

**The  
New Supervisor's  
Coach**

**COACH'S  
GUIDEBOOK**

**Dennis Wade**

**Tyler Wade**

Copyright © 2013 by Dennis Wade. All rights reserved.

The New Supervisor's Coach – Manager's Guidebook – Effectively  
Coach the New Supervisor's Transition

Dennis Wade and Tyler Wade

All rights reserved. No parts of this book may be reproduced or transmitted in any form or by any means now known or to be invented, electronic or mechanical, including photocopying, recording, or by any information storage or retrieval system without written permission from the author or publisher except for the brief inclusion of quotations in a review.

Published by Broadstone Publishing.

[broadstonepublishing.com](http://broadstonepublishing.com)

Printed in the United States of America.

## Getting Started

Hold an introductory meeting to achieve the following objectives:

1. Discuss and understand what you both would like to get from the experience.
2. Establish a joint commitment to the employees' successful development.
3. Agree on frequency and length of meetings, and schedule them in your calendaring systems.

### Supervisor/Coach Responsibilities

- Be available as needed to provide assistance, coaching, and support.
- Listen attentively and respond to questions and concerns raised by the supervisor.
- Be receptive to feedback and new ideas.
- Guide with questions rather than give advice (unless requested or unless it's on-the-job training).

## General Coaching Tips

1. How are you at receiving feedback? If you give feedback, you should role model receiving it.
2. Stay focused on the business at hand. Follow the Situational Coaching Model to avoid tangents or strategic distractions.
3. Choose a confidential setting to promote an open and frank discussion.
4. Avoid coaching early in the morning or late in the afternoon. Some people are not at their best for coaching in these timeframes.
5. Get in a positive frame of mind by thinking of some aspect of the supervisor's performance or demeanor that pleases you.

It's possible to find something positive in anyone, and doing so creates a mood to help the other person.

6. View coaching as a partnership, not as an advice session.
7. Use "I" words more than "you." These include "I believe," "It seems to me," "It appears," "I observed," etc. Use "you" sparingly, especially in Step 2 because the employee may become defensive at the beginning of the session.
8. Don't interrupt unless absolutely necessary. Coaching sessions often fail because of poor listening habits.
9. Summarize/paraphrase the discussion at the end of each step. This will promote understanding and show that you're listening.
10. Build trust before you begin coaching. See the next page for suggestions.
11. Communicate clearly. See page 6 for suggestions.
12. Read *The New Supervisor's Coach* in its entirety. If you really don't have time, at least read chapters 12 and 13. These chapters will give you a sense of what coach's should master. They will also provide coaching guidance that you can use in the sessions with your employee.

## **Build Rapport and Trust**

Everyone knows the importance of trust in any kind of positive relationship. Rapport paves the way for trust. It is vital to make a connection before moving on to trust, which encourages a person to be open to coaching.

What are some ways to establish rapport?

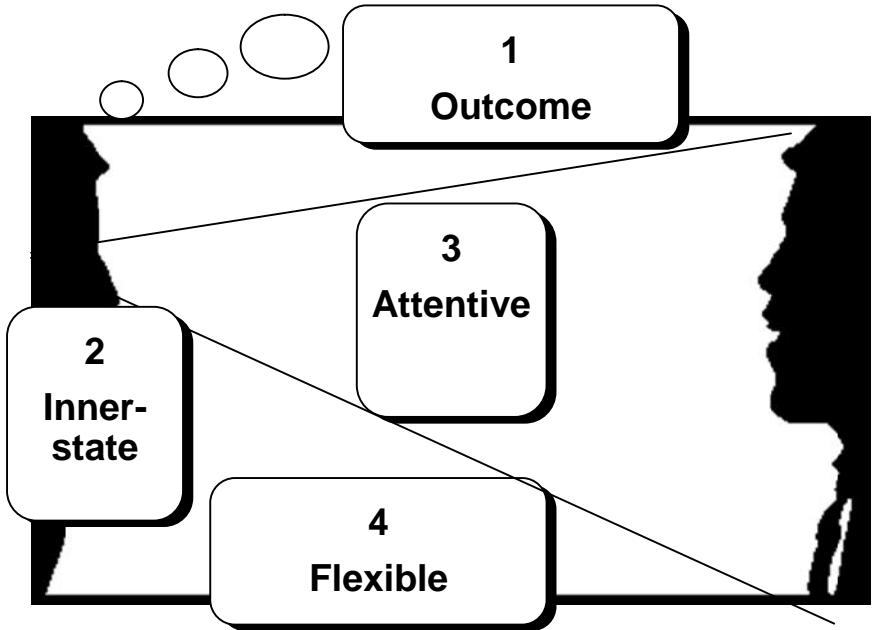
- Focus on similarities.
- Avoid the tendency to focus on disagreements.
- Focus on something you respect in the other person.

What are some ways to build trust?

- Trust begets trust.
  - If you show trust in someone else, they are more likely to trust you in return.
- Self-disclosure demonstrates trust.
  - Judiciously disclosing personal information about yourself demonstrates trust.
- Make eye contact.
  - The eyes have been called the “window of the soul.”

## Communication Elements

When coaching, remember to include all of these elements for maximum effectiveness.



<b>1</b>	This is the outcome you want in the situation. Note: Coaching leads others to their outcome, but the coach should know what success looks like too.
<b>2</b>	Your ability to manage your inner state will increase the likelihood that you will get your outcome.
<b>3</b>	You must be attentive to cues from the other person and learn how to match your communication style to the style in which the other person processes information.
<b>4</b>	Your ability to change your behavior based on movement toward your outcome and the responses of significant others. This is the antidote for being “stuck.”

(LeForce, 5)

## Coaching Questions

After you describe the situation that led to the need for coaching, use these questions *to clarify and to get the employees' perspective*.

How would you describe the situation?

What are your thoughts on this matter?

How do you think this affects the team?

What concerns do you have about this situation?

Have you encountered this situation before?

After you both agree on the situation that led to the need for coaching, *co-plan a change by asking these questions*.

What ideas do you have?

What have you tried so far?

What has worked in the past?

Have you encountered something similar before? How did you deal with it?

What concerns do you have?

What can I do to assist you?

So in this plan, I will...and you will...Is that your understanding?

After you both have co-planned a change, use these questions *to schedule a time for revisiting the plan to ensure success*:

What value do you see in us following up on our plan?

When would be a good time to meet to discuss progress?

## **Bibliography**

1. *The New Supervisor's Coach*, Dennis Wade and Tyler Wade, Broadstone Publishing, 2010
2. *Coaching for Improved Work Performance*, Ferdinand Fournies, McGraw-Hill, 2003
3. *Coaching Skills Workshop*, Intel Corporation, 2001
4. *The Leadership Challenge*, Kouzes and Posner, Jossey-Bass, 2007
5. *The Role of Supervisor*, Nick Leforce, Los Rios Community College District, 2004
6. *Performance Management*, Robert Bacal, McGraw-Hill, 2005
7. *SMART Job Aids*, Jeff Nelson, Expert OJT, 2003