



Imagine better health.SM

The Power of Communication and Coaching



Effective communication

“...effective communication requires more than an exchange of information. When done right, communication fosters understanding, strengthens relationships, improves teamwork, and builds trust.”

-Liz Papadopoulos, OCT

“Let’s Chat”, Professionally Speaking: The Magazine of the Ontario College of Teachers, March 2014 (8).

Verbal Communication

“Words are singularly the most powerful force available to humanity. We can choose to use this force constructively with words of encouragement, or destructively using words of despair. Words have energy and power with the ability to help, to heal, to hinder, to hurt, to harm, to humiliate and to humble.

Yehuda Berg

Verbal Communication

We use verbal communication to inform, whether it is to inform others of our needs or to impart knowledge. Verbal communication helps to clarify misunderstandings and provides missing information.

Non-verbal Communication

Non-verbal communication includes body language, such as gestures, facial expressions, eye contact and posture. In addition, touch and tone of voice is also considered non verbal ways of communication.



Listen

If I am not adding value, I should be listening so that I can fully absorb what the other person is saying. How will I understand how others feel and be able to tap into their ideas/creativity for moving forward if I don't listen?

When you talk, you are only repeating what you know; but when you listen you may learn something new.

— Dalai Lama



Clarity of the Message

How do you coach in a way for others to understand? Provide feedback which matches the behavior you're observing. If you're observing "C" performance then make sure you're using "C" feedback.

Coach to "A" performance by providing clear expectations about what "A" performance looks like.

Trust

“Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

Stephen Covey

Trust

Why would others work with me if they don't trust what I do or say? It is one of the most important elements of being a successful coach, as without trust, the team is unlikely to want to follow the direction or strategy suggested.

With trust, misunderstandings or mistakes can be resolved and the team can feel empowered to take responsibility. If there is transparency from the coach, the team is more likely to feel ready to open up and there is no 'fear factor', harnessing an open and honest partnership between the team and coach.

Focus and Control

How will team members feel if their coach conveys panic by becoming stressed and out of control? Not particularly calming or reassuring.

Coaches who are rational and focused can influence effectively.

Confidence and Influence

The people who you remember best are ones who were confident in the face of any challenge and had the ability to influence those around them.

Coaches who successfully inspire are those that are confident in any message they deliver. If you are not confident in what you're saying, how would you expect anybody else to be?

This also means ensuring you understand and can convey the 'why' you are doing something. Often this part of the message is forgotten but is key to successful coaching especially when it is connected back to the vision or strategy of the business.

What coaching isn't...



What coaching is...

Go to www.menti.com and use the code **63 67 0**

“Successful coaching is a mutual conversation between manager and employee that follows a predictable process and leads to superior performance, commitment to sustained improvement, and positive relationships.”

Denis Kinlaw

M

Meet with Team Member

O

Observe Team Member in Action

R

Reflect on Performance

E

Encourage Continual Skill Development

What is the most important element of MORE Coaching?

Go to www.menti.com and use the code **63 67 0**

What is it?

A coaching model that:

1. Creates strong collaborative partnerships
2. Helps identifies areas of development through self-awareness and reflection
3. Has a mutual commitment from coach and team member
4. Promotes 1:1 communication to identify and enhance strengths and development opportunities
5. Improves overall performance and engagement

Why do we do it?

1. Take skill/competency/performance to next level
2. A consistent coaching process where coach and team member know what is expected
3. Identify strengths, validate skill/competency, and development opportunities
4. Creates an environment where coaching is seen as positive and welcomed

How do we do it?

- Meet** Coach seeks an appropriate time and asks permission to meet with team member and shares any appropriate tools (policy, competency checklist)
- Observe** Coach observes team member while referencing a competency/skill/policy
- Reflect** Team member first reflects (performance, what they've learned, done); coach summarizes what he/she just heard, and then coach reflects to provide developmental feedback
- Encourage** Coach encourages team member to continue sharing and developing their talents to make a difference and enhance skills

Expectations

1. Use of pre-developed expectations such as:
 - Policy
 - Standard Operating Procedure
 - Competency Validation Checklist
 - CORE Values
2. Team member demonstrates the skill, competency, behavior
3. Team member reflects on performance using appropriate tool(s) as a guide
4. Coach is present and provides encouraging developmental feedback from his/her observation
5. Coach consistently uses MORE coaching model to hardwire and move his/her coaching skills to the next level of proficiency

Activity

As you watch this coaching example, please reference the MORE Coaching card and identify:

- What the coach did well?
- What the coach could have done better or differently?
- What did the coach do to honor/recognize the team member's current level skill level?
- How did the team member respond?
- In what ways, did the coach create an environment that was safe and encouraging for the team member?



Vignette



Kathryn and Teresa MORE Coaching after NLR

Debrief

- What the coach did well?
- What the coach could have done better or differently?
- What did the coach do to honor/recognize the team member's current level skill level?
- How did the team member respond?
- In what ways, did the coach create an environment that was safe and encouraging for the team member?



In the Moment Coaching

- There may be times when something is observed that may warrant coaching, either as a learning opportunity or recognition, at that moment.
- In the Moment Coaching is used for “on the spot” feedback for an employee. It is used when we want to have an immediate desired change or impact, such as:
 - Employee/job
 - Department/team
 - Customers
 - Organization
- What are some examples of why/when we may want to reinforce or change a behavior in the moment?

Next Level Coaching

- Moving from developmental coaching to corrective action
 - Working with people on:
 - Their desire to change,
 - Their awareness of the need to change, and
 - The skills to change
 - Ask: Is it a skill or will issue?
 - Potential resources
 - Your leader
 - HR Business Partner

What I've learned...

- What's one thing you've learned that you'll implement in your coaching?
- How will you know if you're successful coaching?

Questions?

M

Meet with Team Member

O

Observe Team Member in Action

R

Reflect on Performance

E

Encourage Continual Skill Development

Thank You!