In the 21st century, legislative staff managers and supervisors no longer have the luxury of being the people with all the answers. Instead, they need to raise the expectations of their staff to do some of the thinking and then develop their skills to do so. The best approach for doing this is coaching in real world situations.

WHAT??

What’s in it for you?
- You work less hard and more gets done (of the right stuff!)
- Talented people take work off of your desk
- Fewer fires to put out
- Fewer mistakes made
- More effective and efficient
  - Quality of work
  - Volume of work

A Pull Not a Push

Building a Coaching Culture: Tools for Management Coaching

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Tools for Management Coaching

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Dial 888-437-3195 for the webinar audio
Do People Resist Change?

When??

Coaching

How??

When??

1. Clarify what issue you want to address
2. Find the correct moment
3. Gain agreement on the issue
4. Use clear questions
5. Create possible solutions
6. Add your ideas
7. Give them an assignment and give them some time
8. Ask “How can I help?”
9. Clarify the action
10. Create a plan
11. Establish accountability
12. Determine obstacles

The HOW

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The L.A.W.S. of Listening

• L = Like
  AND not BUT
• A = Add
  BECAUSE
• W = Worried
• S = So...

The Three Questions

1. In what way is it in the best interest of the people for whom we exist? Our ultimate consumer?

2. In what way does it ensure an improvement over the status quo?

3. In what way is it respectful of all people involved? Our internal consumer?

Exercise:
Five figures are shown below. Select the one that is different from all of the others.

a.)

b.)

c.)

d.)

e.)

5. Create possible solutions

1. At least three

2. Always ask: “Is there anything else?”

Your Advice Here: The 3 F’s

Feel

Felt

Found

Anything else??
7. Give them an assignment
and give them some time

8. Ask “How can I help?”

9. Clarify the action

10. Create a plan
1. What will you do
2. By when
3. What does success look like
4. How will you let me know
5. What are the consequences if you don’t do this

11. Establish accountability

12. What might get in the way?
1. External factors
2. People
3. Self
   • Skill
   • Desire

IF IT IS GOING TO BE, IT IS UP TO ME!!
Levels of AUTHORITY and AUTONOMY

Level 7: Team/Individual researches, determines options, chooses option, acts, and does not report to manager
Level 6: Team/Individual researches, determines options, chooses option, acts, reports only failure to manager
Level 5: Team/Individual researches, determines options, chooses option, acts, reports results to manager
Level 4: Team/Individual researches, determines options, chooses option, manager gives final approval
Level 3: Team/Individual researches, determines options, makes recommendation, manager decides
Level 2: Team/Individual researches, suggests options, manager chooses
Level 1: Team/Individual researches, manager decides

Avoid Coaching the “Ghost”

Watch for Moments to Reinforce

Bringing out the Best in People
Aubrey Daniels

The Bonus
The more you do this, the less you will have to!

Is there anything else??
How can we help?

THANKS
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Questions?

Are you interested in attending more training like today's webinar?
Legislative Staff Management Institute (LSMI)
JULY 12 - 18, 2014
Sacramento, CA