

## **Coaching Guide for Supervisors**

### **Introduction**

This guide provides a step-by-step framework for supervisors to conduct effective coaching conversations with their officers. It's designed to help you structure meaningful discussions that drive performance improvement and professional development.

You have recently completed a survey to review the performance and work behaviours of your officers, and identified their strengths and areas of improvement. This is a good time to have a coaching conversation with your officers to better understand their work behaviours, and help guide them to improve and develop further.

### **What is Coaching?**

Coaching is a collaborative process where supervisors work with their officers to:

- Develop and enhance skills
- Improve work performance
- Support professional growth
- Create action plans for development
- Build confidence and capability

### **Why Coach?**

Coaching provides you a platform to discuss about your staff's work performance, behaviours, and find ways to help them be better versions of themselves. It helps you to:

- Enhance team performance in helping them to overcome challenges
- Improves communication and trust through open dialogue and constructive feedback
- Builds trust within team members and supervisors
- Encourage staff's accountability of their own goals and development
- Builds your leadership skills in leading with empathy and clarity
- Creates a learning culture

**The Coaching Framework**

**1. PREPARE**

- Review your ratings from the survey you completed earlier
- Identify key strengths and areas for improvement across the three different areas
- Plan 2-3 specific discussion points
- Choose a quiet, private space for the conversation

<b>Leading Self</b> <i>(Resilient Leader)</i>	<b>Suggested Questions</b>
<ul style="list-style-type: none"> <li>• Demonstrates resilience and emotional stability</li> <li>• Receptive to feedback and criticism</li> </ul>	<ul style="list-style-type: none"> <li>• How do you usually feel when you encounter stressful situations? What thoughts go through your mind?</li> </ul>
<b>Leading People</b> <i>(Collaborative and Inspiring Leader)</i>	<b>Suggested Questions</b>
<ul style="list-style-type: none"> <li>• Collaborate with and inspires others</li> <li>• Demonstrates good interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>• How would you describe your working style when working in a group?</li> <li>• How do you plan to manage any potential conflicts or disagreements?</li> <li>• How will you ensure clear communication across the team?</li> </ul>
<b>Leading Task</b> <i>(Adaptable and Thinking Leader)</i>	<b>Suggested Questions</b>
<ul style="list-style-type: none"> <li>• Applies feedback from past mistakes and improves on work tasks</li> <li>• Accomplishes tasks and goals effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Can you walk me through your usual process when working on a task?</li> <li>• How will you measure your progress?</li> </ul>
<b>Operational Competence</b>	<b>Suggested Questions</b>
<ul style="list-style-type: none"> <li>• Ability to effectively perform tasks, duties, and responsibilities</li> <li>• Able to adapt and perform effectively at current/different work scope and responsibilities at their current rank</li> <li>• Able to succeed in a higher leadership posting in the future</li> </ul>	<ul style="list-style-type: none"> <li>• How do you handle unexpected changes to your planned workflow?</li> <li>• How do you ensure smooth handovers between shifts/teams?</li> </ul>

**2. INTRODUCE THE SESSION**

- Start with a warm welcome and casual check-in
- Set a positive tone: "I'd like us to have an open discussion about your development"
- Explain the session's purpose and expected duration
- Establish psychological safety: "This is a safe space for us to discuss and explore together"

### 3. SHARE & LISTEN

- Share specific observations: "I've noticed you excel at..."
- Use open-ended questions:
  - What do you consider your greatest strengths?
  - How do you typically handle challenging situations?
  - What skills would you like to develop further?
  - What will help or prevent you from achieving this goal?
- Practice active listening
- Allow silence for reflection (refer to additional resource)
- Take notes of key points
- Share your advice or experience whenever relevant

### 4. PLAN ACTIONS

- Apply SMART Goals framework to each development area:

The SMART Goals Framework	Sample SMART Goal Setting
<ul style="list-style-type: none"> <li>• <b>Specific:</b> Clear, precise objectives</li> <li>• <b>Measurable:</b> Quantifiable indicators of progress</li> <li>• <b>Achievable:</b> Realistic and attainable</li> <li>• <b>Relevant:</b> Aligned with role and organisational needs</li> <li>• <b>Time-bound:</b> Clear deadline or timeframe</li> </ul>	<p><b>Original Goal:</b> Improve confidence in presentations</p> <p><b>SMART Version:</b></p> <ul style="list-style-type: none"> <li>• <b>Specific:</b> Conduct briefings to my team</li> <li>• <b>Measurable:</b> Two briefings will provide sufficient practice</li> <li>• <b>Achievable:</b> Dedicate 30 mins-1hr to practice the content out loud</li> <li>• <b>Relevant:</b> Briefing content to be aligned with current role as a GL</li> <li>• <b>Time-bound:</b> Complete the briefings in the next 3 months</li> </ul> <p><i>Supervisor/coach can also be present during the briefings to provide timely feedback</i></p>

- Focus on 1-2 priority areas
- Create specific action items together
- Identify required resources and support
- Set realistic timelines
- Document agreed-upon steps

## 5. REVIEW & CHECK-IN

- Schedule regular follow-up sessions
- Track progress on action items
- Celebrate small wins
- Maintain ongoing support and encouragement
- Suggested questions:
  - How are you feeling about your progress so far?
  - What approaches have you tried so far? What do you think might work better next time?
  - What did you learn from this experience?

### Best Practices

- Keep the conversation balanced (70% listening, 30% speaking)
- Focus on behaviour and impact, not things that they cannot change (e.g., personality)
- Document key points for follow-up
- End each session with clear next steps
- Remember that coaching is an ongoing process, not a one-time event.
- Feel free to check in with your staff on what they enjoyed in the coaching session and what you can do differently in the next session.

### Coaching Resources

More information about coaching can be found below:

Material	Title	Duration to complete
Article	<a href="#">Six Principles of Leadership Coaching</a>	5 minutes
Article	<a href="#">What is Coaching in the Workplace and Why is it Important?</a>	10 minutes
Article	<a href="#">Best Practice Guide to Coaching Employees in the Workplace</a>	10 minutes
Article	<a href="#">How to Use Silence in Coaching - Coaching Outside the Box</a>	10 minutes
Podcast	<a href="#">189 10 Essential Coaching Skills - The Coaching Crowd® Podcast with Jo Wheatley &amp; Zoe Hawkins   Podcast on Spotify</a>	27 mins