



# USD FUEL Training

**A Coaching Model for USD Supervisors**



# What is Coaching?



- Coaching is a focused conversation that facilitates learning and **raises** performance at work. It is a “goal-focused” conversation. The supervisor keeps the conversation **directed** and on-track toward accomplishing the goal.

Dr. Stephen Bogdewic, IU School of Medicine

- Interactions that help the individual being coached to expand **awareness**, discover superior **solutions**, and make and implement better decisions. Coaching helps individuals discover answers **within themselves** and helps them feel more personally empowered.

Zenger and Stinnett, *The Extraordinary Coach*

- In its simplest form, coaching is the act of **helping** others to **perform better**. Sometimes it is focused on helping to correct **poor** performance or improve existing skills. At other times, it’s targeted at developing **entirely** new skills.

Mike Noble, “Managers Must Enter the Coaching Box to Help Develop Their Team.”



## What is a Coaching Model?



- In its most simple terms a Coaching Model is a *method* or *process* used to move your supervisee from where they are now to where they want to be.
- A coaching model is a framework; it does not tell you how to supervise but, rather, it's an underlying structure you can use when you're coaching someone. It's like having a high-level strategy that allows you to "see the battlefield," therefore increasing your ability to respond adequately to whatever situation you face.



## Scenarios where the Coaching Model can be implemented at USD



- A new student employee in your department begins working in your office.
- An existing student employee who wants to learn more about your department's work and take on additional responsibilities.
- To address a conflict between two or more student employees.
- A student employee who needs to turn around his/her performance or behavior in a specific area.
- A student employee who asks you for advice about their decisions outside of work (e.g., classes, co-curricular involvement, and personal life).



# FUEL Framework

Concept	Explanation
<b>F:</b> Frame the Conversation	Set the context for conversation by agreeing on purpose, process and desired outcomes of the discussion
<b>U:</b> Understand the Current State	Explore the current state from the student employee's point of view, expand the student employee's awareness of the situation from your perspective to define the coaching opportunity
<b>E:</b> Explore the Desired State	Have the student articulate their vision of success and explore multiple alternative paths before prioritizing methods of achieving this vision
<b>L:</b> Lay Out a Success Plan	Identify the specific, time-bounded action steps to be taken to achieve the desired results and determine milestones for follow-up and accountability



# Step 1. Frame the Conversation

(set the context and focus for the conversation)

Identify the behavior or opportunity to discuss	<i>(If supervisor initiates the conversation)</i> What is the most important thing for us to focus on?	<i>(If student employee initiates the conversation)</i> I'd like to talk about...[the opportunity]
Determine the purpose or outcomes of the conversation	<i>(If supervisor initiates the conversation)</i> <ul style="list-style-type: none"><li>• What would you like to accomplish?</li><li>• How might I help you with this opportunity?</li><li>• What else would you like to make sure that we address?</li></ul>	<i>(If student employee initiates the conversation)</i> <ul style="list-style-type: none"><li>• By the end of conversation, I would like to accomplish...</li></ul>
Agree on the process for the conversation	<ul style="list-style-type: none"><li>• Here's how I thought we could proceed...</li><li>• How does that sound?</li></ul>	

# + Step 2. Understand the Current State

(Explore the individual's point of view before sharing your own)

Understand the student employee's point of view

- How do you see this situation?
- What is happening?
- What is working well?
- What makes this challenging?
- How do you impact this situation?
- How might others see the situation?

Determine the consequences of continuing on the current path

- What impact is this having on you? On others?
- How does this influence your goals and what you are trying to accomplish?
- What are the consequences if the situation doesn't change?
- What are the long-term implications?

Offer your perspective, *if appropriate*

- May I share some observations I have made?
- May I offer some other consequences to consider?



# Step 3. Explore the Desired State

(Identify the target and generate multiple paths to achieve the end state)



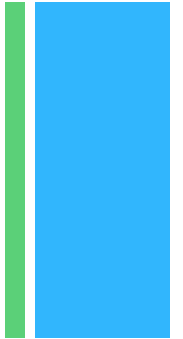
Understand the vision for success	<ul style="list-style-type: none"><li>• What would you like to see happen here?</li><li>• What would the ideal state look like?</li></ul>
Set goals and performance expectations	<ul style="list-style-type: none"><li>• What are your goals? What would you like to accomplish?</li><li>• Here's how I see it....</li></ul>
Explore alternative path(s) of action	<ul style="list-style-type: none"><li>• What might be some approaches you can take?</li><li>• What else might work?</li><li>• May I offer a couple of thoughts? You might want to consider....</li></ul>
Explore possible barriers or resistance	<ul style="list-style-type: none"><li>• What are the major barriers preventing this change from happening?</li><li>• Where would the biggest resistance to this change come from?</li></ul>





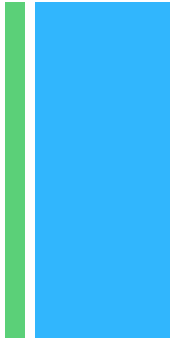
# Step 4. Lay out a Success Plan

(Create a detailed, actionable plan and follow-through that will lead to goal attainment)



<p>Develop and agree on an action plan and timeliness</p>	<ul style="list-style-type: none"><li>• What specific actions will help you achieve your goal?</li><li>• What will your first step be? When will you start?</li><li>• How will you stay focused on your goals and plans?</li><li>• Who can help hold you accountable?</li></ul>
<p>Enlist support from others</p>	<ul style="list-style-type: none"><li>• Who else can support you in moving forward?</li><li>• How can I support you?</li></ul>
<p>Set milestones for follow-up and accountability</p>	<ul style="list-style-type: none"><li>• Let's review the plan.</li><li>• When should we touch base on this again?</li></ul>

+ Thank you



**For more information about USD Fuel Training and Additional Resources:**

<http://www.sandiego.edu/student-affairs/resources/staff-resources.php>

**USD Fuel adapted from:**

Zenger, John and Kathleen Stinnett. *The Extraordinary Coach: How the Best Leaders Help Others Grow. McGraw Hill Professional, 2010*