



# Coaching Workshop

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

—Ara Parasheghian



*Team***STEPS**



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## *TeamSTEPPS*

# 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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# 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



# Coaching

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



## The Role of the Coach is to....

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



# Characteristics of an Effective Coach

- Competence
- Influence
- Interpersonal Style
- Effective Feedback



# Coaching Competencies

## Communication

Communicating Instructions  
Providing Feedback  
Listening for Understanding

## Performance Improvement

Setting Performance Goals  
Rewarding Improvement  
Dealing with Failure  
Assessing Strengths and Weaknesses

## Relationships

Building Rapport and Trust  
Motivating Others  
Working w/ Personal Issues  
Confronting Difficult Situations

## Execution

Responding to Requests  
Following Through



# 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, that is, it allows team members the opportunity to interact and ask questions



## Feedback Should Be....

### Well-Intentioned:

- Feedback gives information, not advice
- Effective feedback is meant to help the recipient—it is a gift
- It should not be used to “get something off of your chest”
- Feedback will not fix what you believe is wrong with another person

### Nonjudgmental:

- Do not use terms like “good” or “bad”
- The goal of feedback is to help someone understand and accept the effects of his or her behavior on others
  - The team member’s decision to change behavior is not part of the feedback process



# 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 problem-solve
- 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



## 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



## 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

