



# How to Coach: Using Coaching to Bring out the Potential of Your Team!

(TH2A)

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**THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING**

Thursday October 22, 2020

# Problem Statement

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The role of the coach is often confused with a champion, facilitator, or teacher, but actually provides a unique benefit to teams actively trying to implement lean practices and shift their behavior.

# Coaching vs Championing



# Differences between a Champion and a Coach

The role of the **Coach** is often confused with that of a **Champion**, a **Facilitator**, or a **Teacher**, and often a coach wears all of those hats at various points during their work. However, a Coach actually provides a unique opportunity and benefit to teams actively trying to implement lean practices and shift their behavior.



# Differences between a Champion and a Coach

Champions and Coaches are both *change agents*, and *challengers*.

They both *Inspire*





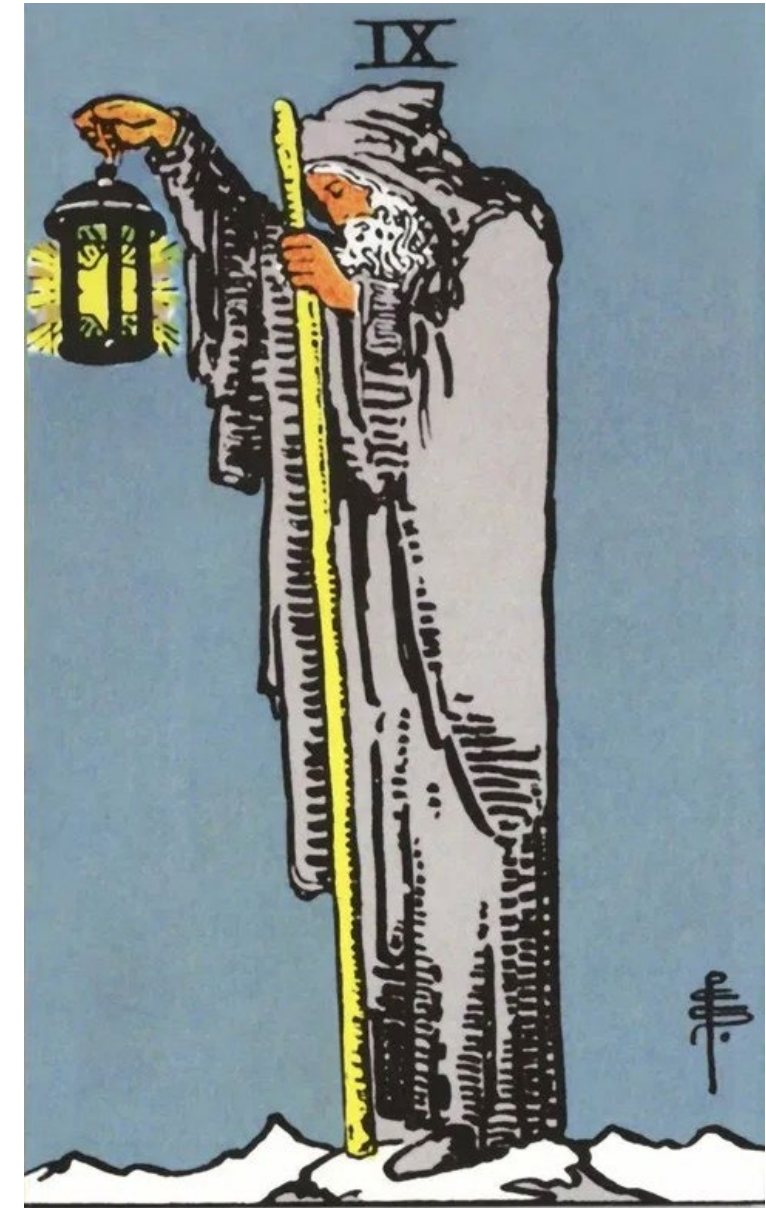
# Differences between a Champion and a Coach

A ***Champion*** inspires by their fervency, ardency, and emotion; a ***Champion*** implies a ***Hero***.



# Differences between a Champion and a Coach

A ***Coach*** inspires by their competency, comprehension, and grasp, or skill level; A ***Coach*** implies a ***Master***



# Differences between a Champion and a Coach

A **Champion** is a *skilled and practiced ADVOCATE*, who fights (implying against a resistant force, i.e. inertia, SOPs, the “this is how we have always done it” mentality, aversion to change, etc.), and pushes for an idea, or an ideal, contrary to the status quo for a cause which they believe is ‘better’ than something else.

A **Coach** *takes someone from one place to another* – physically, psychologically, emotionally, intellectually, mentally, practically and in any other manner one may think of. Principally they are TEACHERS, INSTRUCTORS and TRAINERS of others. They facilitate transitions.



# Good Lean coaching characteristics

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**Good Lean coaching  
characteristics, skills, and behaviors,  
to help you understand and further define  
what that means:**



# Good Lean coaching characteristics

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- Be proficient in **Lean methods and practices**
- Be a **good facilitator**
- **Listen for understanding**
- Practice **patience.**
- **Ask questions**, don't make statements



# Good Lean coaching characteristics

- **Empower others**, your listeners and/or the Team
- **Understand** human motivation and **human psychology**
- Be a good **storyteller**
- Understand and know how to implement and foster **Vulnerability Based Trust** and **Psychological Safety**
- **Pay attention to subtleties**



# Good Lean coaching characteristics/Leadership

**Outward Mindset** vs. Inward Mindset

**Growth mindset** vs. Fixed Mindset

Practice **maximum communication and sharing.**

**Use power and influence mindfully, ethically, responsibly and with empathy.**

Train for **performance** – not results.

Understand that **Adversity => Opportunity => Advantage.**

Understand and guide for **Constructive Conflict** vs. Destructive Conflict.

There are no mistakes, there is no 'fixing,' there are only **learning opportunities.**



# Good Lean coaching characteristics/Leadership

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**There are no stupid questions.**

**Diversity** is a strength.

**Care about others**, treat them with dignity and respect.



# Lean Principles and Tools

**Practice and know how to apply and facilitate the implementation of the *Lean Principles and Tools*:**

Collaborate, really collaborate

Optimize the whole, not the parts

Tightly couple action with learning

Understand projects as networks of reliable commitments

Increase relatedness



# The 6 Tenets of Lean

**Understand, and know how to apply the 6 *Tenets of Lean*:**

Practice Respect for People

Optimize the whole, not the parts

Generate Value

Eliminate Waste

Focus on Flow

*And always and in all ways*

Drive and implement Continuous Improvement  
at every level



# Keys to Transitioning from Champion to Coach





# Set an Intention



# Stop Giving the Answers!





# Ask Good Questions

Good question are:

- *Open Ended*
- *Non-Leading*
- *Non-judgmental*



# Ask Good Questions

Not so good: **Have you thought about trying...**

What is heard: **You *obviously* should try...**

*Try: What have you thought about trying?*



*Open Ended : Non-Leading : Non-judgmental*



# Ask Good Questions

Not so good: Isn't it happening because of...

What is heard: It's obviously happening because...

*Try: What do you think is causing that?*



*Open Ended : Non-Leading : Non-judgmental*

# Ask Questions with Coaching Intent

- Not:
  - When did it start?
  - Where does it happen?
  - What's the trigger?
  - What does the data tell us?
- INSTEAD:
  - What facts do we need to uncover to better understand the problem?

# Good Coaching Skills & Behaviors – Dan & Andy





# How to Coach & Using Coaching

## Characteristics & Behaviors

- To help: *Set an Intention*
  - Be Purposeful & Prepared





# How to Coach & Using Coaching

## Characteristics & Behaviors

- To help: *Stop Giving the Answers*
  - Be Inquisitive & Open Minded





# How to Coach & Using Coaching

## Characteristics & Behaviors

- To help: *Ask Good Questions*
  - Be Humble & Neutral





# Investing in Your Team



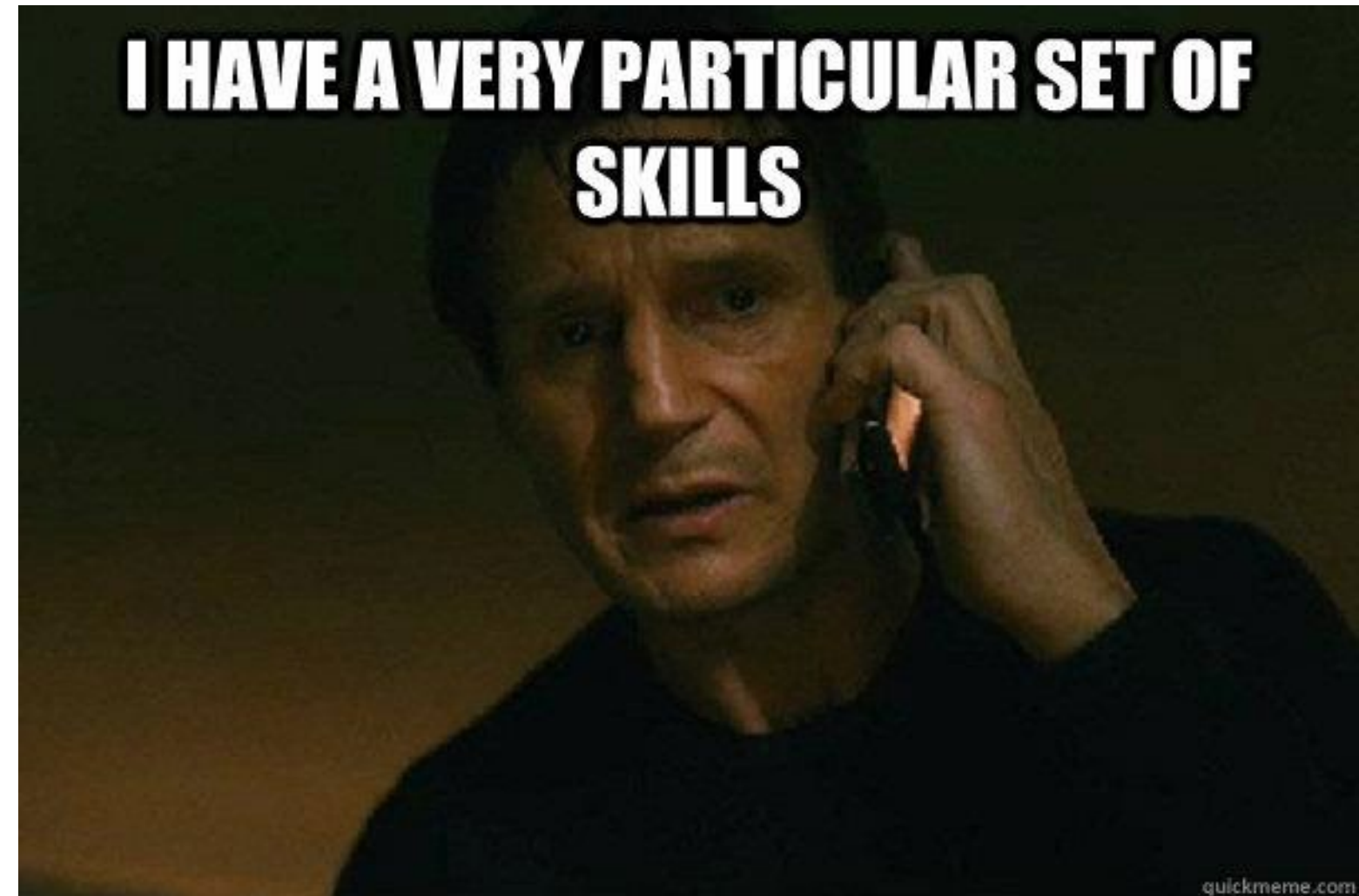
# Bringing in a Coach is an Investment

- Do we really need a coach?
- But we don't have it budgeted
- Is it going to be worth it?



# Coaching is Hard

- Unique Combination of Skills and Experience
- Niche Market
- Utilization Rate
- Significant Effort to Stay Current & Hone Practice
- Burning Desire to Change Industry





# Is It Worth It?

- Where are we in our Journey?
- Project Case Studies
- Define Coaching Conditions of Satisfaction
- Strategy to Fund Budget
- Share in profit pool



# Correlation from Other Industries

Journal of Public Personnel Management:  
Impact on Productivity

**Invest in Training + Combine with Coaching**  
**22.4% 88%**

# Correlation from Other Industries

## Harvard Business Review

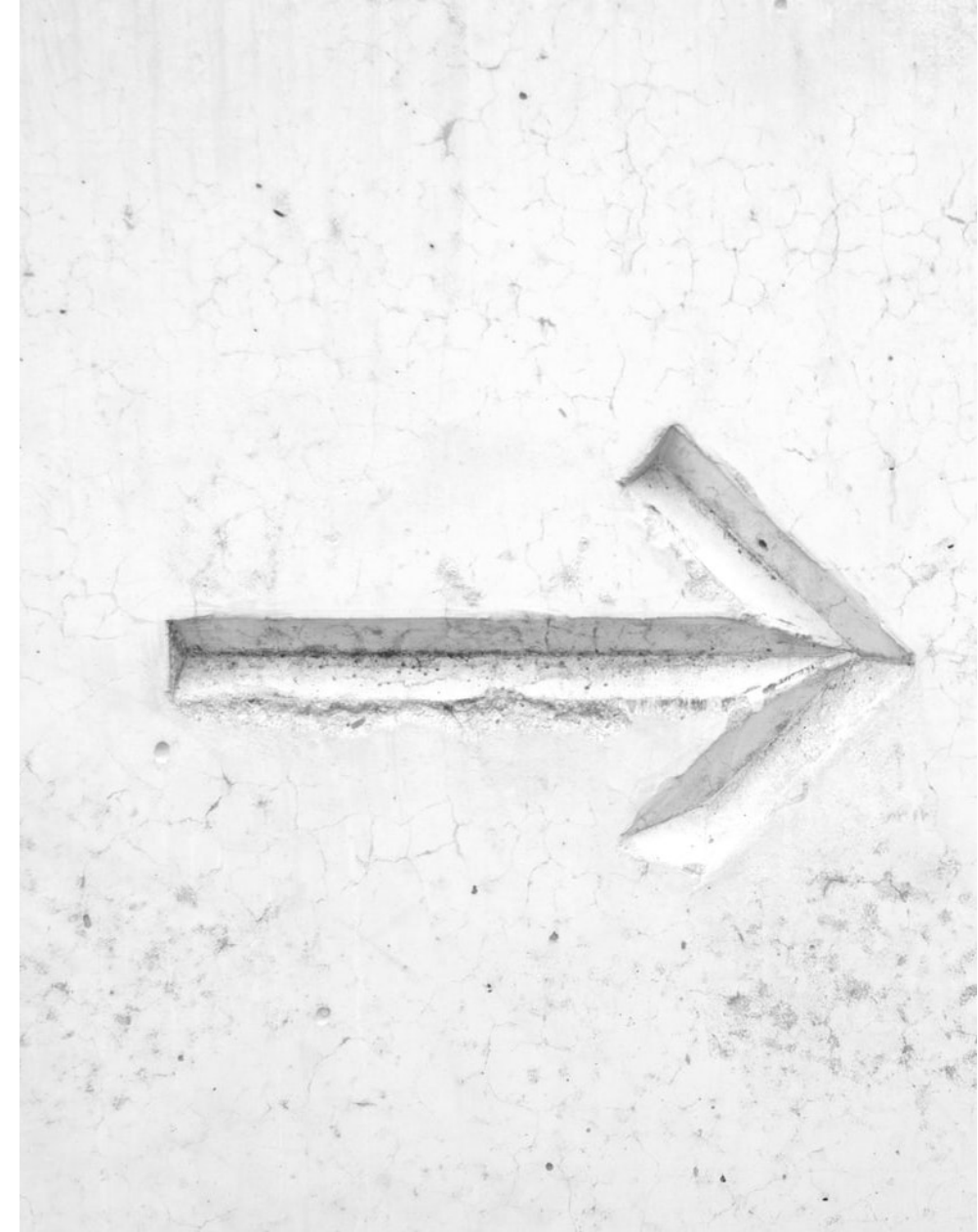
### Top Reasons for Engaging a Coach:

- 48% Develop High Potentials or Facilitate Transition
- 26% Act As a Sounding Board
- 12% Address Derailing Behavior

# Optimize for Success

## Creating a New Team = Facilitating Transition

- Early Engagement
- Implementation Planning
- Speed to Team On-Boarding
- Measures of Success



# Balance Training with Coaching



## Every Team is Unique

- Fit Process to Purpose
  - Solve Daily Problems
- Identify High Potentials
  - Who's Excited?
- Develop Internal Champions
  - Coach Champions to Lead

# Leverage Unique Position

## Coaches Don't Pull Punches

- Challenge All Team Members
- The Art of Breakdown to Ah-Ha
- Break Through Boundaries
  - What 'career limiting move' really means





# Actively Seek Outside Perspective

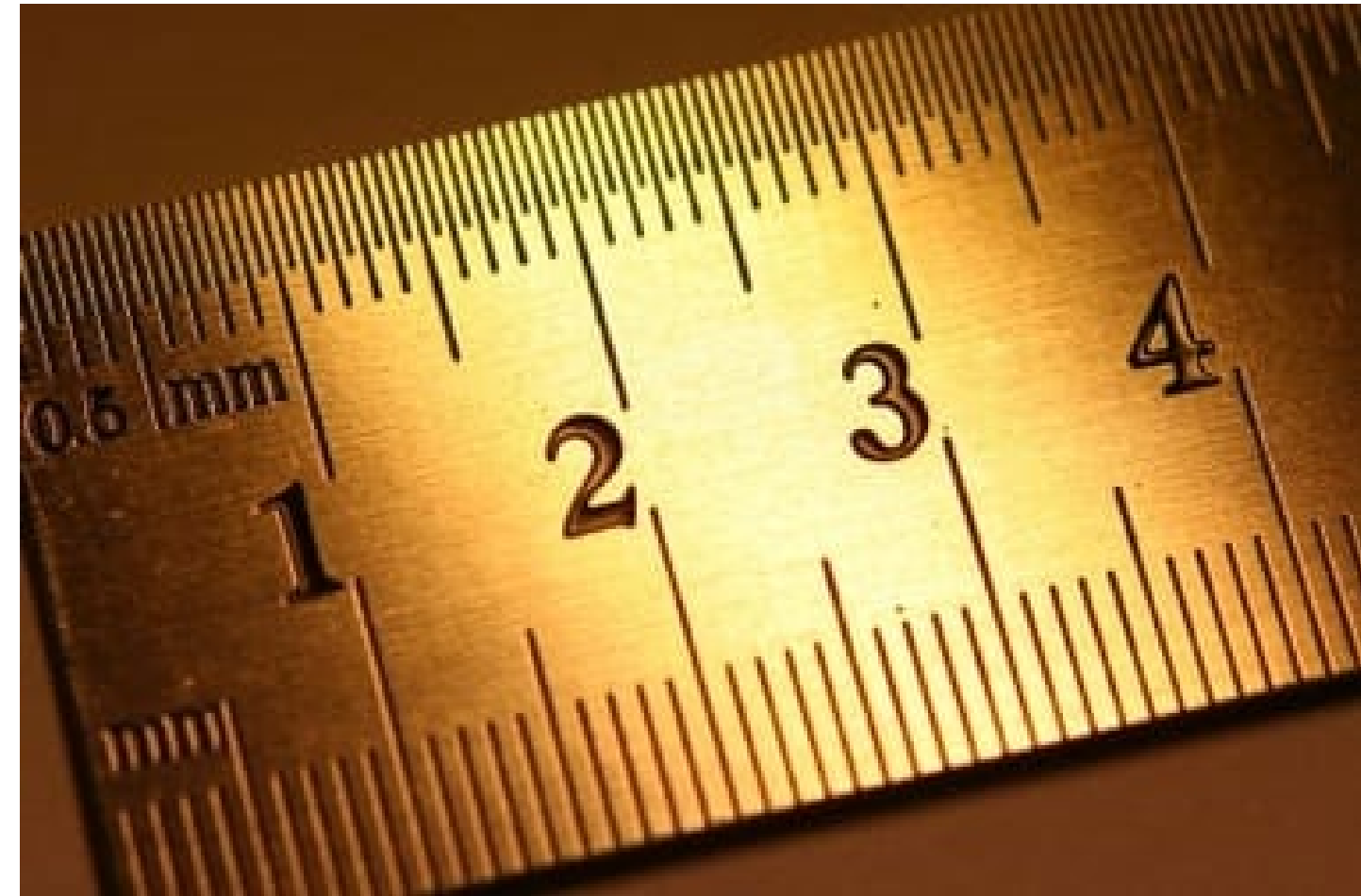
## Breadth of Project Experience

- Inject Ideas
- Problems Solved Elsewhere
- What's Worked, What Hasn't
- Team Barometer
- Support Team Members

# Coaching Golden Rule

Work your way out of a job

- Develop a team that doesn't need you anymore



# How can you apply this tomorrow?

- *Thinking about coaching for your team*
  - *What are the teams needs?*
  - *Resource availability – Internal or External*
  - *What's the goal? How do we define the why?*
- *If you are a coach or aspire to be one, focus on:*
  - *Setting an Intention*
  - *Stop Giving the Answers*
  - *Asking Good Coaching Question*



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**OCTOBER 19-23**



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# Contact Us

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