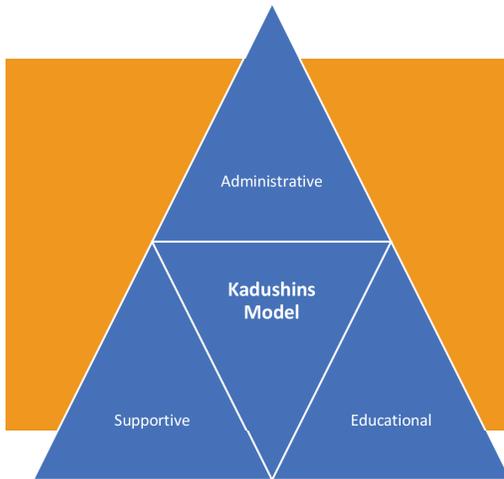


Coaching Supervisors — A Guide For Leaders



- Actions to make supervisors feel valued and promote a positive climate/morale
- Developing supervisors skills/knowledge to apply policy and best practice to their work
- Developing supervisors practice skills to learn and take on new responsibilities

Implementing the Practice Standards As Leaders through Administrative, Educational & Supportive Areas

• Communicating

- Clearly and openly communicates to senior managers expectations of job responsibilities and provide regular and ongoing feedback regarding individual performance
- Presents, explains and defends organization positions and proposals to staff and stakeholders
- Facilitates small and large meetings with ease and makes attendees feel included and motivated

• Engaging

- Develops relationships with staff, political leaders, and key leaders
- Gains support from key leaders and staff within the organization to ensure support for work objectives and team initiatives
- Supportive: Fosters an organizational culture that positively manages conflict

• Assessing

- Establishes strategic performance measures to allow the organization to continually assess and adjust program direction
- Provides overall agency focus on using data and evidence to measure outcomes, guide decision making and inform best practice
- Includes diverse perspectives when exploring solutions

• Planning

- Successfully finds and allocates resources such as training and tools to support staff needs
- Acknowledges organizational strengths and develops plans to address areas needing improvement
- Involves staff, stakeholders, and partners to develop and communicate a shared vision for the organization

• Implementing

- Acts as a champion for change efforts
- Facilitates process assessing implementation progress on change efforts, identifying barriers and developing solutions to achieve outcomes
- Supportive: Understands and utilizes phased approach to implementation



Coaching Closely Follows the Essential Function Process

When applying the Practice Standards in Leaders work, particularly around coaching of supervisors and staff, utilizing the four-step process to drill down will help Leaders effectively demonstrate their role as a coach and mentor, and resolve issues as they arise while modeling their own Practice Standards



Keys To Success of Coaching As Leaders

- **PURPOSE** – be clear on what problem you are trying to solve and how you plan to solve it via coaching, whether for an individual, groups, or your entire organization. Agencies need to clearly define the purpose of their coaching programs. Coaching can help resolve individual goals (performance on specific goals) and agency goals (respond to organizational needs to improve outcomes)
- **STRUCTURE** – be clear on what you are trying to accomplish through coaching, whether with an individual supervisor or with your agency as a whole. Set specific times to conduct coaching. Particularly if doing individual coaching with a supervisor, it may be helpful to develop coaching agreements and roles and responsibility, and how plans will be tracked.
- **MOTIVATED LEARNERS** – Supervisors and the agency need to be engaged and invested in the coaching process in order for leaders to get their desired results. Regardless of if coaching is requested or required, leaders can help build motivation through management, training, CQI and general encouragement.

