidate the budget and meet my deadline.”

S3(Pause) “Let’s talk about what we can do to make sure that you can meet your deadlines. What happened? (Listen) Time management is an important part of your job. Let’s talk about how you can develop this skill so going forward you are able to meet your deadlines by setting priorities, communicating more frequently or asking for help to resolve conflicting objectives.”

Feedback...with Empathy

Look over “How to Say Anything to Anyone: A Guide to Building better Business Relationships That Really Work” by Shari Harley

How is Harley’s Model similar to Holland’s? Talk with your partner.



Two Models of Coaching

- Michael Bungay Stanier’s “7 Essential Questions”
- Gary Bloom’s “Blended Coaching”



**“Tell less and ask more.
Your advice is not as good
as you think it is.”**

Michael Bungay Stanier
The Coaching Habit

7 Essential Coaching Questions

The Kickstart Question: What's on your mind?

The AWE Question: And what else?

The Focus Question: What's the real challenge here for you?

The Foundation Question: What do you want?

The Lazy Question: How can I help you?

The Strategic Question: If you're saying yes to this, what are you saying no to?

The Learning Question: What was most useful to you?



from Blended Coaching by Gary Bloom

Let's Discuss the Models

- Which do you prefer and WHY?
- Go to the appropriate marked corner of the room, and discuss why you believe this may be a more effective model for you.
- Use specific examples from the resources!
- 8 minutes

Please get in groups of three

Identify an “A, B, and C” in your groups.



Coaching Simulation

- A: Respond to this question: *What has been your biggest professional challenge so far this year?*
- B: Use your model of choice to probe their thinking and get them to come to their own possible solutions. **Do not try to solve the problem or add to the narrative...rather, work on getting them to self-reflect!!** You may use the model of your choosing, or a blend of both!
- C: Observer – Watch intently, looking for patterns of questioning / responses / changes in flow (especially if it crosses from transformational to instructional!) **Be ready to give effective feedback to the coach using Holland's model😊**

Before We Start...

Coaching Simulation Protocol

- A. The “coach” should identify some of Bloom’s stems to use, or look over Stanier’s model.
- B. The person being coached should be ready to answer in-depth questions
- C. The observer should refresh themselves on Holland’s model of feedback

The simulation will be 4-5 minutes.

The observer will have 1 minute to give feedback

Talk in your Groups

Using Holland's Model, the observer should give the "Coach" feedback (1 minute)

- Step One: Identify the specific behavior
- Step Two: Describe the impact
- Step Three: Discuss the future desired behavior

As a group discuss - Did the "coach" miss opportunities to probe deeper or redirect the conversation?

Coaching Simulation

- B: Respond to this question: *What has been your biggest professional challenge so far this year?*
- C: Use your model of choice to probe their thinking and get them to come to their own possible solutions. **Do not try to solve the problem or add to the narrative...rather, work on getting them to self-reflect!!** You may use the model of your choosing, or a blend of both!
- A: Observer – Watch intently, looking for patterns of questioning / responses / changes in flow (especially if it crosses from transformational to instructional!) **Be ready to give effective feedback to the coach using Holland’s model😊**

Talk in your Groups

Using Holland's Model, the observer should give the "Coach" feedback (1 minute)

- Step One: Identify the specific behavior
- Step Two: Describe the impact
- Step Three: Discuss the future desired behavior

As a group discuss - Did the "coach" miss opportunities to probe deeper or redirect the conversation?

Coaching Simulation

- C: Respond to this question: *What has been your biggest professional challenge so far this year?*
- A: Use your model of choice to probe their thinking and get them to come to their own possible solutions. **Do not try to solve the problem or add to the narrative...rather, work on getting them to self-reflect!!** You may use the model of your choosing, or a blend of both!
- B: Observer – Watch intently, looking for patterns of questioning / responses / changes in flow (especially if it crosses from transformational to instructional!) **Be ready to give effective feedback to the coach using Holland's model😊**

Talk in your Groups

Using Holland's Model, the observer should give the "Coach" feedback (1 minute)

- Step One: Identify the specific behavior
- Step Two: Describe the impact
- Step Three: Discuss the future desired behavior

As a group discuss - Did the "coach" miss opportunities to probe deeper or redirect the conversation?

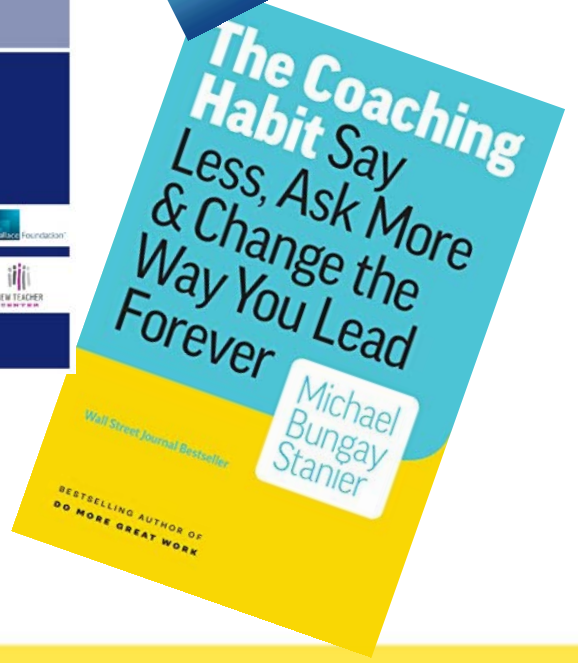
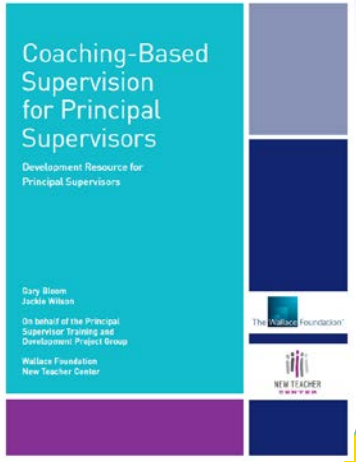
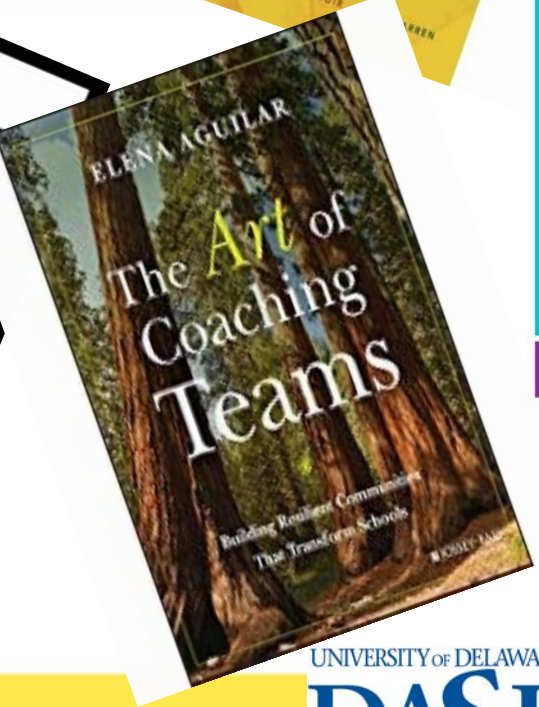
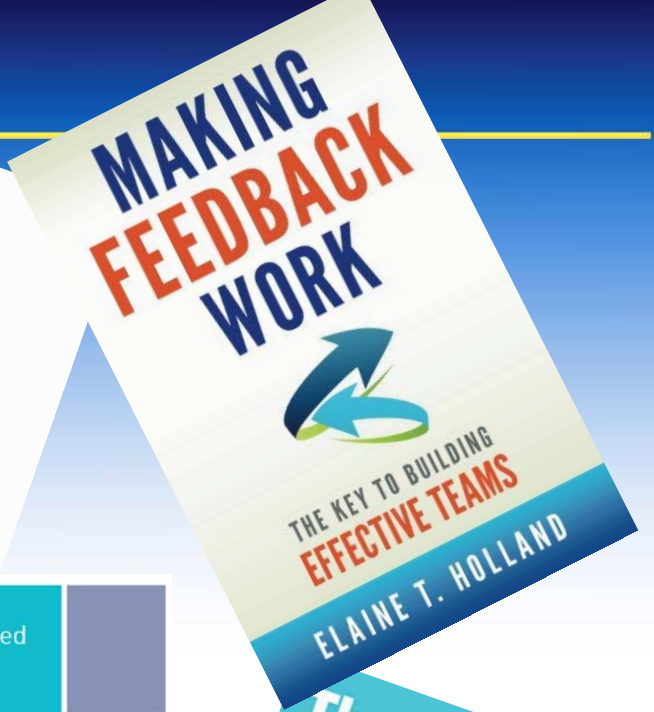
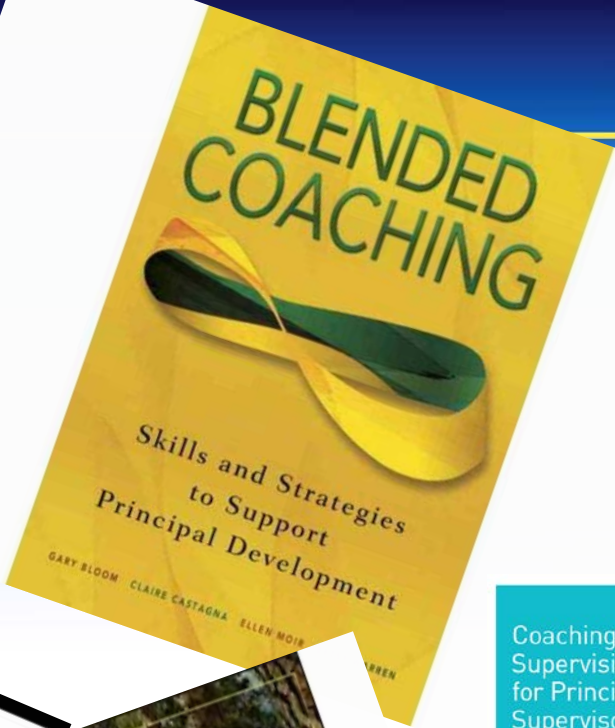
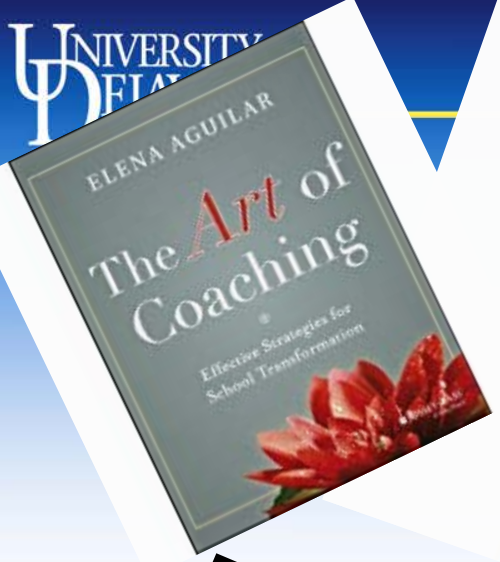
Final Thoughts to Ponder...

- How can using a consistent model help you formulate feedback more effectively?
- How can planning out feedback during sensitive situations help ensure the relationship stays positive?
- How can models of transformational coaching teach people “how to fish,” so they can therefore solve their own problems thoughtfully?
- How can you change from supervisory to coaching language without damaging the relationship that leads to authentic personal and professional growth?

Your Final Task

Write an email to yourself outlining three action steps you are going to put into place to take your coaching to another level.





Thank You!

Take our 3 minute survey!

Your feedback will be used to:

- Understand the impact of our session
- Improve our facilitation

bit.ly/2018SessionFeedback

Session ID: 3219

NOTE: Session ID should be in all CAPS and is case-sensitive.

The screenshot shows a 'Session Feedback' dashboard with a table of scores. The table is filtered by 'STATE' and 'DURING' (10/23/2018 - 10/23/2018). The table has columns for 'DATA COUNT', 'AR', 'MO', 'TX', 'IL', 'CA', 'NY', and 'FL'. The rows represent different session categories: 'Session Learning', 'Session Reactions', and 'Overall Feedback'. Each cell in the table contains a numerical score, and the cells are color-coded based on the score (e.g., 1.0 is orange, 2.0 is yellow, 3.0 is green, 4.0 is dark green).

	DATA COUNT	AR	MO	TX	IL	CA	NY	FL
Session Learning	9	2	3	1	1	2	2	1
This session had an appropriate balance of research, theory, and practical application in the areas we covered.		1.8	1.0	1.0	1.0	2.0	2.5	3.0
Session Reactions		1.8	1.0	1.0	1.0	2.0	2.5	3.0
The facilitator(s) aligned the content and concepts in this session to the Standards for Professional Learning.		2.3	1.8	2.0	3.5	2.5	2.3	2.5
This learning experience was highly engaging.		2.0	1.0	1.0	4.0	3.0	2.0	2.0
Overall Feedback		2.6	2.5	3.0	3.0	2.0	2.5	3.0
		3.5	3.0	3.0	3.0	4.0	4.0	4.0

 Your responses power our

 report