Coaching: How to Supervise Using Best Practices

September 2019
Polling Question

How long have you been in a supervisor/mentor role?

- Less than a year
- 1-3 years
- 3-5 years
- 5-10 years
- 10+ years
- I’m not in this role currently, but am interested in learning more
Objectives

- Learn what coaching is
- Identify who should coach
- Recognize when to coach
- Examine how to coach
Question

What do you think coaching is?
What is Coaching All About?

Coaching is about providing guidance and teaching to grow the skills staff need to be successful.

Coaching is the heart of effective supervision.
Coaching Strategies

- Observing
- Problem-solving Discussion
- Goal Setting/Planning
- Reflective Conversation
- Role-Play
- Performance Feedback (verbal)
- Performance Feedback (graphic)
- Side-by-side Gestural Support
- Side-by-side Verbal Support
- Modeling
- Videotape Staff and Review Video of Performance
- Video Demonstration
Question

Who should be a coach?
Who Should be a Coach?

Supervisors or those in a mentorship or consultant role.
Question

Why should you approach supervision from a coaching perspective?
Why Should You Coach?

- Create a supportive learning environment
- Promote seeking out feedback
- Help staff learn & maintain skills
- Foster confidence
Question
When should you coach?
When to coach?

- During objective observations
- Coaches should be observers
- Feedback given immediately (or ASAP) after the observation
Setting the Stage

- Give clear expectations for staff behavior
- Use of effective training techniques
- Culture of observation and supervision
Question

What makes a good employee?
Clear Expectations for Staff Behavior

Think about your goal.

What should staff do on a day-to-day basis to meet this?
Use Effective Training Techniques

Behavioral Skills Training (BST)
- Instruction
- Modeling
- Practice
- Feedback

Checklists for Skills
Behavior Skills Training (BST)

Instruction  Modeling  Practice  Feedback
BST - Instruction

- What the skill is
- How to do the skill
- Why the skill is important
- When and when not to use the skill
BST - Model

Show how to perform the skill
Real life modeling is recommended
BST - Practice

- Give a lot of opportunities to practice the skill
- Take data
BST - Feedback

- Praise when correct
- Give corrective feedback when incorrect
- Deliver positive consequences immediately after feedback for correct responding
Peanut Butter Jelly Time!
Create a culture of observation and supervision
Polling Question

Should you secretly observe staff behavior? (IE: be a fly on the wall)

👩‍💻 Yes
👩‍💻 No
Culture of Observation and Supervision

Staff should know coaching will occur often.
Should be positive 😊

Focus on staff development, not punishment.
In the moment feedback

1. Tell the person you will be observing them
2. Observe
3. Deliver feedback immediately after observation
4. Encourage staff to notice their own performance
5. Notice specific things about the staff member’s behavior
6. Give Performance Feedback
7. Connect feedback to goals
8. Use data to illustrate key points of feedback
9. Make feedback easy to understand and to use
10. Finally, feedback should set the stage for positive consequences from the coach in the immediate future
Tell the Person you are observing them

- Tell the staff member you are there or will be observing them
- Treat people like professionals
- Observation should never be a secret
Observe

- Objective vs subjective – just the facts, sir
- Focus on what the person is doing now (not what they did a week ago)
Deliver Feedback Immediately

Positive feedback can reinforce the desirable behavior observed.
Notice specific things about the staff person’s behavior

Make the feedback about that individual staff person.
Polling question?

Should you provide positive and corrective feedback at the same time?

❖ Yes
❖ No
Positive vs. Corrective Feedback

- Avoid mixing
- Should have a ratio of 4 positive feedback for every corrective feedback
- That means that most of the time when you are giving feedback in the moment it should be positive
Positive Feedback

Focus on what went right.
Strengthens your relationship.
Increases likelihood they ask for feedback.
Corrective Feedback

Specify what you want to see. Should include modeling, practice, & feedback.
Connect to goals

Provides encouragement.
Helps put the performance into larger context.
Make it easy to understand

- Use Data—keep track using a checklist during observation
- Be specific—avoid fancy terms and poetic metaphors
Practice

Checklist:

1. Move within arm’s reach
2. Use touch appropriate to situation
3. Give caring facial expression
4. Use open-ended question(s)
5. Use empathy/encouragement
Practice

Checklist:

1. Avoid reacting to junk behavior
2. Actively attend to something desirable
3. Pivot back within 10 seconds
4. Repeat
5. Stay cool & Avoid coercion
Remember

- Coaching is a HOT situation!
- Be gentle; lead to understanding
- Empathize
- Encourage
Supervisors need coaching, too!

This leads to:

- Increased use of positive feedback
- Decreased use of negative feedback
- Increased rates of feedback
Symptoms of not enough supervision

- Frequent problem situations
- Staff or individual are dissatisfied/complaining a lot
- Frequent call-ins, staff turn-over
Things to think about...

What are you currently doing?
Create an action plan
Think about:

👩‍🏫 Who will coach
👩‍🏫 How they will coach
👩‍🏫 How coaches will be trained
👩‍..' What data will be gathered?
References


References


Missouri Medicaid Waiver Application


Questions?
Contact the Statewide Tiered Supports Team

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