



Participant Guide
NEW SUPERVISOR ORIENTATION
Session THREE: Strategies & Tools for Leaders

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SUPERVISING VS COACHING

Supervising and Coaching are not the same thing; however, supervisors do play a coaching role for their employees.

Being a supervisor is a more directive and transactional role than being a coach. Supervisors oversee the work of their employees. Supervisors come up with a plan then tell or direct the employees on what to do.

A coach is a more consultative, employee-focused role that supports employees looking at their current and future reality. Coaches focus on **asking questions** to help their employees uncover the root of a problem and come up with an action plan themselves, rather than telling them the plan to follow.

Consider the different roles of the supervisor and the coach:

SUPERVISOR	COACH
• Clarifies and articulates the vision • Develops goals to achieve vision • Solicits help from those they supervise • Sets the agenda for the meeting • Operates in a “telling” mode/answers questions • Gives advice	• Asks questions to help employee clarify vision • Asks to help employee develop goals • Works with employees to see them accomplish their own goals • Asks employee to set agenda • Asks questions • Helps employee discover their own answers

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SELF-REFLECTION ON YOUR ROLE

NOTES

Where do you see yourself? As a supervisor? As a coach?

What challenges do you see in trying to become more of a coach and why?

What is the benefit of being a coach in addition to a supervisor?



POWERFUL QUESTIONS

Since coaching is not just telling people what to do but guiding them to their own realizations about certain situations. You can do that by asking insightful questions designed to inspire employees to think and reason through situations. We call these powerful questions.

POWERFUL QUESTIONS

- Cause meaningful reflection
- Get to the root of the issue
- Provoke new insight
- Shift thinking
- Are open-ended
- Are asked with genuine sincerity and curiosity
- Contain no judgment or pre-conceived notions of a “right” answer

EXAMPLES OF POWERFUL QUESTIONS

- “What does the ideal outcome look like?”
- “What is holding you back?”
- “How true is (a stated limiting belief)?”
- “What is another way to look at that?”
- “How might (person with whom the employee is in conflict) see this situation? What behaviors of yours may be contributing to that perspective?”
- “What is your best advice for yourself?”

WRITE YOUR OWN POWERFUL QUESTIONS

Think of your own situations. What kinds of powerful questions can you ask your employees, to get more information and inspire them?

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“Probably my best quality as a coach is, I ask a lot of questions and let the person come up with the answers.”

- Phil Dixon

ACTIVE LISTENING

Two-way communication is key to building trust. Without effective listening the level of cooperation and teamwork needed to achieve high productivity will not be reached.

Who do you think is a good listener? Write down the names of three people you consider to be good listeners:

Why do you consider these individuals to be good listeners?

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ACTIVE LISTENING**NOTES****Elements of Active Listening****1. Pay Attention**

Give the speaker your undivided attention and acknowledge the message. Recognize that non-verbal communication also "speaks" loudly.

- Look at the speaker directly.
- Be fully present. Put aside distracting thoughts.
- Don't mentally prepare a rebuttal!
- Avoid being distracted by environmental factors. For example, side conversations; your cell phone, etc.
- "Listen" to the speaker's body language.

2. Show That You're Listening

Use your own body language and gestures to show that you are engaged.

- Nod occasionally.
- Smile and use other facial expressions.
- Make sure your posture is open and interested.
- Encourage the speaker to continue with small verbal comments like yes, and "uh huh".

3. Provide Feedback

Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said.

- Reflect on what has been said by paraphrasing. "What I'm hearing is...," and "Sounds like you are saying...," are great ways to reflect back.
- Ask questions to clarify certain points. "What do you mean when you say...." "Is this what you mean?"
- Summarize the speaker's comments periodically.

ACTIVE LISTENING**NOTES****Elements of Active Listening, continued****4. Defer Judgment**

Interrupting frustrates the speaker and limits full understanding of the message.

- Allow the speaker to finish each point before asking questions.
- Don't interrupt with counter arguments.

5. Show That You're Listening

Use your own body language and gestures to show that you are engaged.

- Nod occasionally.
- Smile and use other facial expressions.
- Make sure your posture is open and interested.
- Encourage the speaker to continue with small verbal comments like yes, and "uh huh".

6. Respond Appropriately

Active listening encourages respect and understanding. You are gaining information and perspective. You add nothing by attacking the speaker.

- Be open and honest in your response.
- Use your powerful questions to inspire the speaker to think through the issue.

"One of the most sincere forms of respect is actually listening to what another has to say."

--Bryant H. McGill

ACTIVE LISTENING CHECKLIST**NOTES****Pay Attention**

- Look at speaker directly
- Avoid outside distractions like cell phone or outside noise,
- Be fully present. Don't let your mind wander toward thinking of what you will say next

Show That You're Listening

- Use body language and gestures to show you are listening (nod your head, smile if appropriate, open posture).
- Use verbal cues like "uh huh" or "yes" to encourage speaker to continue.

Provide Feedback

- Reflect on what has been said by paraphrasing. "What I'm hearing is..." and "Sounds like you are saying..."
- Ask clarifying questions such as "What do you mean when you say...?" "Is this what you mean?"

Defer Judgment

- Do not interrupt the speaker with a counterargument or a defensive comment.
- Let the speaker complete their thoughts.

Respond Appropriately

- Be open and honest.
- Use **powerful questions** to help employee think through the situation and guide them toward understanding and action.

Additional Feedback

MOVING FORWARD

Think about the topics of this course:

- NSOP process & expectations
- Leveraging DiSC to lead
- Leadership keys of success
- Leading from your purpose
- Tools for coaching
- Active listening

What do you want to accomplish first?

What support will you need?

What will success look like?

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