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# Feedback and Coaching Skills

Supervisor Training

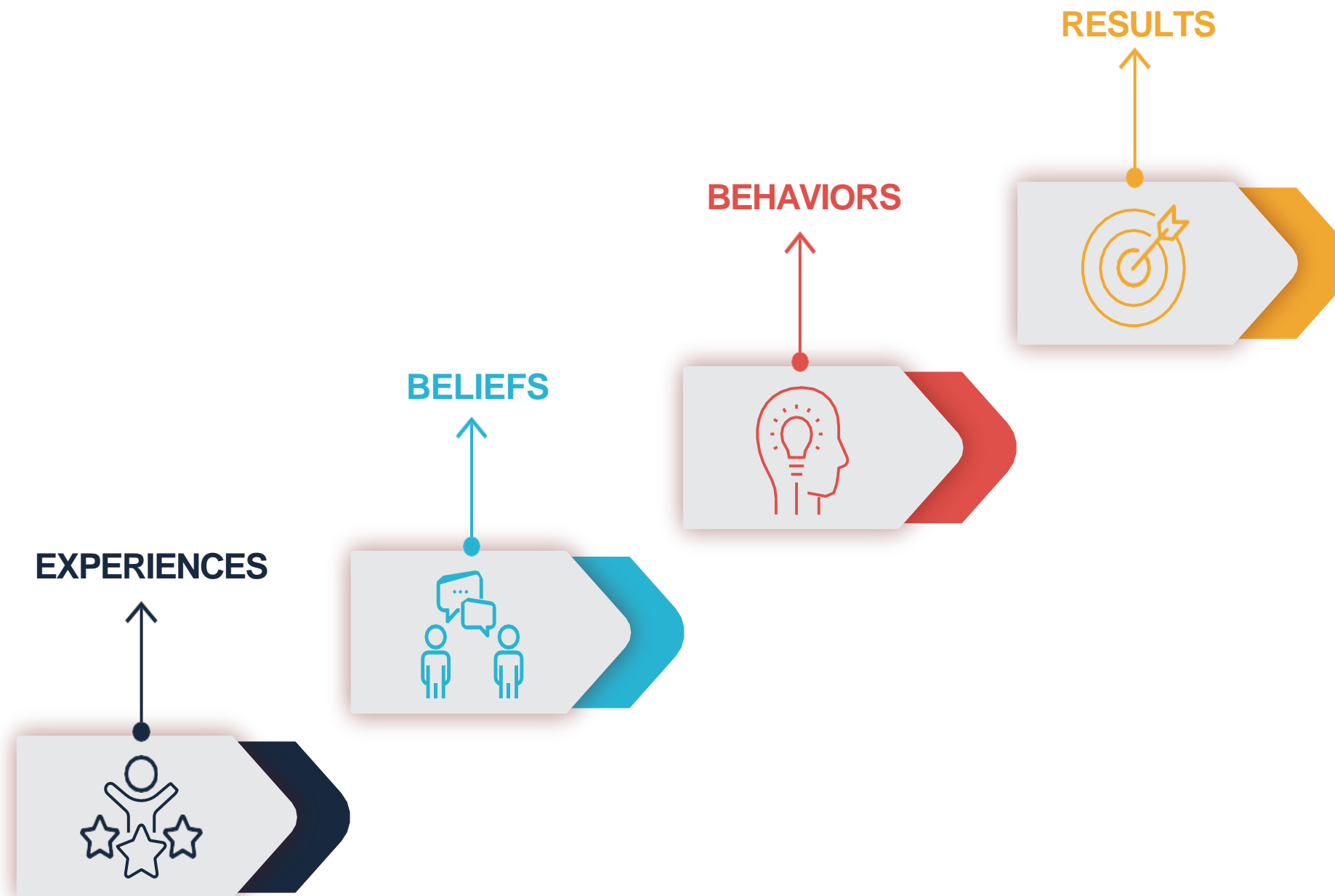
May 1, 2024

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# Leadership Behavior and Outcomes

Outcomes are the results of the **experiences**, **beliefs**, and **behaviors** that **leaders** foster...



As a leader, the environment we allow and create, and the behaviors we accept and display are just two ways that we create **experiences** for our employees.

# Mindset

Mindset is basically an attitude that determines how we will interpret and respond to situations.

The belief that one's basic qualities, like intelligence or talent, are simply fixed traits.



The belief that one's most basic abilities can be developed through dedication and hard work and that brains and talent are just the starting point.

Dweck, C. (2008). *Mindset: The New Psychology of Success*.

# Feedback Conversation

## What it looks like

A conversation about something specific that went well or should have been done differently that had an impact on others.

## Purpose

A leader uses feedback to help others become aware of how their actions, decisions, or behaviors impacted others or desired results.

## Feedback Best Practices

- Prepare for the conversation
- Be timely
- Make it about 1-2 things at the most
- Be as specific as possible
- Consider the other person's perspective
- Focus on moving forward

## When to use

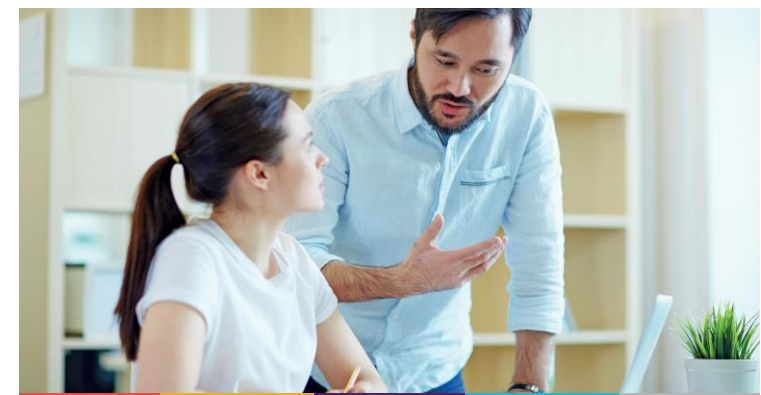
Giving feedback is a great way to:

- Recognize someone for something done well
- Discuss something that didn't go well or meet expectations

A feedback conversation can be part of or lead to a training, mentoring, or coaching conversation.

## When receiving feedback

- Assume positive intention
- Listen and ask questions to understand
- Listen with an open mind
- Do not take it personally



# Constructive Feedback Conversation Structure

## 1. Start out with an opening statement

*"John, I would like to talk with you about the staff meeting we had earlier today."*

## 2. Share what you observed

*"I noticed that you started side conversations with Greg and Anita several times."*

## 3. Share the impact of the person's behaviors, actions, decision, etc.

*"I felt that that caused a distraction for others and also was not aligned with the ground rules we established for our meetings."*

## 4. Ask for their perspective

*"What are your thoughts about what happened and the impact it had?"*

# Positive Feedback Conversation Structure

## 1. Start out with an opening statement

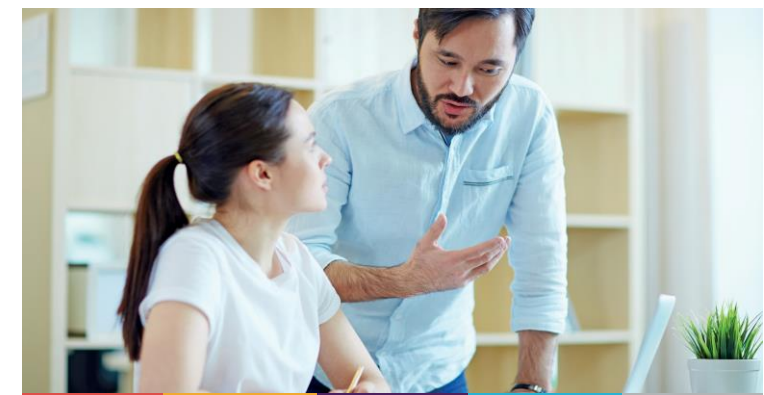
*"John, I would like to talk with you about the staff meeting we had earlier today."*

## 2. Share what you observed

*"I noticed how you were actively listening, taking notes, and non-verbally participating."*

## 3. Share the impact of the person's behaviors, actions, decision, etc.

*"Because of that, your questions were right on target and your comments helped all of us learn."*



**Start out with an opening statement**

*“John, I would like to talk with you about the staff meeting we had earlier today.”*



**Share what you observed**

*“I noticed that you started side conversations with Greg and Anita several times.”*



**Share the impact of the person’s behaviors, actions, decision, etc.**

*“I felt that that caused a distraction for others and also was not aligned with the ground rules we established for our meetings.”*



**Ask for their perspective**

*“What are your thoughts about what happened and the impact it had?”*



**Coach on next steps**

*“So next time you are in that situation, what are some better actions you can take?”*



**Offer some next steps if needed.**

*“I suggest that you write things down when you want to share something so that you don’t need to worry about forgetting anything.”*



**“Our analysis indicated a clear relationship between the use of coaching skills and the working relationship of the manager or leader and their team member.”**

*“An Exploration of the Coach Approach to Managing and Leading”  
International Coaching Federation.*

# Coaching Behaviors

## Respect

Remember that no matter how similar the person and situation may seem to you and your experience – They and It are different! This mindset can help you contain your urge to give advice and instead, engage in a conversation that will allow the individual to find the solution on their own.



## Ask

Ask questions that start with “What” and “How”. These will help you focus more on the individual and not on what you want to say. It also will help them dig deeper into the situation themselves.



## Listen

Listen to understand and listen with your whole body. Also, be comfortable with silence by using the 8 second rule.



## Plan

Help the person identify action steps they will take to help them move forward with what they want to accomplish.





# Whole Body Listening

Listening with our eyes, ears, and intuition to observations, body language and the complete message being sent. It also includes our reactions to what we see, hear, and experience, including our words, feelings, body language, and emotions.

- **Quiet Your Inner Voice**
- **Focus on the Person**
- **Listen with Curiosity to Understand**
- **Count of 8**



In addition to turning off “Auto-Pilot”, being present requires active listening skills.

“W.A.I.T”  
**Why am I talking?**

“W.A.I.S.T”  
**Why am I still talking?**

# Action Planning



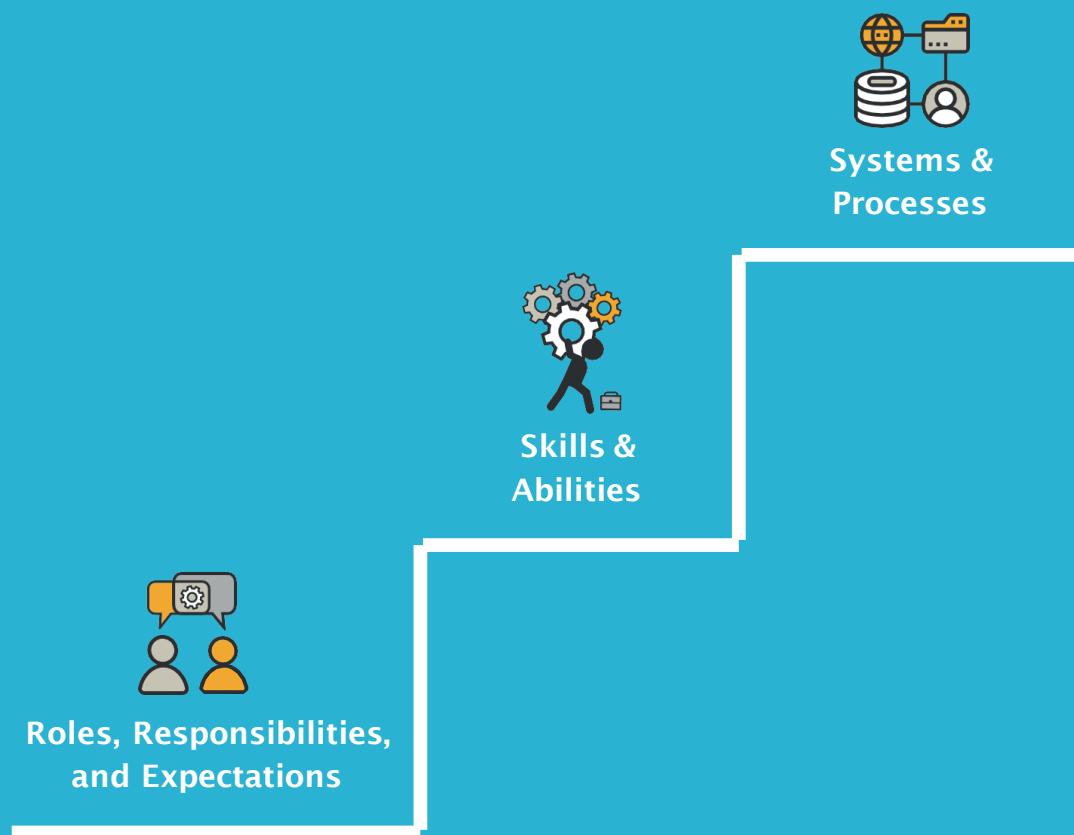
When using a coaching approach to your conversation, it should end with some kind of action planning. What that looks like will come from the questions you use with the person you are talking with.

At the very least, it should include answers to the following:

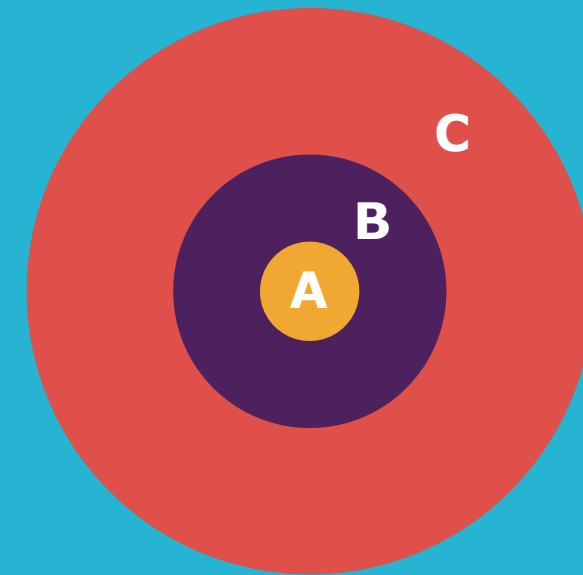
- What action are they going to take moving forward?
- How will they hold themselves accountable to following through on that action?
- What result do they expect to get after taking action?
- What barriers do they anticipate or what could get in their way of following through on that?
- How will they mitigate or work through those barriers?

# And then...

## Accountability



## Circle of Control & Influence



- A** Those things **within our control**
- B** Those things **within our influence**
- C** Those things **outside of our control and influence**

## **TALENT MANAGEMENT:**

This business line focuses on the **identification, development, engagement, and retention of talent** and includes the following services elements.

- Executive Coaching Services
- On-Demand Coaching Platform, ORIEL
- Leadership Development Programs
- Assessments For Selection And Development
- Culture Shaping
- Organizational Development Services (Organization Design, Team Development, Etc.)
- Succession Management, Performance Management and Engagement
- Change Management Tools And Training

## **CAREER MANAGEMENT:**

This business line focuses on the **career development and transition of employees into future roles that meet their career aspirations** and includes the following elements.

- Outplacement (Career Transition) Services
- Career Planning And Development For Internal Talent Mobility
- Career Pathing And Career Conversation Training For Managers And Employees
- Career Coaching

## **WORKFORCE MANAGEMENT:**

In this business line LAK provides services that help with **talent attraction and acquisition** and includes the following elements.

- Spano Pratt – Our Executive Recruiting Service Targeting The Non-profit Industry
- Executive Recruitment Services Include Talent Select and I-partner Contract Recruiting
- Fractional Human Resources Services

**THANK YOU!**  
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