



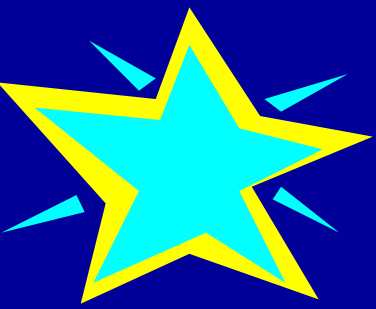
LEADERSHIP AND THE ART OF COACHING

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CDL
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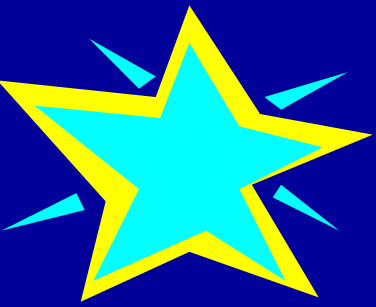


PROFESSIONAL DEVELOPMENT

“At the end of the day you bet on people — not strategies.”

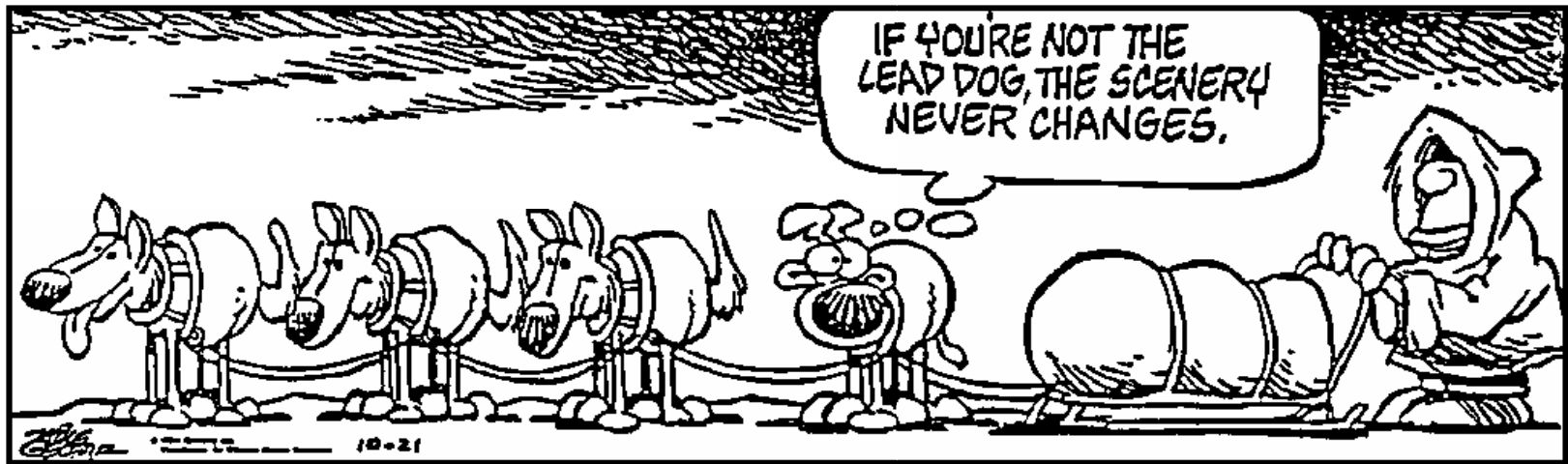
Larry Bossidy, Former CEO Allied Signal

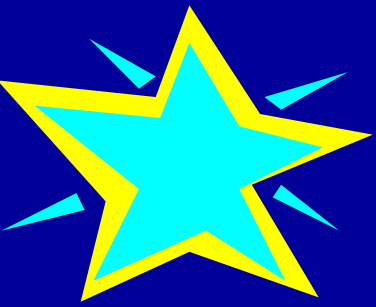
Most organizations talk about people being their most important resource. This “people resource” brings with it particular skills and abilities. Development is the process of continually growing and expanding these skills and abilities.



IN THE TRENCHES

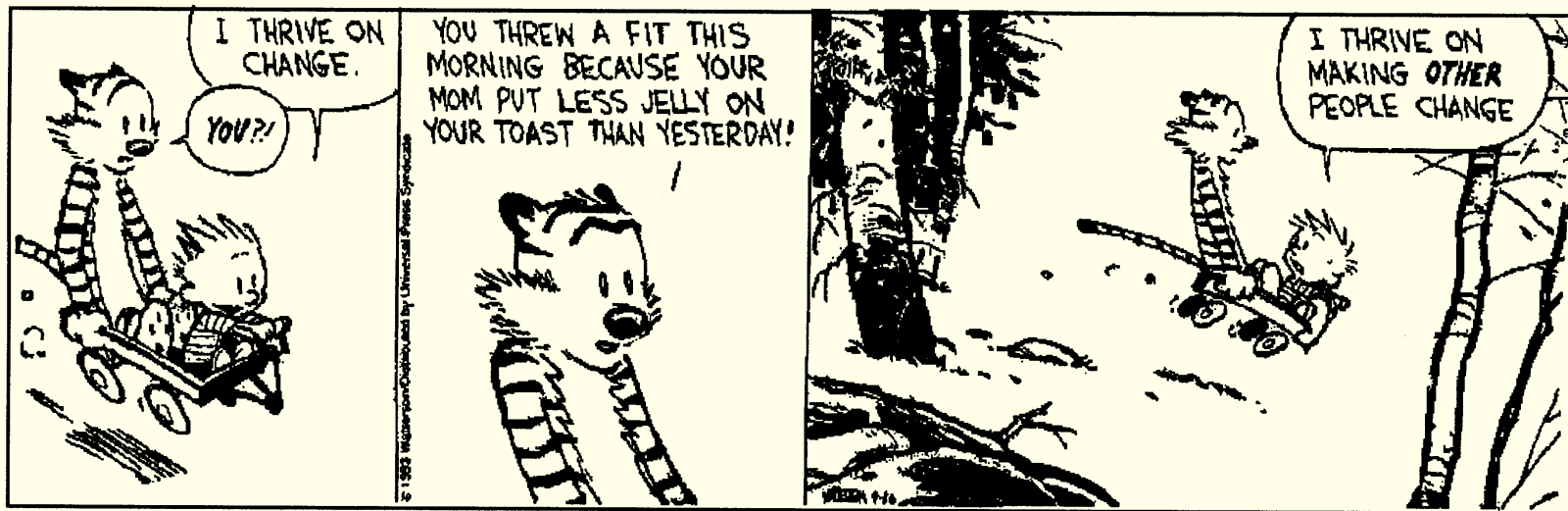
MOTHER GOOSE & GRIMM by Mike Peters



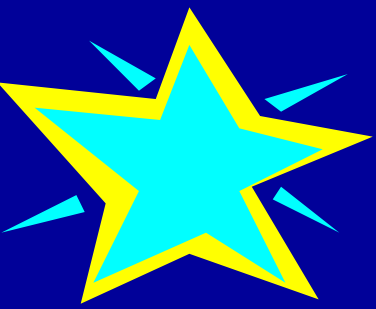


STRETCHING THE COMFORT ZONE

CALVIN AND HOBBS BILL WATTERSON

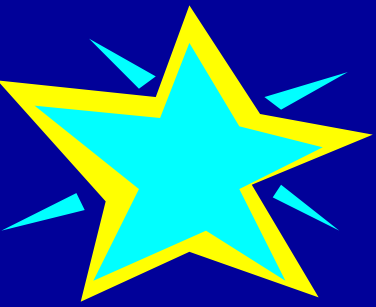


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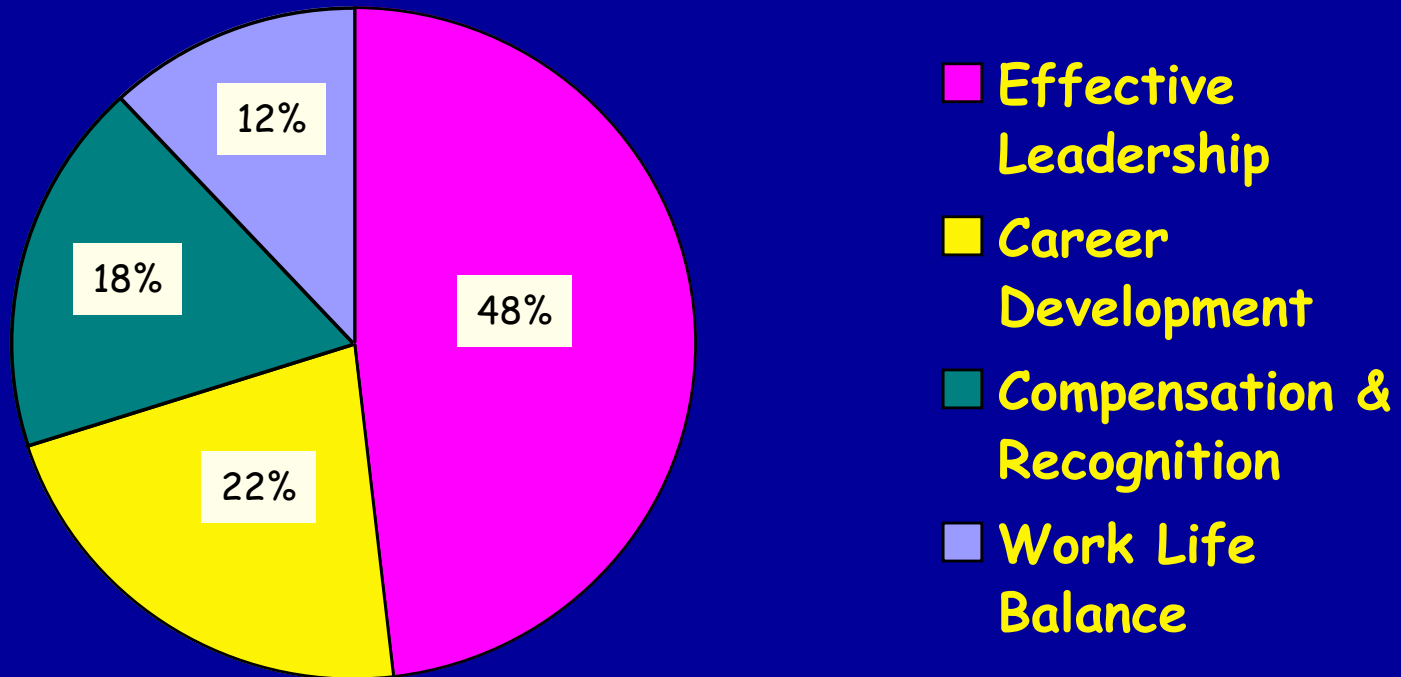
COACHING SUCCESS STORIES

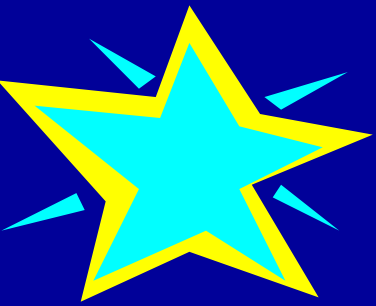
- Describe a time in your life when you received effective coaching. Who did it, how did they work with you and what was the result?



LINKAGE RESEARCH SURVEY ON RETENTION

Most important factor impacting an employee's decision to stay with or leave an organization?



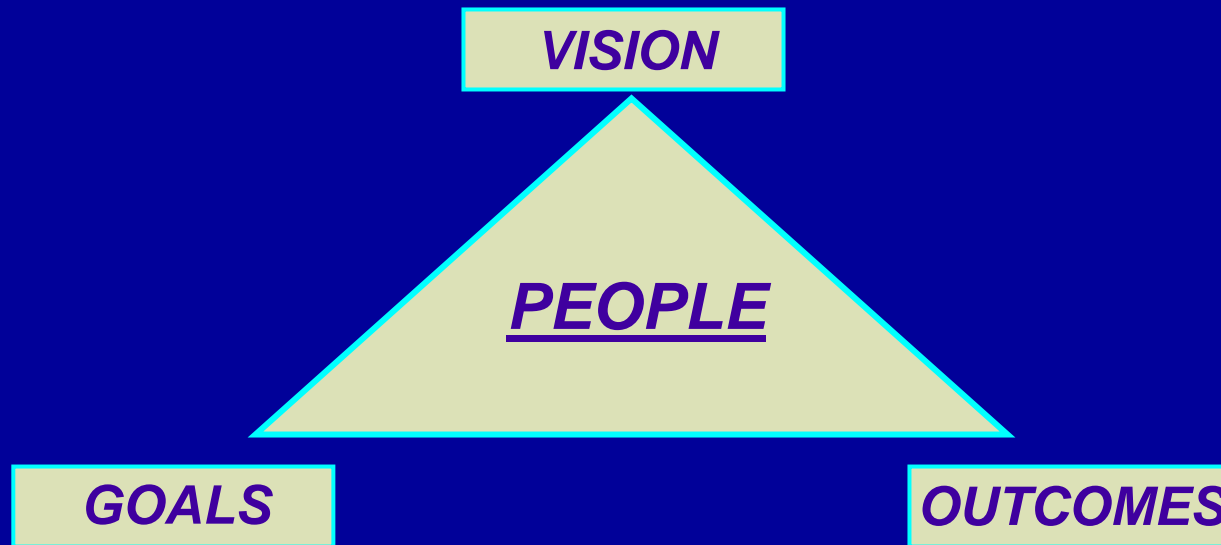


MTV EMERGING WORKFORCE STUDY

- Looking for effective leadership
- Want a sense of belonging
- Want career opportunities
- Looking for fresh ideas
- Want to re-write the "rules"

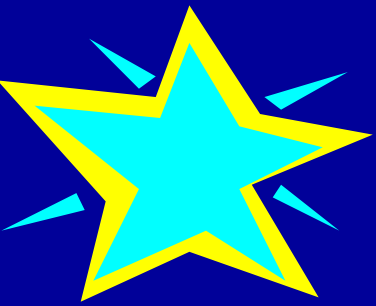


THE ESSENCE OF LEADERSHIP



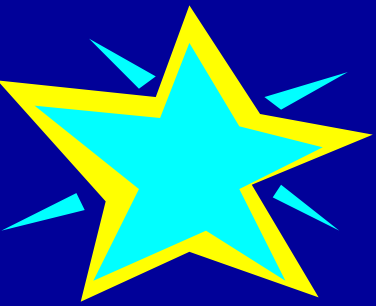
***Coaching is the strongest lever you have
for “raising the bar” on individual
performance.***

If not coaching, what’s Plan B?



TWO KEY QUESTIONS

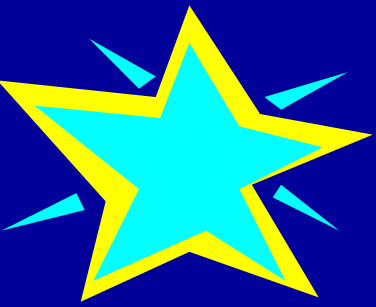
- What does effective coaching look like?
- Who is responsible for making it happen?



THE ART OF COACHING VIDEO

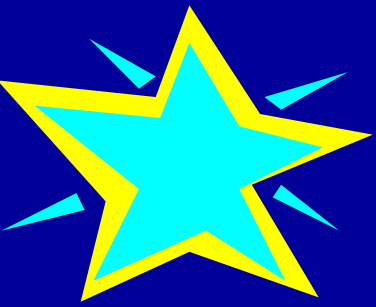
Seven Extraordinary Individuals:

- Jack Nicklaus — Golfing Legend & Chairman, Golden Bear Golf
- Herb Kelleher — Chairman of Southwest Airlines
- Mercedes Ellington — Artistic Director, DancEllington
- Keith Lockhart — Conductor of the Boston Pops
- Lenny Wilkens — NBA's Winningest Coach
- Sarah Nash — Managing Director, J.P. Morgan Bank
- Jim Flick — Director of Education, Nicklaus/Flick Golf School



COACHING DEFINITION

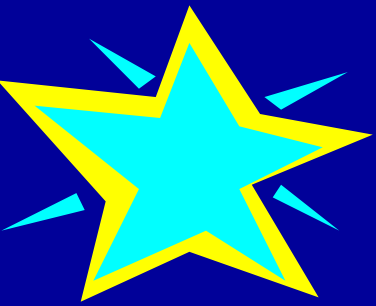
Coaching is an ongoing process where managers help individuals continuously improve their skills and abilities



THE MEANING OF LEADERSHIP

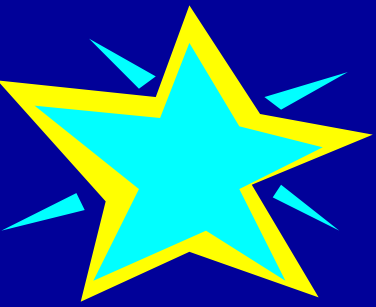
“What people want from a leader is a person who sets clear consistent expectations, values their unique qualities, and creates an environment where they can do their best work.”

Fast Company, November 2001



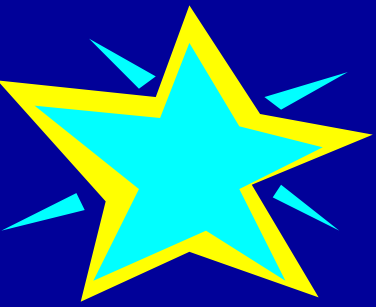
KEY ASSUMPTIONS

- Coaching is an ongoing process — not a technique
- Coaching is for everyone — not just team members with performance problems
- There isn't *one right way* to coach
- The best coaching happens when it's tied directly to work

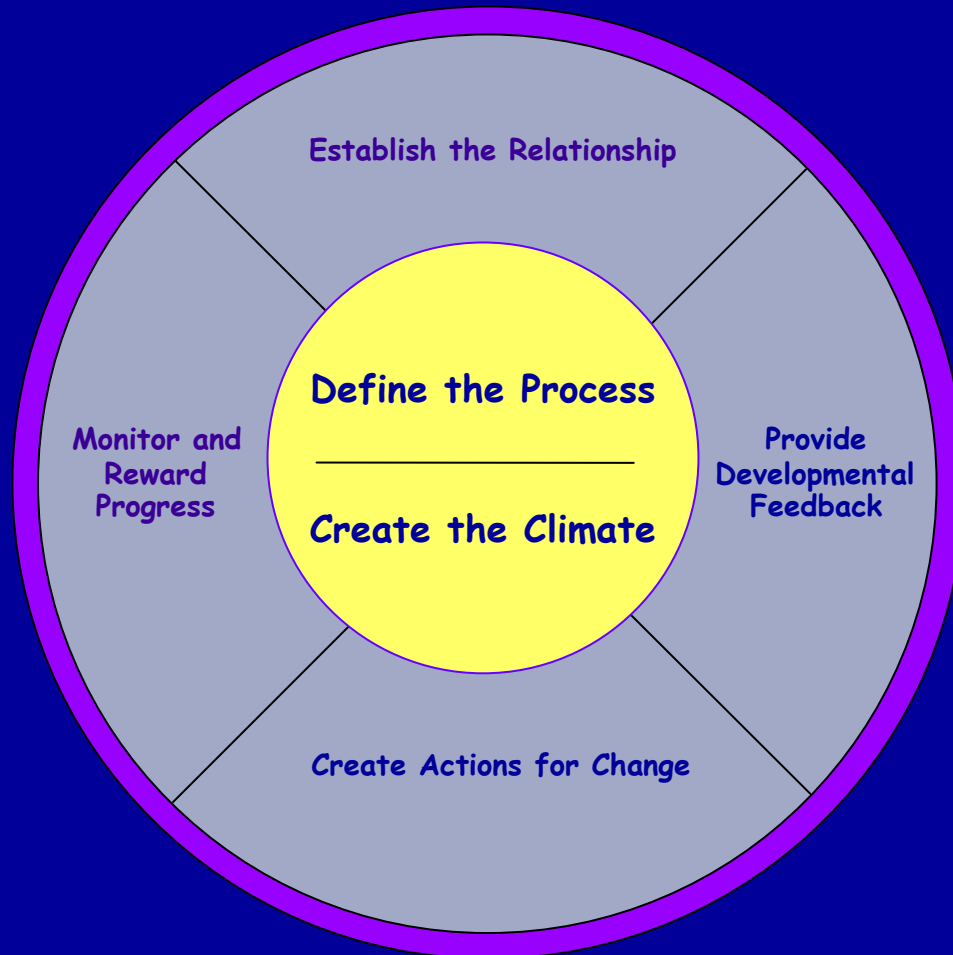


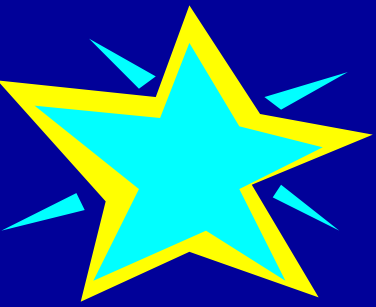
THE LEADERSHIP PARADOX

- Every organization is searching for the magic leadership answer
- News flash...there is no magic leadership answer!
- Leadership success is about BELIEF & TENACITY



THE COACHING MODEL





DEFINING THE PROCESS

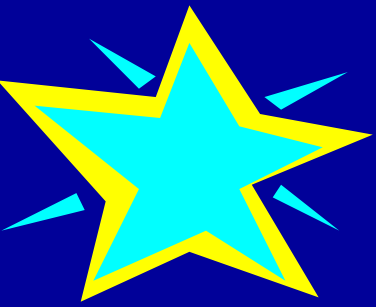
- What is your personal definition of coaching?
- What is your role in the process?
- How much time and effort are you willing to put into coaching?
- What obstacles must we deal with to make coaching and development a practical reality?



CREATING A CLIMATE OF LEARNING & TRUST

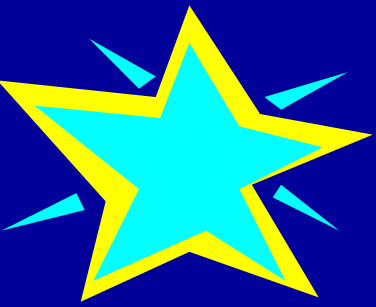
The climate demonstrates to team members that:

- You are serious about your commitment to the coaching process
- It is truly safe for them to admit they have skills that need to be “acquired” or improved
- If they try new behaviors they will not be punished for making mistakes



CLIMATE SETTING BASICS

- Vision
- Trust
- Respect
- Accountability
- Involvement
- Autonomy
- Open Communication
- Vulnerability



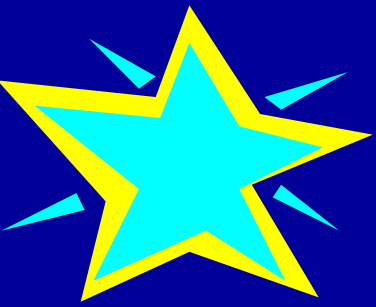
LEARNING STYLES

Experimenter

Conceptualizer

Communicator

Researcher



LEARNING STYLES: DETAILS

EXPERIMENTER:

- Focus on producing immediate results
- Action-oriented; practical; decisive
- Hands-on; likes challenge and variety
- Can be impatient, impulsive and inattentive to details

CONCEPTUALIZER:

- Focus on big picture and conceptual ideas
- Innovative; creative; broad-minded
- Likes to unravel complex problems
- Can be unrealistic, overly intellectual, stubborn



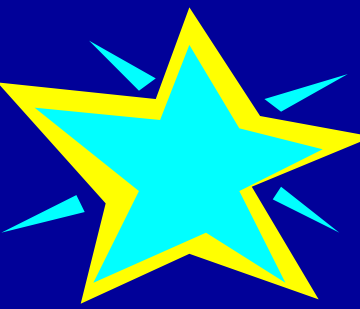
LEARNING STYLES: DETAILS

COMMUNICATOR:

- Focus on people issues and teamwork
- Cooperative; personable; enthusiastic
- Likes contact with others; expressing ideas
- Can be unsystematic, over-sensitive, unwilling to confront

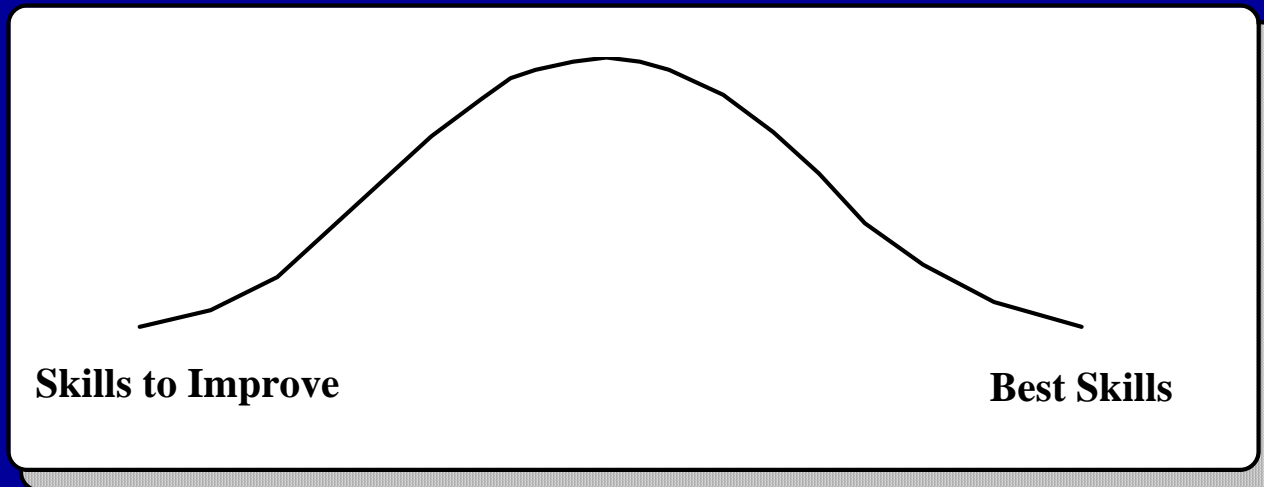
RESEARCHER:

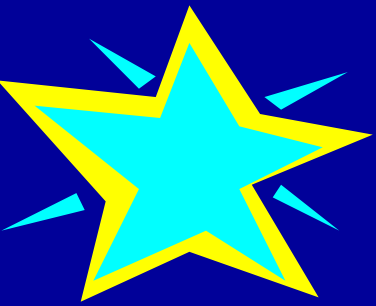
- Focus on facts and systems
- Organized; objective; methodical; tenacious
- Enjoys analytical thinking, details, consistency, procedures
- Can be resistant to innovation, slow to make decisions



DEVELOPMENTAL FEEDBACK

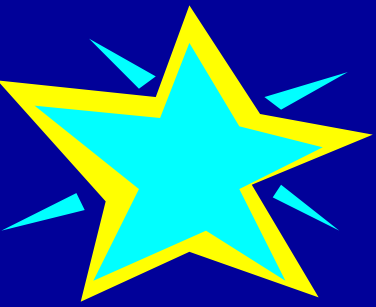
- Simply provides a platform for beginning the coaching process
- Assumes everyone has room to grow





THE DIFFICULTY WITH FEEDBACK

- Many project managers and team members still have a mental picture in which feedback = criticism
- Project managers often feel uncomfortable having to deliver what they fear will be bad news
- Team members are concerned that they will receive news that will have a negative consequence for them



FEEDBACK THAT WORKS

With team members:

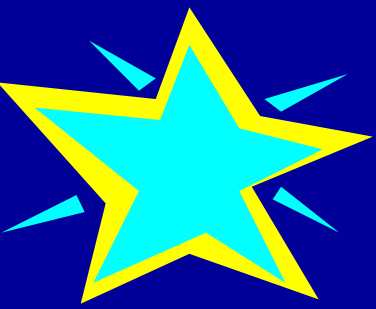
- Identify and discuss 2-3 strengths
- Identify and discuss 2-3 skills that will improve performance
- Target one strength and one skill to improve for the coaching effort



CREATING ACTIONS THAT IMPROVE PERFORMANCE

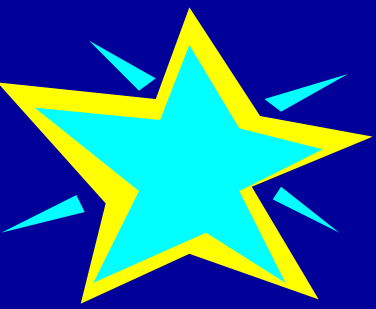
“In order to get people to change their behavior.... You have to get them to act their way into a new way of thinking, rather than think their way into a new way of acting.”

Michael Hammer



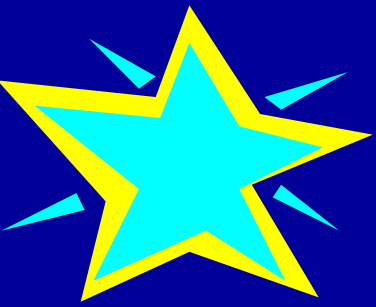
AN OVERALL COACHING & LEADERSHIP STRATEGY

- Be convinced that coaching can make a positive difference in the way you manage your job
- Be prepared to invest the time & demonstrate a commitment to coaching to team members
- Conduct a working session with team members & explain how the coaching process will work
- “Get on the bike!” — start doing it
- Be prepared to deal with resistance
- Ask for coaching yourself

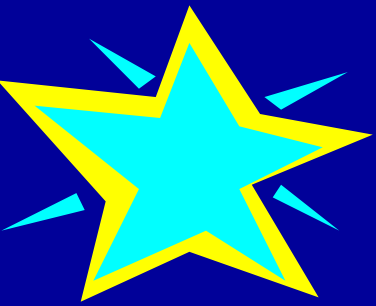


SUSTAINING MOMENTUM: THE TORTOISE WON

- It's a marathon — not a sprint
- Team members must see continuous action to keep cynicism from winning
- Project managers must be held accountable for continuing the process

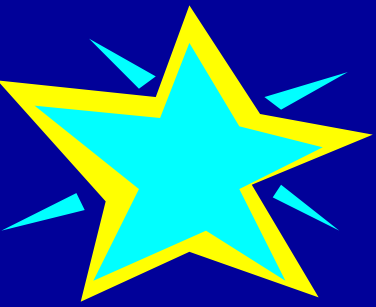


APPLICATION TOOLS



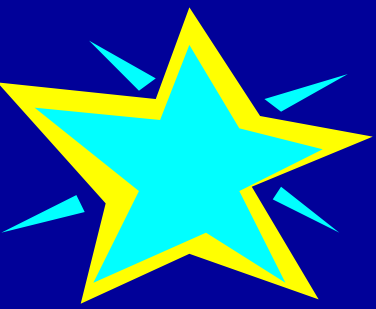
SETTING THE COACHING CLIMATE

- Introduce the concept of coaching and your definition
- Explain your rationale for spending time on coaching
- Describe your role in the process
- Discuss your expectations and that it is safe to openly discuss coaching needs and opportunities
- Solicit questions; ask for reactions/suggestions



CLIMATE OF LEARNING & TRUST WORKSHEET

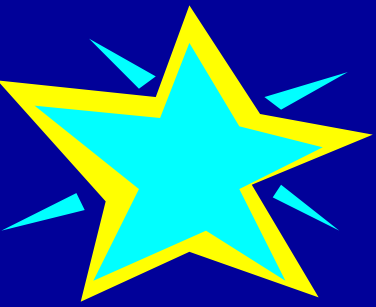
Actions I can take to create an effective climate:



COACHING RELATIONSHIP WORKSHEET

Potential obstacles for me in establishing coaching relationships are:

I will overcome these obstacles by:



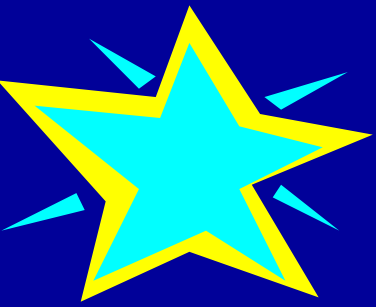
ACTION PLAN: FOUR BASIC OUTCOMES

- Stretch or improve skills and abilities
- Gain new knowledge and expertise
- Broaden understanding of the organization
- Increase exposure & visibility within the organization



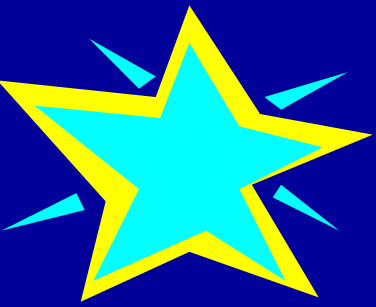
CREATING THE PLAN

- Focus on one or two issues
- Together, brainstorm potential actions that are practical and actionable
- Try new things — don't be afraid to experiment
- Build in time for mid-course corrections



POTENTIAL ACTIONS

- Create a specific assignment that stretches skills and abilities and also meets a concrete objective.
- Meet regularly to determine how a project is proceeding, where there are problems and how you can help.
- When a project ends with a less-than-desired result, conduct a “post mortem” assessment. Focus on what can be learned instead of assigning blame.



DEVELOPMENT PLAN

Defining Success

Learning Opportunities

Applying Learning