



Coaching Workshop

A good coach will make the players see what they can be rather than what they are.

—Ara Parseghian



TeamSTEPPS

Logos for AHRQ, PATENT, and TRCARI are visible at the bottom left.

TeamSTEPPS **Coaching Workshop**

Objectives

- State how team members' knowledge, skills, and attitudes are developed
- Describe the characteristics of an effective coach
- Assess coaching strengths and areas for improvement
- Identify the results of good coaching
- Demonstrate and evaluate coaching competencies
- Describe how to implement a coaching strategy

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TeamSTEPPS **Coaching Workshop**

Knowledge, Skills, and Attitudes (KSAs)

Team member KSAs are developed through:

- A clear understanding of team members' roles
- Clearly defined tasks and responsibilities
- A high level of commitment and a firm belief in accomplishment of the task/responsibility
- A good understanding of the culture and norms

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The Role of Each Team Member Is To...

- Apply specific teamwork skills to accomplish and fulfill the responsibilities and tasks
- Communicate pertinent information to teammates and the patient/family efficiently and effectively
- Demonstrate desired behaviors and skills
- Possess the attitudes necessary to develop mutual trust and team orientation
- Request clarification or additional information as needed
- Make adjustments to behaviors based on feedback



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Coaching

- Providing guidance, feedback, and direction to ensure successful performance



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The Role of the Coach Is To...

- Establish and clarify goals of the session
- Develop a plan to accomplish tasks and responsibilities
- Ensure team members have a clear definition and understanding of their roles and responsibilities
- Align expectations team members
- Advise, instruct, and demonstrate desired teamwork behaviors and skills
- Encourage and provide feedback for improvement
- Acknowledge and reinforce desired behaviors when observed



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Characteristics of an Effective Coach

- Competence
- Influence
- Interpersonal style
- Effective feedback



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Coaching Competencies

<p>Communication</p> <p>Communicating Instructions Providing Feedback Listening for Understanding</p>	<p>Performance Improvement</p> <p>Setting Performance Goals Rewarding Improvement Dealing With Failure Assessing Strengths and Weaknesses</p>
<p>Relationships</p> <p>Building Rapport and Trust Motivating Others Working With Personal Issues Confronting Difficult Situations</p>	<p>Execution</p> <p>Responding to Requests Following Through</p>



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The Coach as Motivator

- Help team members see the bridge between:
 - What they value and desire; and
 - The task or role for which they are responsible
- Provide specific, timely observations of performance and effectiveness
- Encourage belief in team members' abilities to succeed
- Validate current levels of accomplishment while advocating greater achievement
- Identify potential challenges, pitfalls, and unforeseen consequences



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Coaches Provide Feedback That Is....

- Descriptive and nonevaluative
- Meant to improve skills by making team members aware of what was right or wrong about their task performance
- Considered a development tool used to enhance task performance
- Two way—allows team members the opportunity to interact and ask questions



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Feedback Should Be....

Well intentioned:

- Gives information, not advice
- Is meant to help the recipient; is a gift
- Should not be used to "get something off your chest"
- Will not fix what you believe is wrong with another person

Nonjudgmental:

- Avoids terms such as "good" and "bad"
- Helps people understand and accept the effects of their behavior on others

Limited:

- Does not include team member's decision to change behavior



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Exercise: Coaching Self-Assessment

- Complete a coaching self-assessment form to identify coaching strengths and areas for improvement.



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Coaching Tips

Do...

- Actively monitor and assess team performance
- Establish performance goals and expectations
- Acknowledge desired teamwork behaviors and skills through feedback
- Coach by example; be a good mentor

Do not...

- Coach from a distance
- Coach only to solve problems
- Lecture instead of coach



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The Results of Good Coaching Are...

- Defined and understood goals
- Aligned expectations between the team leader and team members
- Transfer of knowledge on a “just-in-time” basis
- Increased individual motivation and morale
- A more adaptive and reactive team
- Improved team performance and safer patient care



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Exercise: Coaching

- The class splits into groups of three
- Participants review the scenarios and Coaching Feedback Form
- Each participant takes a turn playing the coach, team member, and observer
- The coach provides feedback to the team member in the scenario
- The team member role plays the scenario
- The observer completes the Coaching Feedback Form and shares it with the groups



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Exercise: Coaching



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How To Implement a Coaching Strategy

- Present coaching concept to leadership
- Select coaches based on the characteristics and competencies of an effective coach
- Conduct a session on coaching for the appointed coaches
- Match coaches with team members
- Leverage current performance tools or create new tools to help coaches sustain a coaching environment

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Teamwork Actions

- Perform as a leader and a coach of other team members
- Provide well-intentioned, nonjudgmental feedback
- Analyze results of your coaching to look for ways to continually improve team performance
- Ensure team members are performing their roles as appropriate
- Implement a coaching strategy

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