



Coaching Works!

The Coach Approach



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Coaching Works
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Coaching...

- What is the impact of coaching?
- What is coaching?
- What skills make up coaching as a leadership competency?
- Who is using coaching for what?

Impact of Coaching

- Why it works for the Company
- Why it works for the Employee

'Hard' benefits

Factor	Organizational Improvement
Productivity	+53%
Quality	+48%
Organizational strength	+48%
Customer service	+39%
Reducing customer complaints	+34%
Retain executives	+32%
Cost reductions	+23%
Bottom-line profitability	+22%

Return on Investment

Creating a coaching culture and coaching style within an organization improves the organization's climate which leads to improved financial results.

Daniel Goleman, Leadership that Gets Results, Harvard Business Review March-April 2000

A study by Manchester Inc. determined that coaching programs produce an average return on investment of 5.7 times the initial investment in a typical executive coaching assignment - or a return of more than \$100,000 - according to executives who estimated the monetary value of the results achieved through coaching.

...People don't leave jobs, they leave bosses....

The gap between employees who rated their bosses performance as poor and those that rated their bosses performance as excellent, and said they were likely to look for a new job was **29%**.

Spherion & Lou Harris Assoc. 1999

'Soft' benefits

'Soft' Factors	REPORTING BENEFITS
Working relationship with direct reports	77%
Working relationships with supervisor	73%
Teamwork	67%
Working relationship with peers	63%
Job satisfaction	61%
Conflict resolution	52%
Organizational commitment	44%
Working relationships with clients	37%

Its about people, 'our most important resource'

“Any company that is going to make it has to find a way to engage the mind of every single employee. What’s the alternative? Wasted minds? Uninvolved people? A labor force that is angry or bored? That doesn’t make sense.”

- J. Welch, Jr.

Coaching works with what is most important to employees...

** 'Coachable' Factors

Base Camp: What do I get?

- 1. Do I know what is expected of me at work?
- 2. Do I have the materials and equipment I need to do my work right?

Camp 1: What do I give?

- 3. **At work, do I have the opportunity to do what I do best every day?
- 4. **In the last seven days, have I received recognition or praise for doing good work?
- 5. **Does my supervisor, or someone at work, seem to care about me as a person?
- 6. **Is there someone at work who encourages my development?

Source "First Break All the Rules" Markus Buckingham

Coaching speaks to that which is the most important to employees...

** 'Coachable' Factors

Camp 2: Do I belong here?

- 7. At work, do my opinion seem to count?
- 8. Does the mission/purpose of my company make me feel my job is important?
- 9. Are my co-workers committed to doing quality work?
- 10. Do I have a best friend at work?

Camp 3: How can we all grow?

- 11. **In the last six months, has someone at work talked to me about my progress?
- 12. **This last year, have I had opportunities at work to learn and grow?

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What is Coaching?

What about Bob?

Video presentation

With a partner, consider:

- What worked?
- What didn't work?

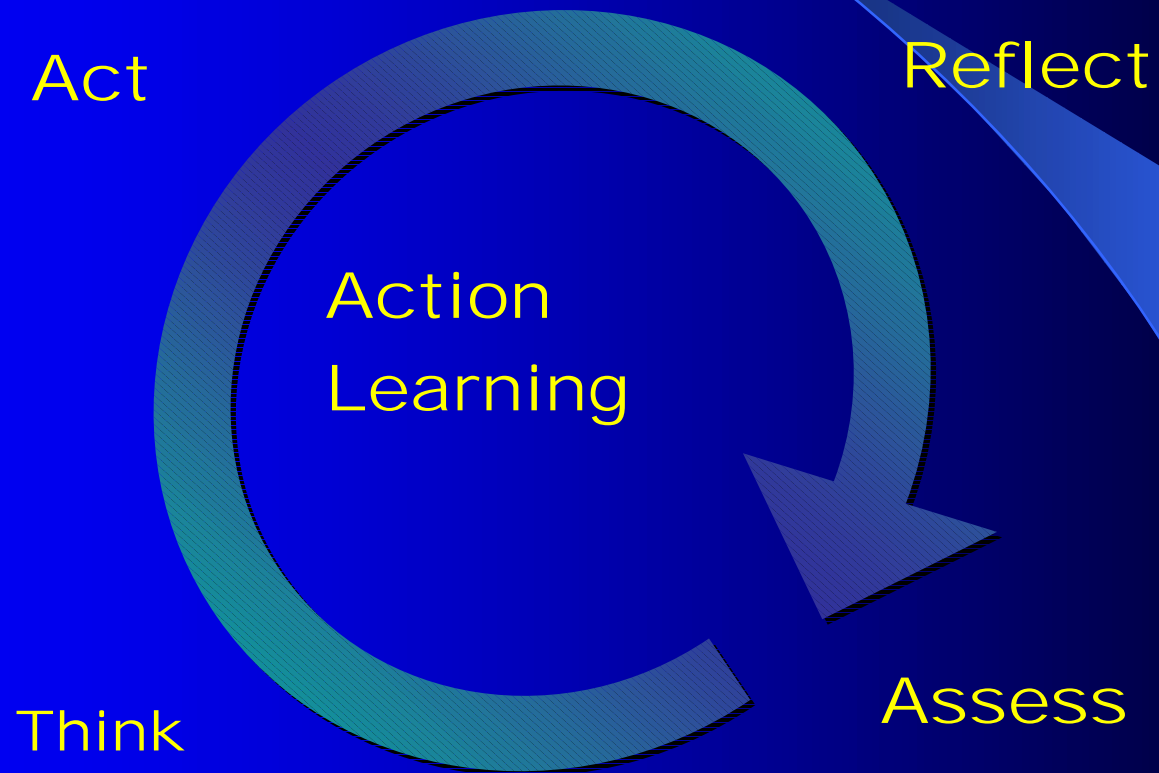
Telling vs. Asking

- Advantages of Telling and Asking
- Telling is a common leadership style choice

If you have a hammer, problems tend to show up as nails – Most leaders know how to tell.

- Need to know when to ‘tell’, when to ‘ask’

Coaching works with the learning cycle....



Coaching works with the learning cycle...

THINK: With a coach, we identify the opportunities, make our plans, set goals, develop strategies, and sort out potential consequences.

ACT: We implement our plan and life happens!

ASSESS: With a coach, we review what happened. What worked? Why? Behaviors, agreements, promises, implementation Life Happens

REFLECT: With a coach, we reflect on what happened and we integrate our experience (Act and Assess) with what we anticipated (Think). This is where the learning occurs, where our deep knowledge is expanded

Leadership Style Choices

When most appropriate....

Coercive	Authoritative	Affiliate	Democratic	Pacesetting	Coach
In a crisis, to kick-start a turnaround, or with problem employees	When change requires a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate during stressful times.	To build buy-in or consensus, or to get valuable input from employees.	To get quick results from a highly motivated and competent team.	To help an employee improve performance or develop long-term strengths.

Source: Daniel Goleman: "Leadership that Gets Results" Harvard Business Review March- April 2000

Leadership Style Choices

Objective....

Coercive	Authoritative	Affiliate	Democratic	Pacesetting	Coach
Immediate compliance	Mobilize others to follow a vision.	Create harmony.	Build commitment through participation.	Perform tasks to a high standard.	Build strengths for the future.

Source: Daniel Goleman: "Leadership that Gets Results" Harvard Business Review March- April 2000

Leadership Style Choices

Impact on Climate....

Coercive	Authoritative	Affiliate	Democratic	Pacesetting	Coach
Strongly negative.	Most strongly positive.	Highly positive.	Highly positive.	Highly negative.	Highly positive.

Source: Daniel Goleman: "Leadership that Gets Results" Harvard Business Review March- April 2000

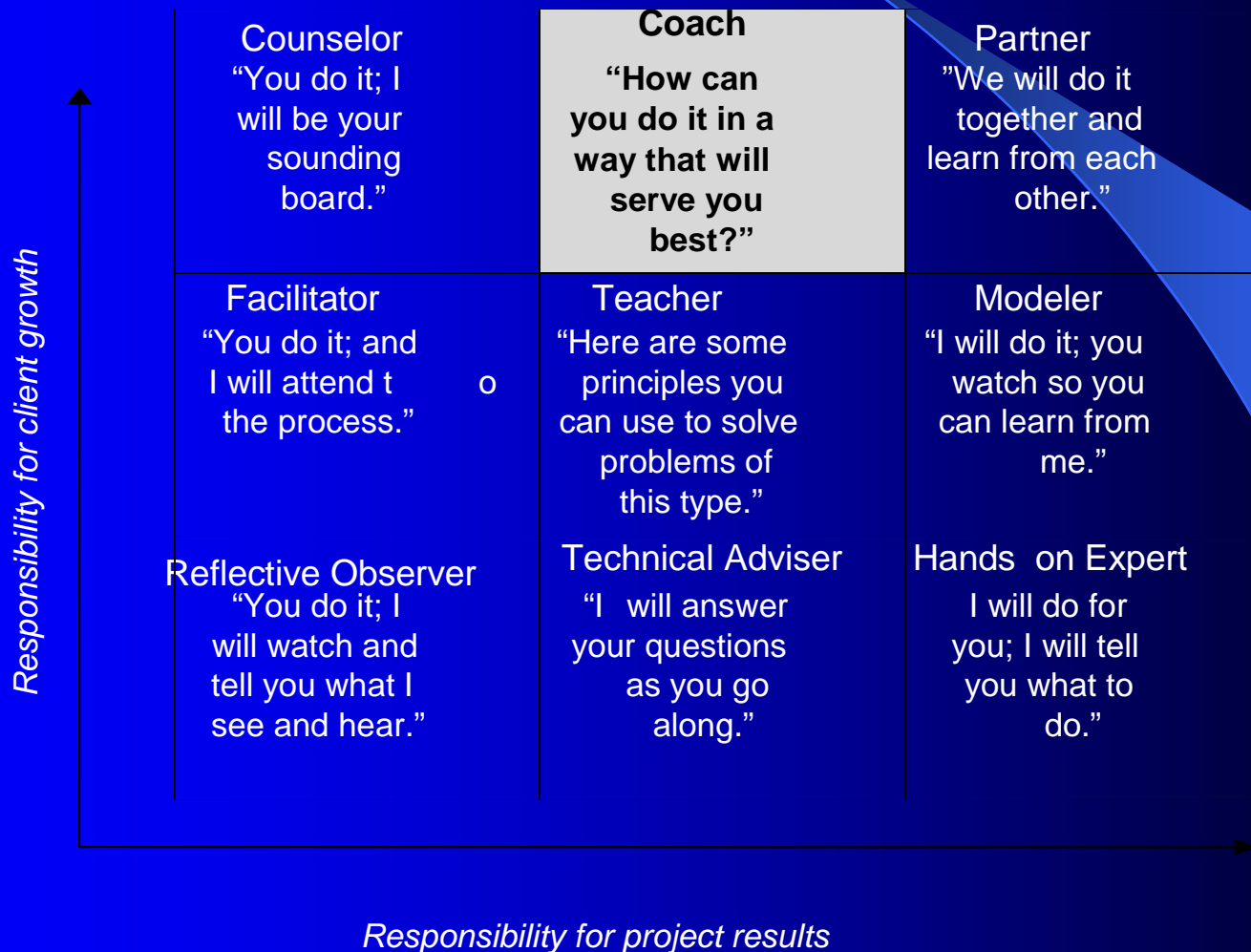
What is coaching?

Coaching is not:

- Teaching, training or telling
 - A trainer says “Let me tell you how”
 - A coach says “What do you need to learn?”
- Consulting
 - A consultant says “Tell me what you want done and I will do it for you.”
 - A coach says “What needs to be accomplished and what will you do to see it gets done?”
- Mentoring
 - A mentor says “I will show you how to do it like me.”
 - A coach says “What way can you do it that works for you?”

Coaching combines growth with results

? Champion, Kiel, McLendon 1985



Problem Solving or Coaching?

	Problem Focus	Coach Focus
Calling:	Solve Problem	Unleash Potential
Values:	Resolution	Capacity Building
Model:	Knowing	Learning
Strength:	Judgment	Curiosity
Means:	Answers	Questions
Outcome:	Compliance	Create/Commit
Risk:	Avoidance	Utilization
Information:	The facts	The possibilities
Orientation:	Problem	People
Objective:	Short term	Long Term

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Coaching Skills (Learning to L.I.E. !?)

Listening Exercise

Habit #5 Stephen Covey:
“Seek first to understand.....,
then to be understood”

Exercise Topic:

What is the best thing that has happened to you this week?

The Power of Listening

“Listening for” vs. “Listening about”

Or

Committed vs. Un-committed listening

...Listening grants speaking

*...Appreciative Inquiry – not what’s wrong,
what’s possible?*

...Creative Resourceful and Whole...

The Power of Questions....

Can you resist a question?

“Discovery Questions” are powerful open questions intended to open move the coachee forward toward the coachee’s goal, not the coaches objectives or solution.

What

Where

When

How

... Why to avoid ‘why’ questions...

Discovery Question Exercise

Exercise: Greatest opportunity or challenge facing you/your group/your organization?

What opened up for you?

What made the questions powerful for you?

Discovery Questions.....

Elements of Discovery Questions:

- Invite exploration or produce a solution
- Contain neutral language
- Open, not closed.
- Non data oriented
- Non leading - Ask questions you don't think you know the answer to!

What are the key coaching areas?

1. Coaching for Skills

Coaching for Skills:

- Time management
- Stress management.
- Work-Life Balance /Employee burnout
- Communication and Conflict management Skills
- Teambuilding

2. Coaching for performance and development

Coaching for performance and development:

- Mission, Vision, Goal setting
- Leadership development
- Learning Integration coaching
- Assessments and self discovery.
- Performance shortfalls
- Career transition planning

3. Coaching the Executive's Agenda

Coaching the Executive's Agenda :

- Personal Mastery
- Corporate Strategic Planning
- Business Planning
- Succession Planning
- Cultural Change initiatives

What does a coaching relationship look like in real life?

- External Coach
- Internal Coach
- Team coaching
- Organizational Change Initiative
- Coaching as a leadership competency –
Coaching Clinic

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Why coaching, why now?

Why Coaching? Why Now?

1. Traditional style of decision making by top management is no longer effective

We need flatter organizations, rapid response, leveraged creativity, resilience, individual effort and performance in order to remain competitive

2. Retention of Talent is Critical!!!!!!!

–Stock options aren't enough to retain employees and enhance their development.

–Coaching provides direct on-the-job & just-in-time

–learning!

Why Coaching? Why Now?

3. Employees - *COACHED to performance* rather than MANAGED to performance
 - *Successful coaching adds value to employees who then add value to their organizations by giving their best!*
4. Change is the NORM. Individual resilience & performance is crucial to the team!
 - *Coaching leverages individual strengths and abilities for maximum performance*

Closing Thoughts.....

1. How much asking are we doing versus telling?
2. How much are we listening ,inquiring and encouraging your staff and colleagues?
3. What is the one new thing that you are taking away from today's presentation?
4. What will you do differently tomorrow as a result of what you are taking away?