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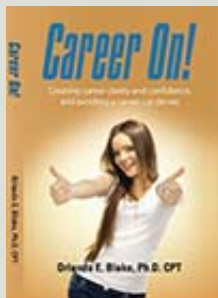
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CAREER ON! Creating Career Clarity and Confidence, and Avoiding a Career Cul-de-sac



Click the book to read an excerpt

Career On! is designed to help you develop a fulfilling career. The contents

June 2014

Dear Matthew,

Communication coaching and training is an increasingly popular means of improving interpersonal skills, with focusing on skills such as managing people and making good decisions. Everyday, effective leaders are getting their message across and delivering a positive impact to their peers and teams.



Coaching Skills for Supervisors and Managers

Communication Coaching



In the workplace, "coaching" communication can be a counseling process with individual steps, such as the following:

- **State an objective.** At the beginning of a counseling session, state the reason for the meeting. Give some background about the problem and commit to a plan of action.
- **State a desired change.** The supervisor should make it very clear how the desired behavior should be different from current or past behavior.
- **Allow a response.** The supervisor should ask for the employee's opinion about the problem. It is important to

are designed to be a "roadmap" for your career development. This "roadmap" will lead you from where you are now through where you want to be, and how you can get there. Career On! has strategies for sustaining your efforts for the long haul. Keep it handy for use as a "how to" guide and a reference manual in developing your career.

by: Orlando Blake PhD

Testimonials

"The combination of assessment, reflection, reasoning, tools, advice and personal feedback in service of developing an action plan was exactly what I needed to get myself out of the box I made for myself." - **Lynne Gillette, Director of Operations, U.S. Institute for Environmental Conflict Resolution**

"Great 'life' skills coupled with a comfortable approach makes the individual coaching a worthwhile experience." -**Shane Gesbeck, Production Manager, Unilever/SlimFast**

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ask the employees what they think the reasons are for a problem. The employee should not be allowed to move into a mode of denial.

- **Discuss solutions.** The employee should suggest alternatives, as should the supervisor. It is paramount that the employee not be allowed to shift the problem back on to the supervisor, however. The supervisor may, in serious cases, suspend the employee until a solution can be reached.
- **Agree.** The supervisor and the employee together should arrive at a solution that both feel is appropriate and beneficial.
- **Write it up.** The supervisor should prepare a written action statement about the solution and the plan for implementing it, complete with follow-up dates.
- **Get a commitment.** The employee should make both a verbal and written commitment to the plan. This provides good documentation should the supervisor need to take more serious action. The supervisor should have the employee sign the written action statement.
- **Follow up.** The supervisor can meet again with the employee on the prescribed date and discuss progress in implementing the solution. If the employee has met the objectives of the plan, the follow-up meeting would be a perfect time to provide recognition for that accomplishment. If not, then the supervisor can advise the employee of a need to comply or indicate contemplation of more serious action.



Steps for Giving Feedback

Step 1. State why you are having this conversation.

The purpose for this meeting is....

I asked you here to discuss.....

I want to spend some time discussing how you....

I have a concern about....

A problem has occurred in.....

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Forward to a Colleague

Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros, Mercantile National Bank and Guess? Inc. He provided key executive career and leadership coaching for Lee, Hecht, Harrison and Right Consultants in Southern California. Orlando is a Founding Fellow of the Institute for Professional Coaching Association.

Step 2. Describe what you know.

I saw.....

When I was told, I looked into the issue by.....



Step 3. Describe the consequences of the continued behavior.

If this continues, then

In looking at this situation as a customer would, it appears...

Step 4. Describe how you feel about what you know.

I am very concerned about.....

I do not think it is right that.....

I am upset that errors in the function keep occurring.....

Step 5. Encourage the other party to give their side of the story.

Now, that's what I know but what is your view....

Is that the way you saw it.....

OK, now what is your reaction?

Step 6. Ask as many questions as you need to understand the situation from the other person's perspective.

Well, how do you know that....

And then what happened ?

If you did that, then why did....

Follow Up

Follow Up

Follow Up

Follow Up

Follow Up

Follow Up

Step 7. Decide what specific actions must be done, when and communicate that to the other party.

I believe you must....

In the next meeting, as Point 4 in the agenda, you will....

Step 8. Summarize the conversation.

Let's recap, you will.....and I will.....

Step 9. Follow up.

I will contact you next.....

Our communication coaching program is tailored to harness your own voice and energy so that you'll be able to successfully communicate with anyone, anywhere.

Please contact us with any questions you have regarding how to learn these proven communication techniques and go beyond communicating toward inspiring and influencing

others around you.

Sincerely,



Orlando Blake, PhD, CPT

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