

ENGAGING AND TRANSFORMING LEADERS THROUGH COACHING

GPSHRM January 2019



GIVE YOURSELF PERMISSION



"It is impossible for a man to learn what he thinks he already knows." Epictetus

AGENDA

- Set the Stage
 - Definitions
 - Historical review
- More About Coaching Today
 - Uses
 - Process
 - Factors of Success
 - Manager as Coach
- Measuring Value of Coaching
- Questions

WHAT IS ENGAGEMENT?

Why is it important? Who plays the most critical role?

WHAT DOES IT MEAN TO BE ENGAGED AT WORK?

- Discretionary energy expended to support business and team
- Higher level of commitment to company's goals and purpose
- Advocate--speaks highly of workplace to others
- Produces higher service, quality and productivity

Definition: Employee engagement is the emotional commitment the employee has to the organization and its goals.

AND THE SURVEY SAYS.....

--CHALLENGING WORK --PROFESSIONAL DEVELOPMENT --MAKING A DIFFERENCE

- **66%** Nearly 2/3 of employees don't believe they have an effective platform to engage with the business and share their input.
- **22%** of employees say their organizations are very effective in providing easy access to training and development.
- **53%** more than half of employees feel performance reviews are ineffective when it comes to improving their personal performance.

Managers and Leaders play the most significant role in improving employee engagement

WHAT IS COACHING?

The WHAT and the WHY

WHAT IS COACHING?

- Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. (International Coach Federation)
- To help you see what you don't see, hear what you don't want to hear, so that you can be all that you knew you could become. (Tom Landry)

WHAT'S THE POINT OF COACHING?

- Helps the client substantially increase their fundamental level of effectiveness
- **Coaching is the premier mechanism or tool for increasing levels of effectiveness**
 - Personal
 - Customized
 - Based in understanding of human behavior and neuroscience (and organizational effectiveness for corporate/executive coaches)

WHAT COACHING IS NOT?

- **Performance management:** planning work; setting expectations; monitoring performance; review/advise performance; reward
- **Training:** transfer of knowledge
- **Counseling/Therapy:** diagnosing, treating disorders
- **Mentoring/Consulting:** expert to advise, analyze, perform

COACHING BORROWS FROM BOTH CONSULTING AND THERAPY

Consulting		Coaching		Therapy
<p>Paid to come up with answers</p> <p>Focuses on organizational performance</p> <p>Strives for objectivity</p> <p>Provides quantitative analysis of problems</p>	<p>Advises individual leaders on business matters</p> <p>Involves management in goal setting</p> <p>Based on organizational ethics</p> <p>Paid for by the company</p>	<p>Focuses on the future</p> <p>Fosters individual performance in a business context</p> <p>Helps executives and leaders discover their own path</p>	<p>Paid to ask the right questions</p> <p>Tackles difficult issues at work and home</p> <p>Focuses on individual behavioral change</p> <p>Explores subjective experience</p>	<p>Focuses on the past</p> <p>Diagnosis and treats dysfunctionality</p> <p>Based on medical ethics</p> <p>Paid for by the individual</p>

HISTORICAL REVIEW

Silent

- 1970
- Likely existed but no one talked about it

Selective

- 1990
- Directed at talented, but abrasive executive
 - Fix them, or fire them

Popular

- 2010
- Used to ensure top performance from organization's most critical talent

Essential

- 2020
- More widespread as talent becomes the differentiation
- Expanding to team/group coach

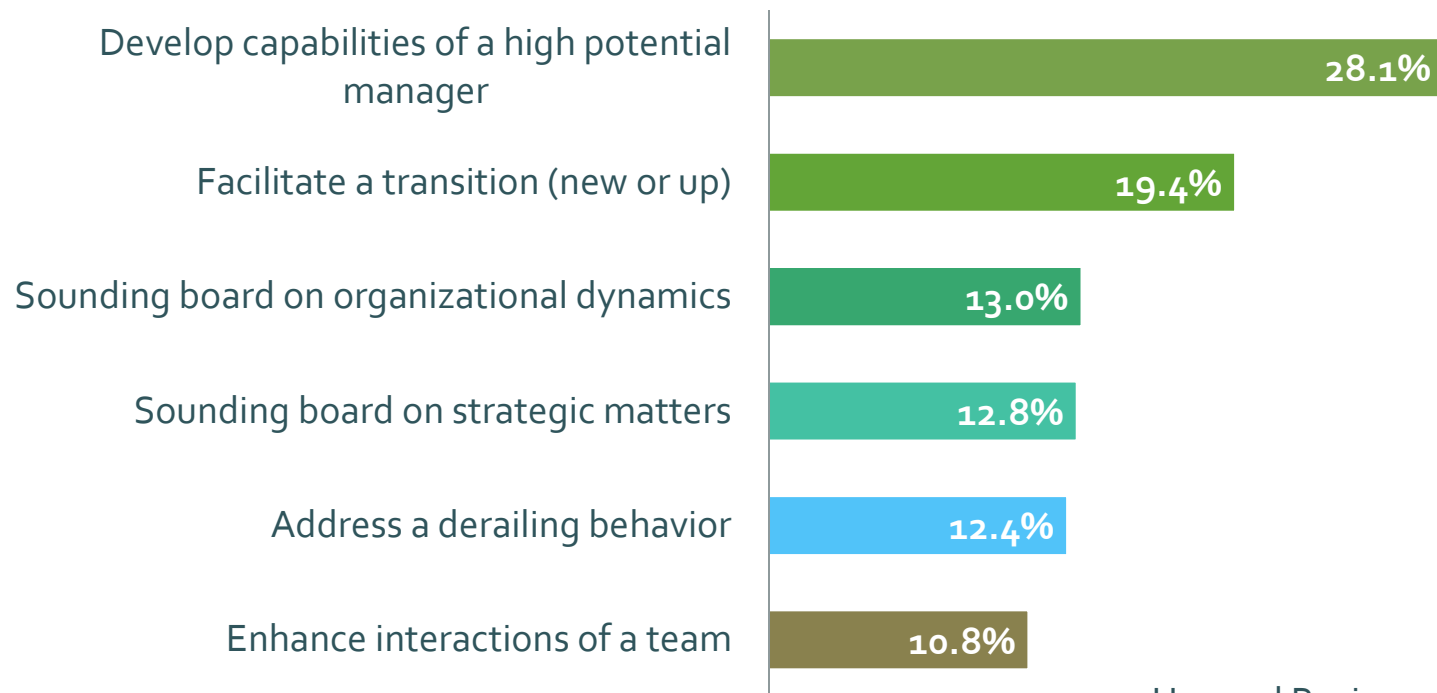
UNLEASHING THE POTENTIAL

- Leaders need to better understand who they are and what they offer to make an impact for self and team
- Leaders need to be clear about their goals and what difference they make to the individuals and the overall business
- Leaders need to connect the dots for the employees—how X connects to Y and what difference it's making to Z.
- Leaders must be clear about their purpose—both the what and the why!

LET'S TAKE A LOOK AT THE IMPACT OF PURPOSE

- <https://www.youtube.com/watch?v=AgtT7DNH72o>

WHY USE A COACH?



Harvard Business
Review, 2009

HOW COACHING DEVELOPS LEADERS

1. Talking with a coach provides opportunity to explore ideas by repeating, clarifying and anchoring new thoughts and patterns. Example: 'that's great'
2. Coaching helps leaders see another point of view. Example: ignoring issues
3. Coaching gives leaders time and safe space to practice.
4. Coaching sparks innovation.

COACHING PROCESS

How it works when it's done right

COACHING PROCESS

Getting Started

- Establishing relationships
 - Contracting with Client
- Intake form and Coaching Overview

Perspective and Awareness

- Data Gathering, e.g. assessments
 - In-person Interviews

Planning and Goal Setting

- 2-way with coach
- 3-way with supervisor and coach

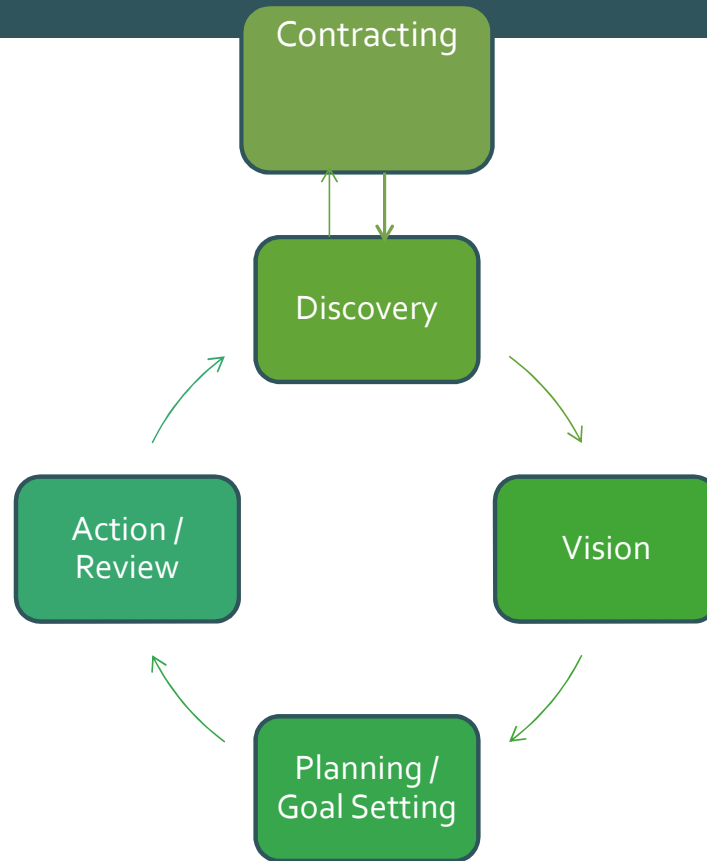
Working the Plan

- 2-3 sessions per month (typically 6 months)
 - Assignments between sessions
- Contact with coach, emails and calls, as needed
 - Check-in with supervisor

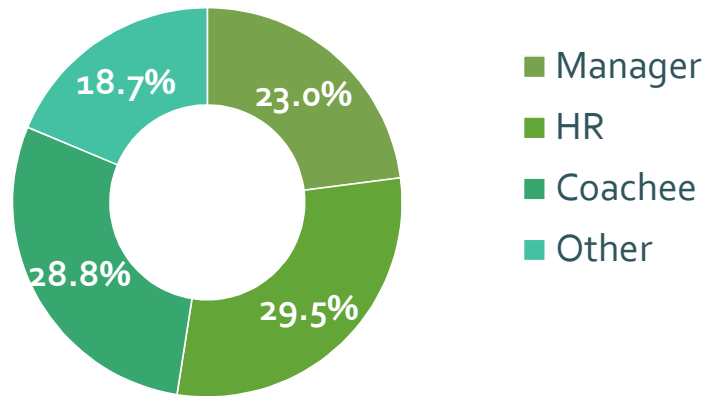
Wrap-up or Renew

- Reflect and evaluate
- Check-in with supervisor (3-way planning)
 - Determine next steps

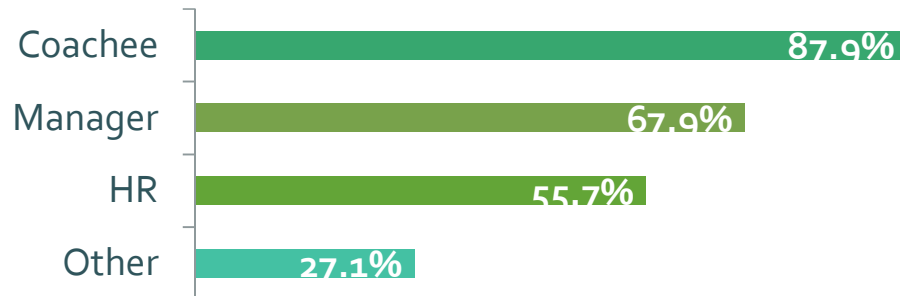
COACHING PROCESS



WHO TYPICALLY INITIATES THE COACHING RELATIONSHIP?



Who is kept apprised of the progress?



3 FACTORS THAT MAKE OR BREAK COACHING

The Leader/Coachee:

- 1.The leader is highly motivated to change or grow.
- 2.The leader has good chemistry with the assigned coach.
- 3.Top management is strongly committed to developing the leader.

Maximizing coaching experience depends on the level to which the participant meaningfully engages in the coaching process.

3 FACTORS THAT MAKE OR BREAK COACHING

The Framework

Customizing the coaching framework makes a difference in the value of the coaching experience

- Type of coaching: group or individual
- Type of coach: SME
- Resources: resources (time & \$) allocated to get the results desired
- Goals: need clarity and support from participant, manager, organization

3 FACTORS THAT MAKE OR BREAK COACHING

The Coach

Seek a coach with the following characteristics:

- Outstanding executive presence and business acumen
- Strong values, including integrity, trust and honest
- Sound assessment skills and experience with leadership assessment tools
- Personal maturity, steadiness and a high-degree of flexibility
- Strong ability to partner and create a meaningful relationship over time
- Admirable levels of credibility and authenticity

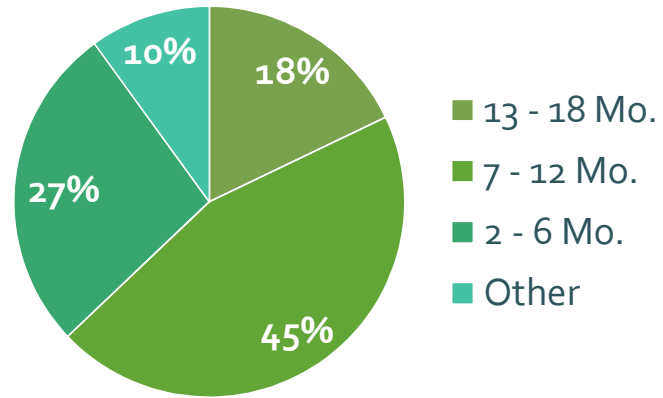
WHAT ARE THE RESOURCES?

Time:

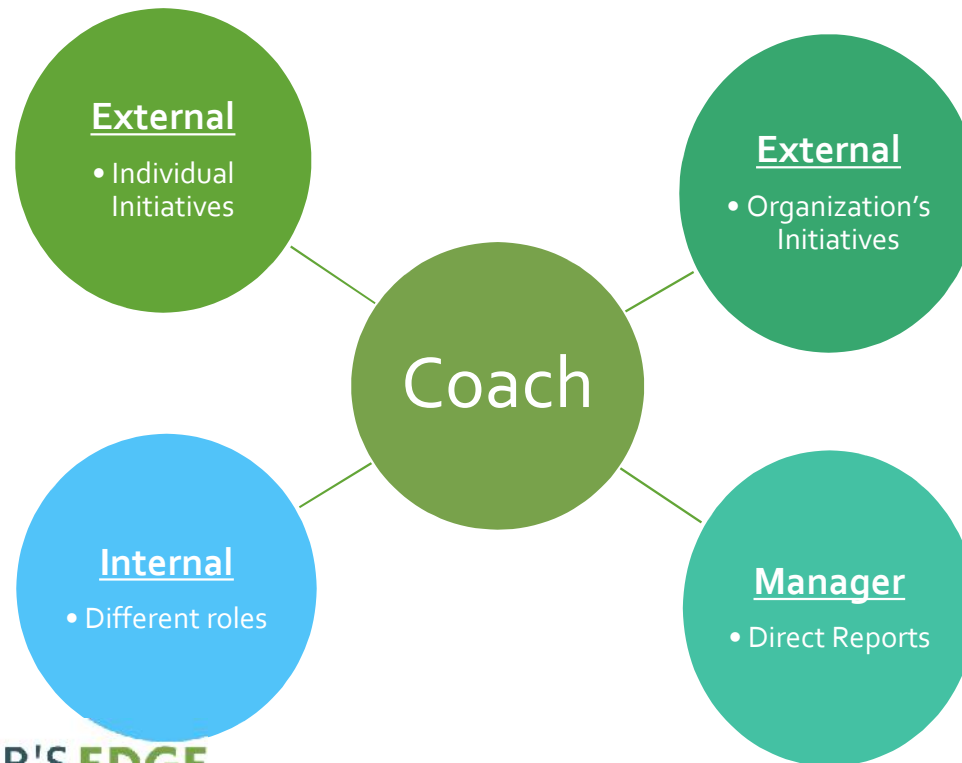
Most often coaching engagements last 7 – 12 months.

Money:

Coaching costs vary; expect \$2-3k for 6 months



DIFFERENT COACHING MODELS



COACHING BY MANAGERS

- The **GROW Model** is a simple four-step process that helps you structure coaching and mentoring sessions with team members.

Goal

Reality

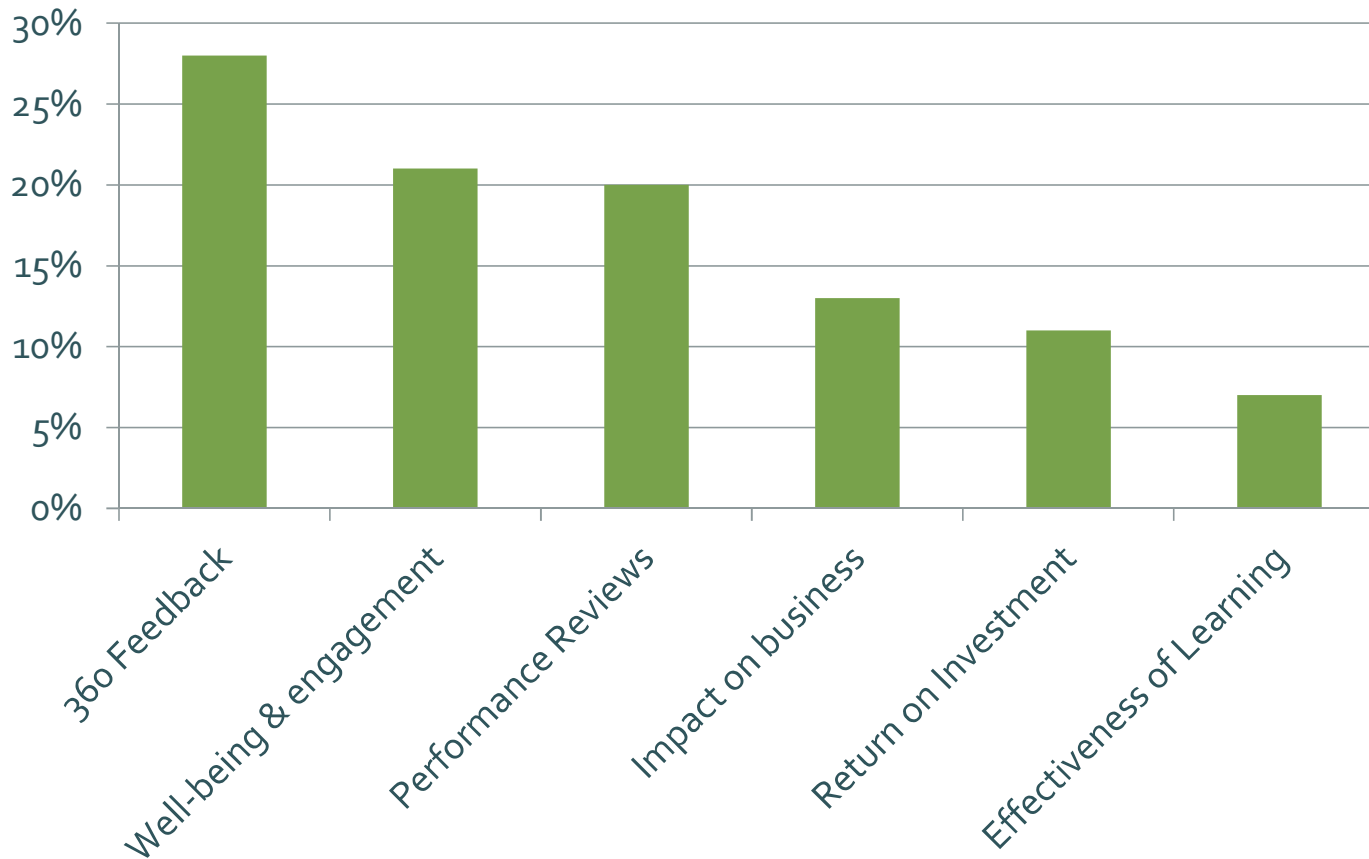
Options

Way Forward

- Managers use the model to help team members improve performance, and to help them plan for and reach their longer-term career objectives.

Measuring Coaching Value

Frequency of Use




SUMMARY



Questions and Considerations

IN CLOSING

Click to save a picture to your desktop.

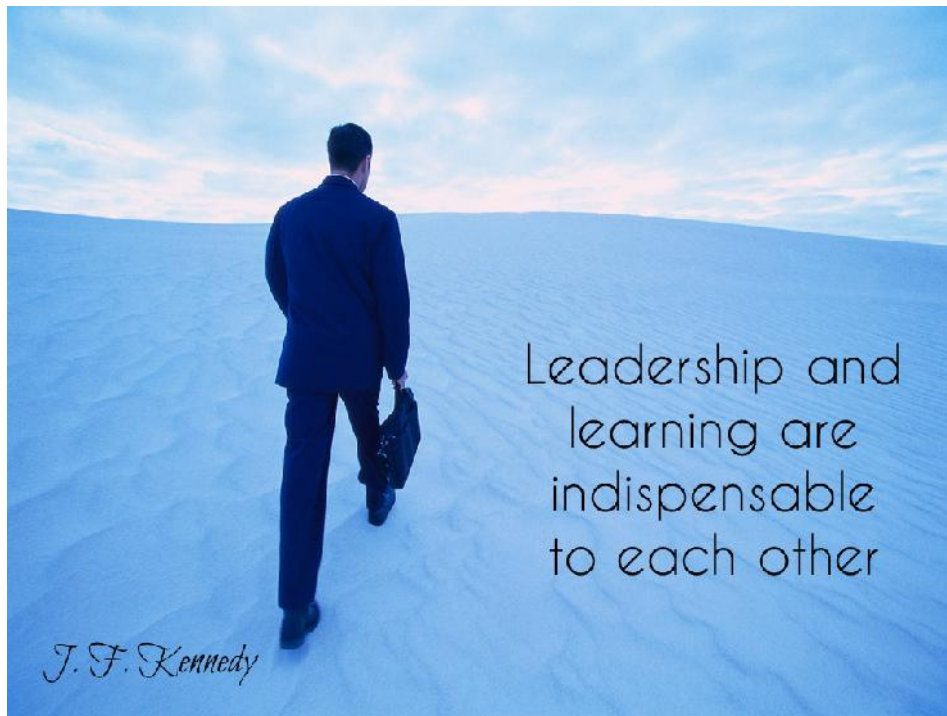


Applying its data analytics to its people decisions, Google found that
**“periodic 1:1 coaching ... [was] ranked as the
no. 1 key to being a successful leader.” ***

* “Win the War for Top Talent,” Forbes, July 7, 2013
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IN CLOSING



- What are the challenges facing the business?
- Who are the critical managers and leaders you're counting on?
- What development plans do you have to engage them—help them be masters in their field?
- How can coaching support your initiatives?

QUESTIONS

?? Coaching
and Change

?? Coaching
Process



?? Coaching
Impact

?? Leadership
Development

GIFTS OF APPRECIATION



Handout— Coaching: The
Key to Successful Change
Management



**SIGN UP
NOW!**

**FREE 30-minute
Breakthrough Session.**