5 Rules in Communication

Rule 1
Encoding **IS NOT** the first step.

Active Listening is key.
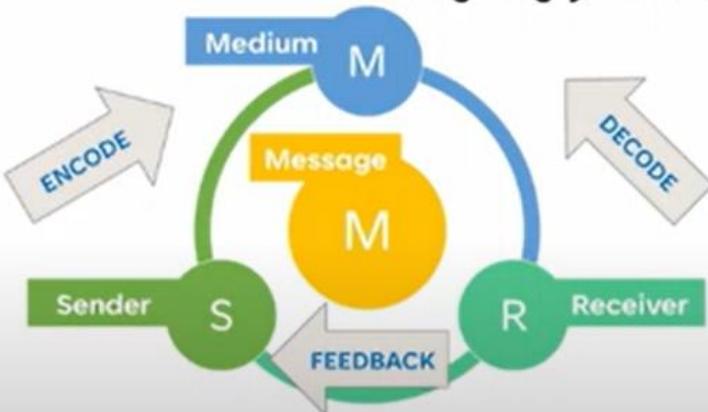
Rule 3
Think before you speak.

4-Way Test:
1. Is it true?
2. Is it fair?
3. Will it build goodwill?
4. Will it be beneficial?

Rule 2
Yes, you are responsible for aligning your team.

Medium M

ENCODE

Message M

DECODE

Sender S

Receiver R

FEEDBACK

Rule 4
Things to consider:
- Choice of Words
- Timing
- Delivery
- Body Language/ Facial Expression

Rule 5
Be **respectful & professional.**

HR ONLINE
PHILIPPINES

"Not all leaders are coaches.

Leading Adults & Adult Learning Principles

1. Active Involvement versus Passive
2. Affective (Emotions) aside from Intellectual Learning
3. Relevant/ Practical/ related to the employee's background
4. Variety / Multi-Sensory
5. Positive: not threatened, manipulated, critical
6. Collaborative
7. Informal: facilitation versus dictation
   - Can you add other items?

Behavior-based Coaching

Behavior-based coaching is an approach that focuses on **observable behaviors (actions)** to drive modification or improvement of a client's actions.

Golden Rule:

Stay away from ADJECTIVES.

Focus on **VERBS.**

Traditional	Stay Away From Adjectives	
Leila, ang tamad mo. You are lazy.	• TAMAD MO • LAZY	✓ • We have some concerns about your productivity. • You've <u>missed</u> several deadlines. • We noticed you have been <u>delegating tasks to others</u> without making substantial effort first.

Traditional	Stay Away From Adjectives	
Jake, may attitude problem ka. You are uncooperative.	• ATTITUDE PROBLEM • UNCOOPERATIVE	✓ • Jake, I've had some observations about you. Let me know how we can address these. • I've noticed that you have not been attending team meetings. • You have been quiet in brainstorming sessions, and you frequently check your phone during these activities.

WHO	WHAT
Mang Johnny, Driver	• Mali-mali ang errands • Burara sa sasakyan
Laurize, HR Staff	• Too close with male employees • Mataray • Mali-maling info

TRY IT

Key Elements of Behavior-based Coaching

1. Observation and Analysis
2. Delivering Feedback
3. Modeling and Inspiring
4. Goal Setting
5. Action Planning
6. Positive Reinforcement

Key Elements of Behavior-based Coaching

1. **Observation and Analysis**

Behavior-based coaching starts with observing and analyzing current behaviors to understand their impact on performance and outcomes. This involves identifying both positive and negative behaviors.

Coaches observe individuals' behaviors in real-life situations to gather data and identify patterns. This may involve shadowing, video recordings, or self-reporting tools.

Key Elements of Behavior-based Coaching

3. **Modeling and Inspiring**

Coaches may demonstrate the desired behaviors or connect individuals with mentors who exhibit the desired behaviors. This provides examples and inspiration for behavior change.

4. **Goal-Setting**

Coaches use SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goal-setting techniques to ensure clarity and effectiveness in behavior change objectives.

Key Elements of Behavior-based Coaching

5. Action Planning

A collaborative action plan is created to outline the steps needed to achieve the desired behavior change. It includes strategies, resources, and timelines for implementation.

Action Learning: Coaches encourage individuals to apply the targeted behaviors in real-life situations and reflect on the outcomes. Action learning fosters continuous improvement and learning from experience.

Key Elements of Behavior-based Coaching

6. Positive Reinforcement

Coaches use positive reinforcement techniques to acknowledge and reward individuals' progress and achievements related to the targeted behaviors. This helps reinforce desired behaviors and motivation.
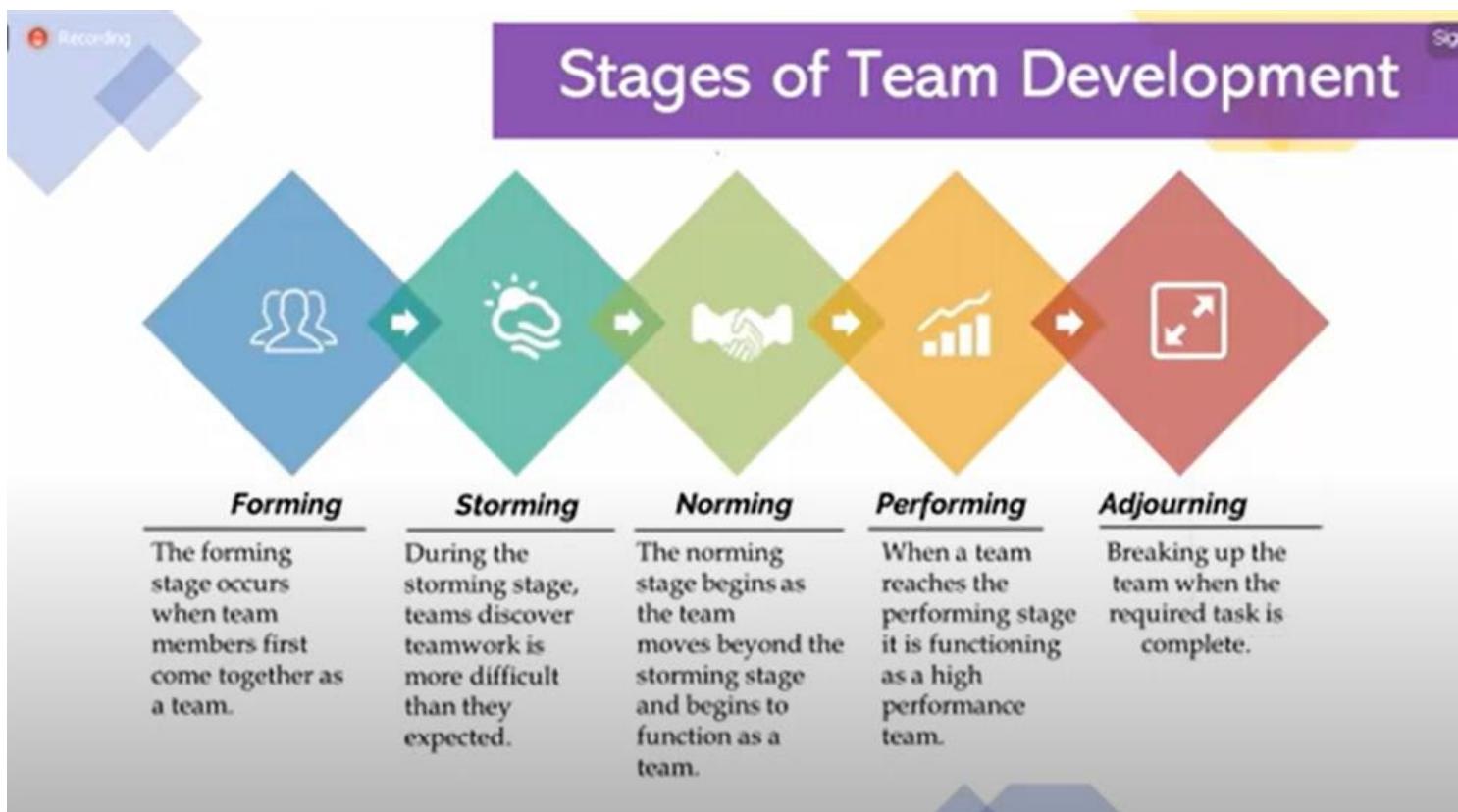
What other elements or techniques can you think of?

✓
✓
✓

Coaching with Impact

Coaching is a collaborative partnership to support an individual in achieving their goals, unlocking their potential, and enhancing their performance.

	Coaching	Training	Counseling	Mentoring
Focus	Future-oriented; goal-setting and achievement. Follow-through.	Skill development and knowledge transfer	Emotional well-being and problem resolution	Career guidance and personal development
Purpose	Enhancing performance and personal growth	Acquiring specific skills and knowledge	Resolving personal, emotional, or psychological issues	Guiding and supporting career and personal growth
Client's Role	Active participant in setting goals and taking action	Active participant in acquiring new skills	Active participant in exploring emotions and issues	Receives guidance and advice from the mentor

Stages of Team Development

Forming
The forming stage occurs when team members first come together as a team.

Storming
During the storming stage, teams discover teamwork is more difficult than they expected.

Norming
The norming stage begins as the team moves beyond the storming stage and begins to function as a team.

Performing
When a team reaches the performing stage it is functioning as a high performance team.

Adjourning
Breaking up the team when the required task is complete.

Leading the Organization

YOU

- Self
- Organization
- Individual
- Team

As a leader, your role encompasses guiding not only your individual team members, but equally important: you lead yourself, you lead your team as a whole, and you also extend your influence to inspire and guide the entire organization.

Leading the Organization

What Is a Silo Mentality?

A silo mentality is a reluctance to cooperate/ collaborate with other employees of different divisions in the same company.

This attitude is seen as reducing the organization's efficiency and, at worst, contributing to a **damaged** corporate culture.

Warning Signs: Silos in the Company

1. Do they interact socially?

Watch to see if employees from <u>different departments</u> interact with each other during company meetings and social events.

Lack of relationships and interactions can be a sign that they function separately.

2. Do blamestormings occur?

When problems arise, do people begin blaming other departments? Do they seem to be in competition with one another such as withholding resources or not respecting the other department's processes, policies, or deadlines?

Warning Signs: Silos in the Company

3. Are there unnecessary redundancies?

Look for task duplication. One of the most common and serious signs of silos is task duplication.

Check to see if departments use different processes, systems, forms, etc. to accomplish the same thing.

Some Steps You Can Take

1. **There must be organizational alignment.**

   Establish company goals and ensure everyone is aligned.

   Leaders must be the GLUE that will hold things together.

   Activities: Strategic Planning, Team Building

Some Steps You Can Take

2. **Listen to Your Employees.**

   Engage in dialogues with your team members and other employees.

   Determine root causes and analyze the pain points.

   Activities: Root Cause Analyses, Focus Group Discussions, One-on-Ones, Surveys

Some Steps You Can Take

3. **Implement Learning Programs.**

   Expand your traditional training to include specific modules designed to teach best practices for cooperation and collaboration. Cross departmental team building exercises can also be integrated into the program.

Some Steps You Can Take

4. **Will you be prepared to do what is necessary with <u>problematic employees</u>?**

   In spite of multiple interventions and chances for some problematic employees, will you be able to perform what is necessary? Important: Be fair, just, respectful, and **objective.**

Your Role in Shaping Company Culture

1. What does "company culture" mean to you, and why is it important in the workplace?

2. What aspects of company culture do you admire or find effective?

3. How do you believe a strong company culture can impact employee satisfaction, productivity, and overall success?