

22ND ANNUAL



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Coaches Coaching Coaches:

Words Matter to Produce Effective Action in Others

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

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What is the opportunity at hand?

- Change the relationship that people have with their work and with others in a way that we are developing ourselves and others while we are taking care of the challenges of the daily work.
- This entails adopting:
 - the growth mindset – talent (skill) is developed through practice rather than inherited
 - the outward mindset – treat people as people, take care of each other while taking care of oneself
- Consequently, coaching is required because humans are unable to observe while in action, are cognitively blind, and cognitively biased.

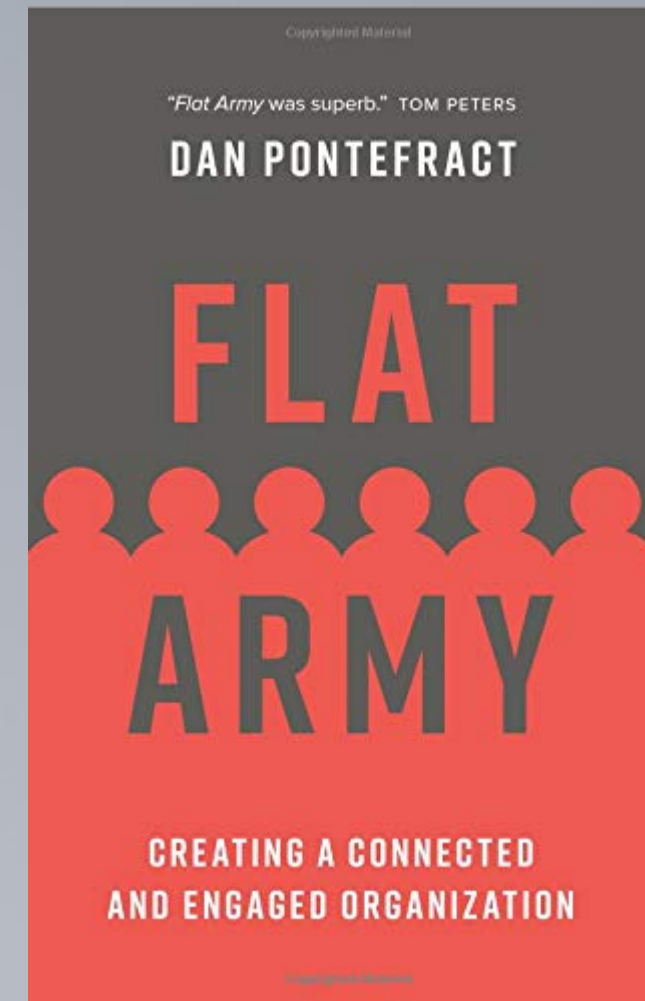
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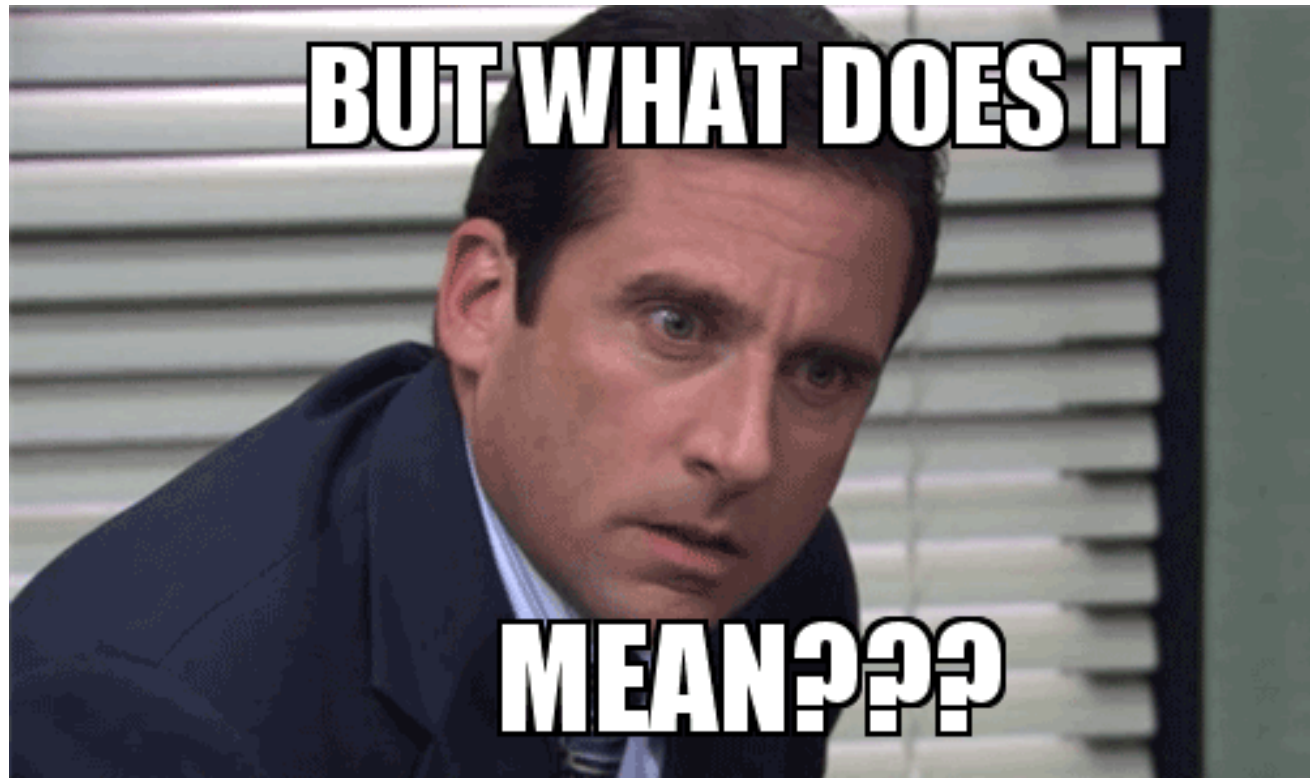
Coaching

The most overused yet inappropriately applied term in an organization is “coaching.”

- Coaching: unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them. It is typically done through direct observation of action, coaching occurs both preparing for action and after the action.



Definitions



- Mentor: to be a trusted counselor or guide
- Advise: to give (someone) a recommendation about what should be done
- Feedback: information about reactions to a person's performance of a task that is used as a basis for improvement
- Training: to teach by instruction, discipline, or drill
- Teach: to cause to know something
- Facilitate: to make easy

Target Condition



Target Condition for Coaching

- Supervisors show up as facilitative leaders and coaches
- The workplace is a place where people are developing themselves and each other
- Lean support personnel are teaching and coaching supervisors to be coaches
- Coaching is welcomed in the midst of action



Getting There



Getting there....Foundation of Respect for People

- People ARE the company's most important asset
- Psychological Safety

“To be clear, it is an expectation of mine that if you want to become a connected leader, to demonstrate you are going beyond the call of leadership duty, you must agree that coaching your team and others in the organization is mission critical.” - Flat Army



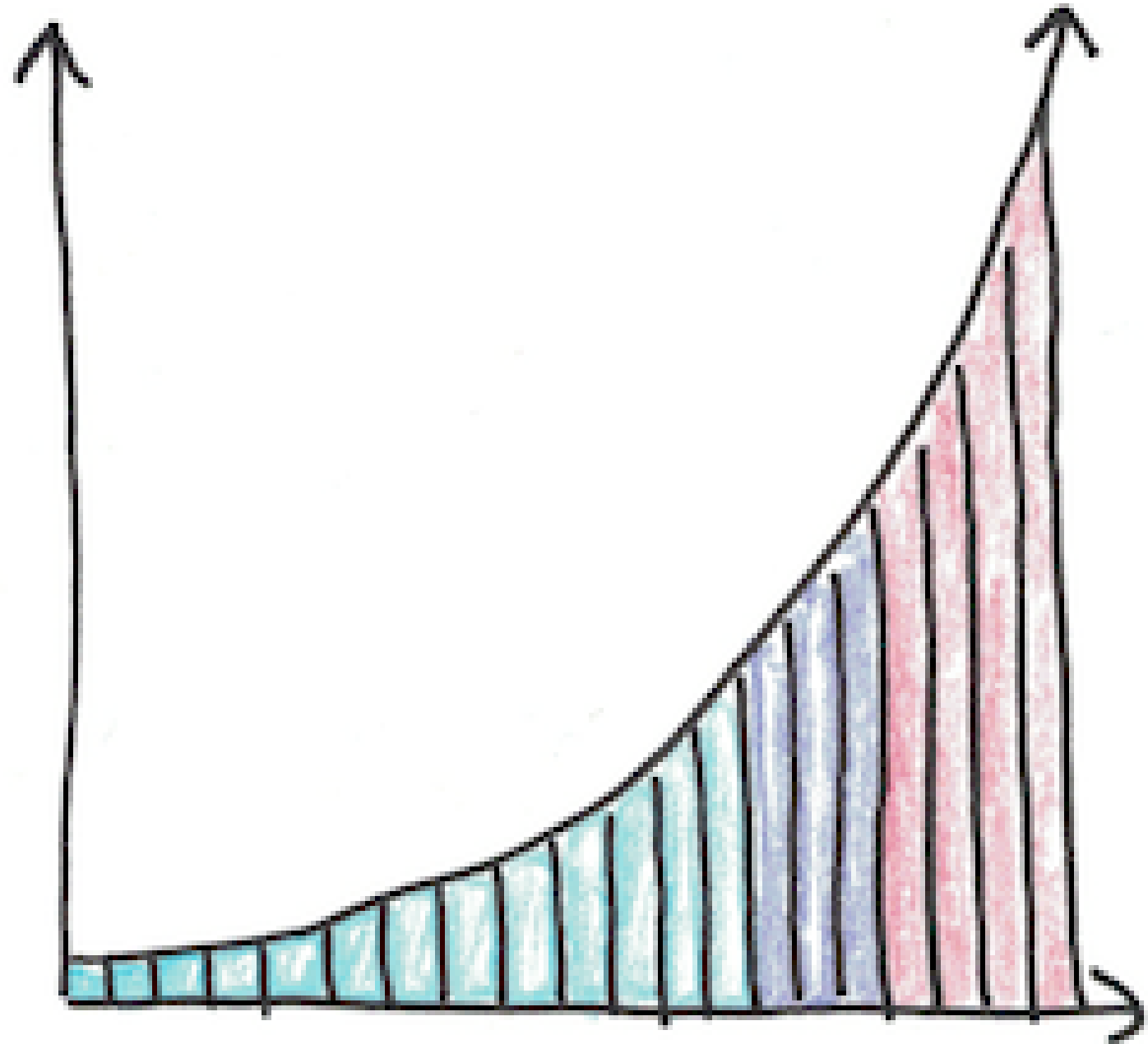
Getting there

- Coaching coaches is part of a new system - not just a change to an existing system.
- The current system is based on getting the most from resources coupled with producing predictability of outcomes.
 - Yet, projects are often late and or over budget.
 - Project participants are overburdened.
 - Business relationships are usually transactional.
- The system must change starting with the project **paradigm** and **objectives**.
 - The new system is focused on producing **mutual long-term prosperity** for all project parties.
 - The purpose of a project in project-based companies is to **grow capabilities** while advancing the strategic aims of the parties.

AND.....

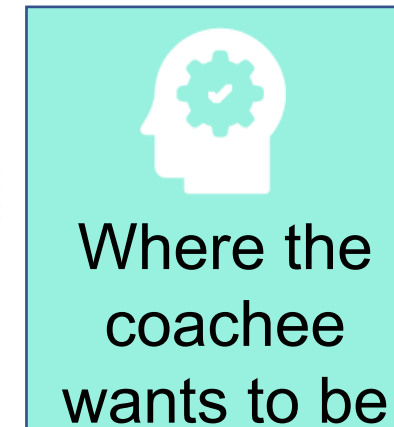
Getting there

- Coaching coaches exponentially impacts learning and improvement.



Getting there

- People have goals, objectives, next steps they are planning to achieve. Coaches need to understand where coachees are and where they are headed in order to effectively coach them.



Getting there

- Coaching is one important part of changing people's mind-set and behavior
- Role modeling is necessary because people mimic those who surround them
- Fostering understanding and conviction is required to produce congruence between people's beliefs and their action
- Reinforcing with formal mechanisms is required to provide support for the new behaviors
- According to McKinsey, all four must be pursued concurrently

Role Modeling

"I see my leaders, colleagues and staff behaving differently"

Fostering Understanding and Conviction

"I understand what is being asked of me and it makes sense to me"

"I **will** change my mindset and behavior **if...**"

Developing Talent and Skills

"I have the skills and the opportunities to behave in a new way."

Reinforcing with Formal Mechanisms:

"I see that our structures, processes and systems support the changes I am being asked to make."

Getting there

- Progress Principle – there is no greater reinforcement for sticking with a pursuit that seeing that one is making progress.

“Map out goals for progress ... and say why that progress matters. Be sure to include both broad, aspirational goals and smaller, interim milestones. For people to be fully engaged, they must feel that they are making steady progress, not just slogging away in hopes of a major breakthrough. And be sure to articulate why those goals matter — why they are meaningful to the organization, customers, and/or society.”

— Teresa Amabile

- Set interim milestones every three to four weeks as the basis for observing progress

Getting there

- Successful coaching requires the coach to:
 - Get the permission of the coachee
 - Have an unconditional commitment to the coachee's growth
 - Suspend self-interests for the coachee's interests
 - Be unconditionally constructive

Getting there – Continuous Learning

- Continue to master the craft of coaching by learning from the interactions with coachees
- Have a coach (or multiple) for yourself!

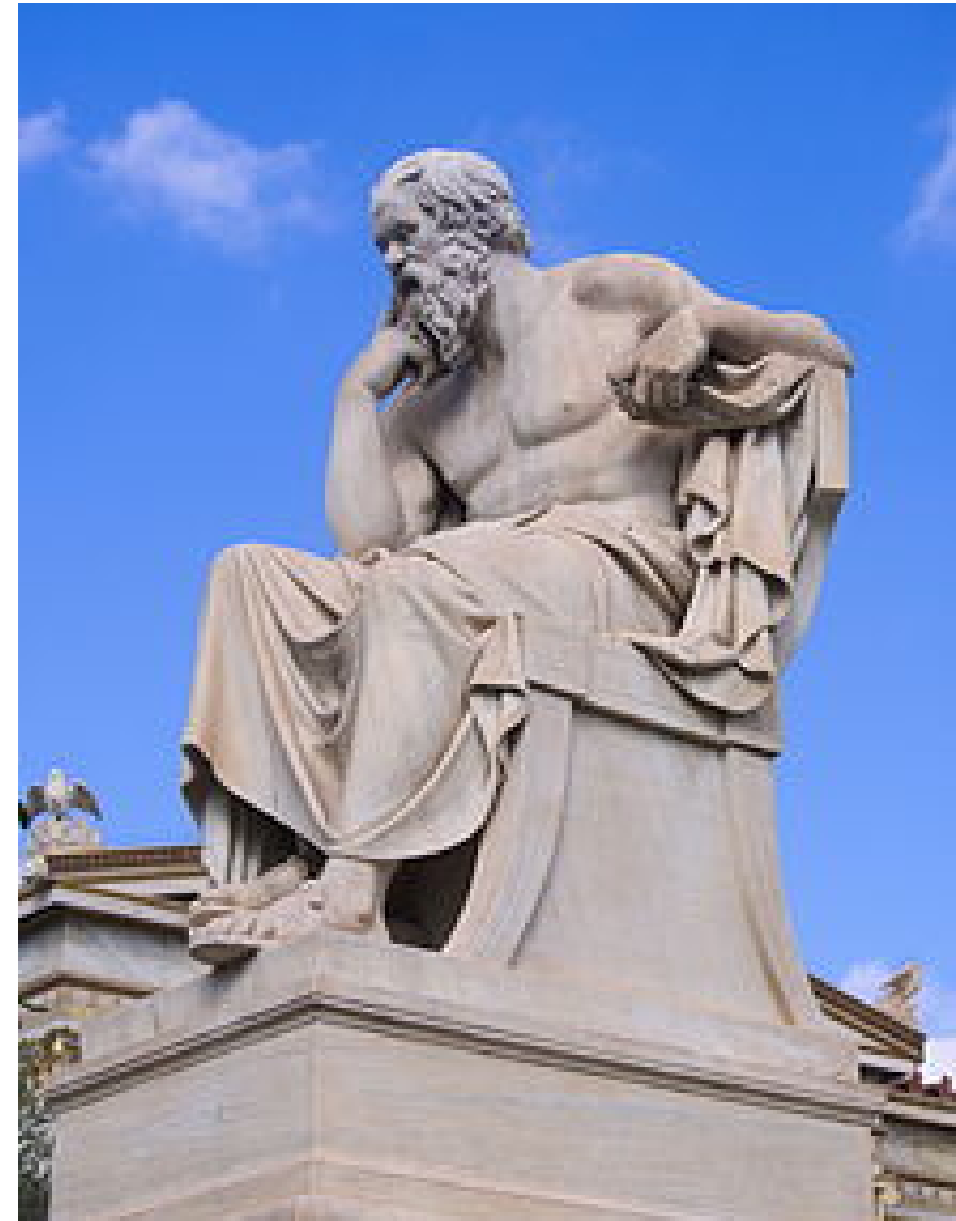


Coaching Models and Frameworks



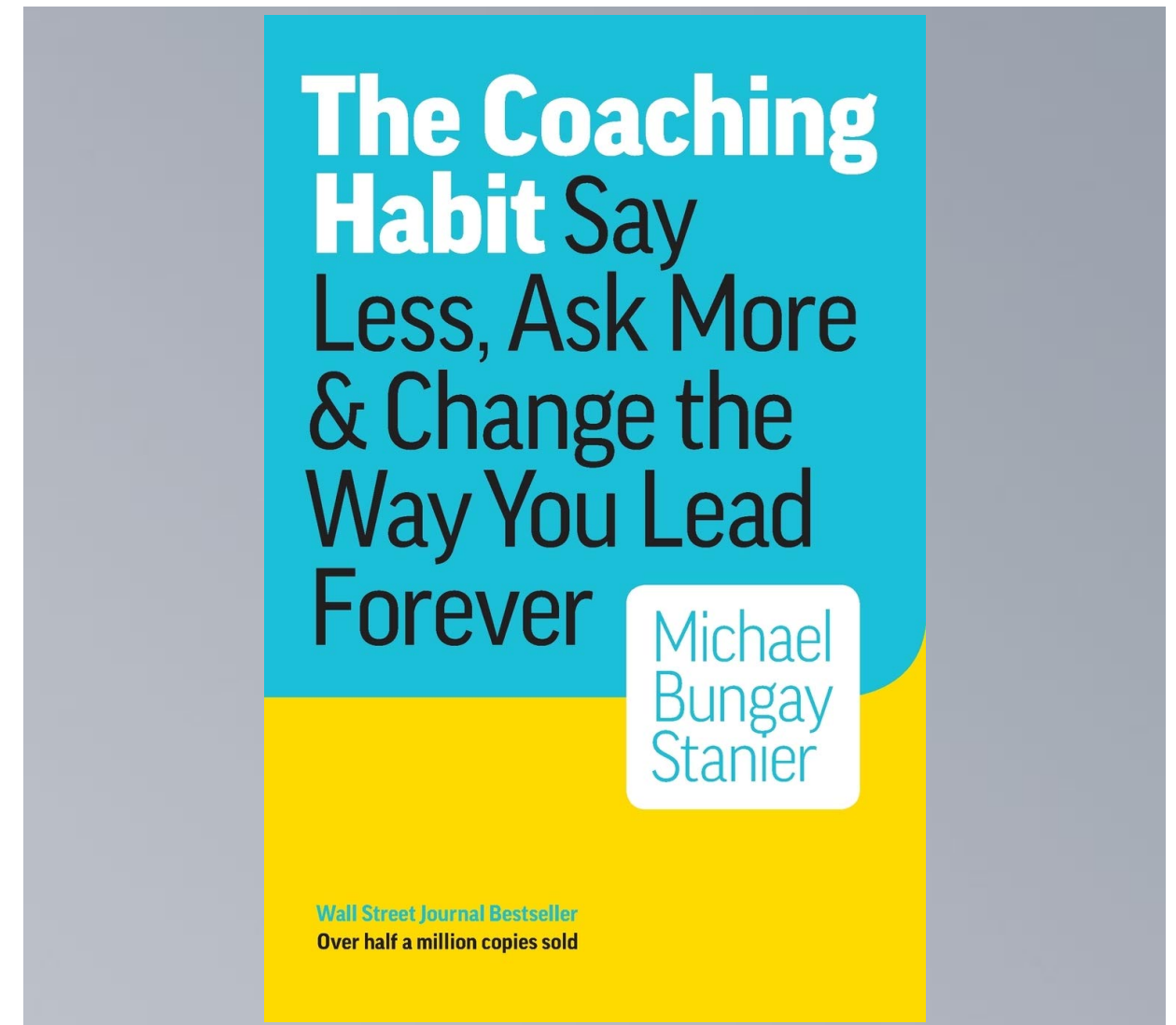
Socratic Questioning

- Why do you think this is the case?
- What other information is needed?
- Why do you think/say that?
- What exactly does this mean?
- Can you rephrase that or say it differently?
- What else could we assume?
- What other possibilities exist?



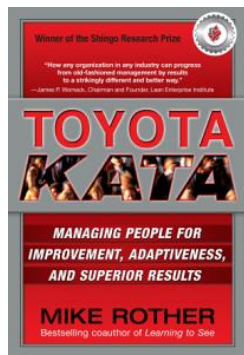
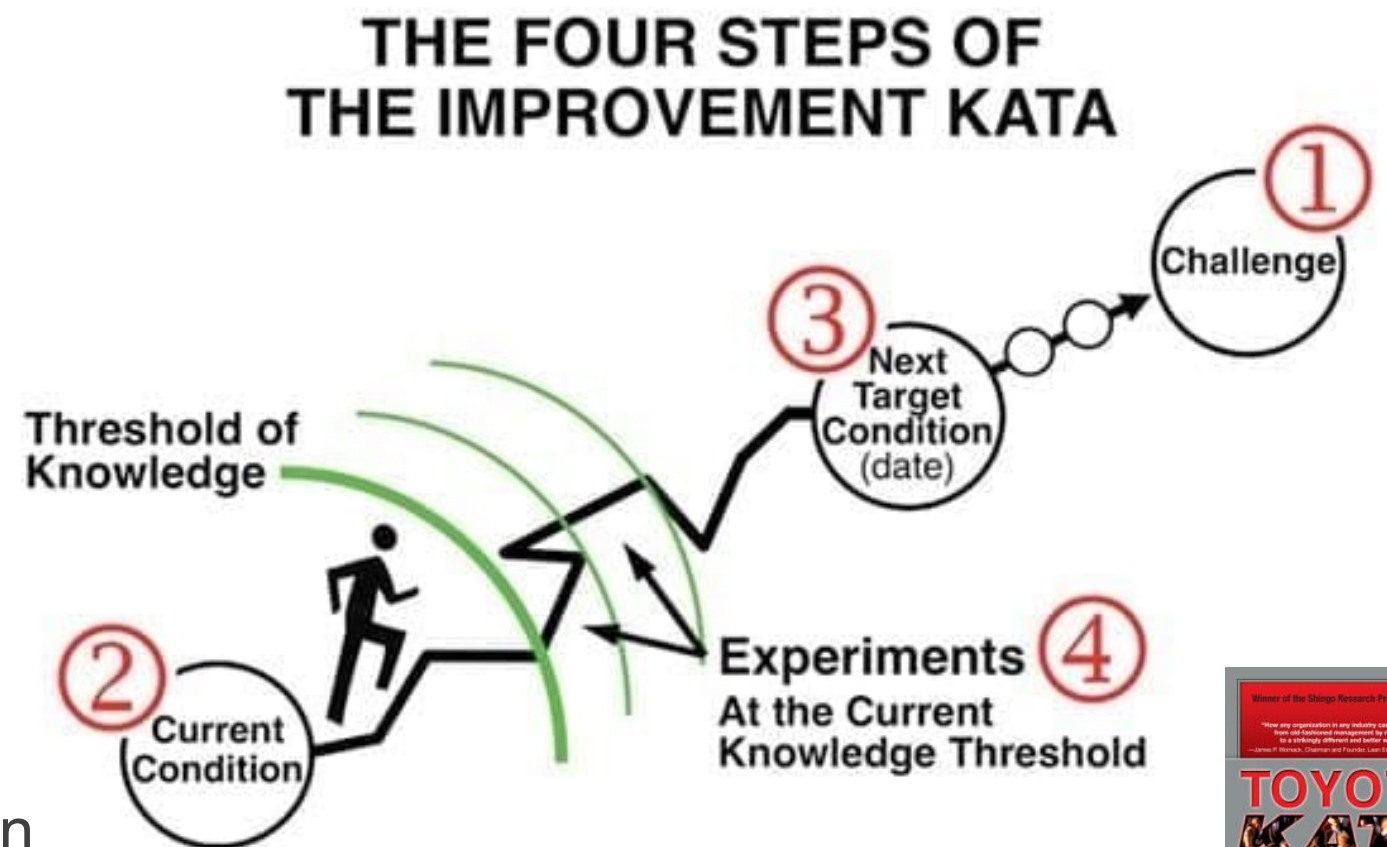
The Coaching Habit

- What's on your mind?
- And what else?
- What's the real challenge here for you?
- What do you want?
- How can I help?
- If you are saying 'yes' to this, what are you saying 'no' to?
- What was most useful for you?



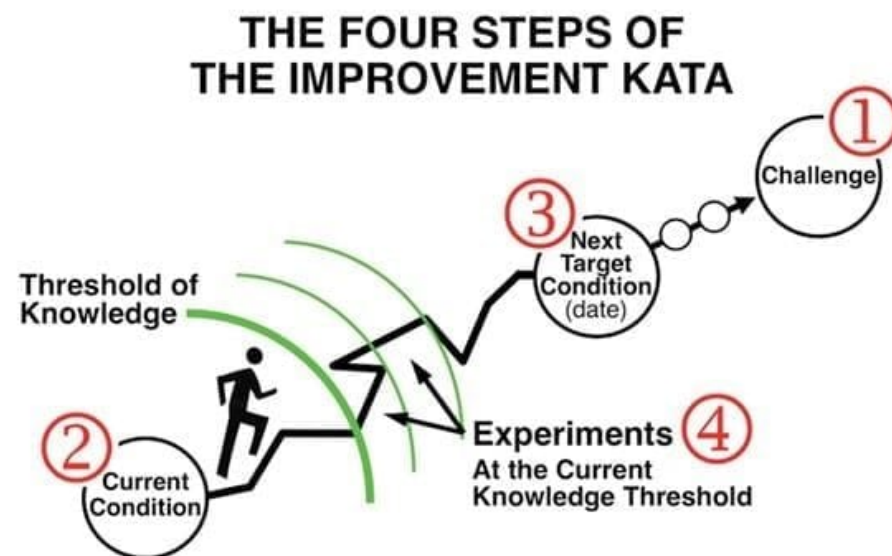
Improvement Kata (Routine)

1. Get a clear picture of an intrinsically worthwhile challenge that you will pursue for an extended period
2. Grasp the current condition in terms of current performance, capabilities, and resources
3. Set a next (interim) target condition on the path towards the challenge
4. Experiment your way towards the target condition remembering there are no failed experiments when you are learning



Use the Coaching Kata for Team Coaching

ONE COACHING CYCLE = THE 5 QUESTIONS



The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?
-----*(Turn Card Over)*----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which **one** are you addressing now?
- 4) What is your **Next Step**? (next experiment) What do you expect?
- 5) When can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle for several PDCA cycles

The card is turned over to reflect on the Learner's last step

Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

- 1) What did you plan as your **Last Step**?
- 2) What did you **Expect**?
- 3) What **Actually Happened**?
- 4) What did you **Learn**?

Return to question 3

The power of the Five Questions is great, when you know how to ask them and how to respond to the answers you get.

Get the card at: <http://tinyurl.com/katacard>

GROW

- The coaching model made famous by Google — created by Sir John Whitmore, Performance Consultants International, in the 1980's



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- Incorporate the GROW model into your management and leadership practices
- Use the GROW model to coach yourself and for coaching each other

How can you apply this today?

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How can you apply this today?

- Do not seek nor wait for permission to act. Establish a coaching relationship
 - for yourself
 - for others
- Learn one of the coaching models. GROW and the Coaching Habit are very good starts.
- Tie coaching to your project goals and challenges.
- Tie coaching to your professional goals and challenges.

Be better today than you were yesterday!



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