

Coaches Coaching Coaches: What is a coach?

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Health precautions to keep everyone as safe as possible at Congress:

- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!



Problem Statement

The role of the coach is often confused with a champion, facilitator, or teacher, and so performed less effectively.

When properly understood, coaching provides a unique benefit to teams implementing lean practices and shifting their behavior.

Agenda

- Introductions & Warm-Up Exercise
- The Current State – What Does it Mean to be a Coach?
 - What is the Role of a Coach?
- 5 Effective Coaching Behaviors
 - Practice Coaching
- Q&A & Talking Through the Tough Stuff
- Additional Resources
- Wrap Up & Close

Introductions & Warm-Ups



Mentimeter: Polling the Room

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Code: 1820 9353

[Link to Menti Results](#)



Introduce Yourself

In 8-10 minutes

- Introduce yourself to your table
 - Name
 - Organization
 - What do you want out of today's workshop?

Take 1 minute and write for yourself...

What is one element of your Lean or integrated teams approach that you struggle with or find challenging?

Take 1 minute and write for yourself:

Think about your projects and the people you coach. Recall their goals and challenges, the conversations you have as you help them. *What is the biggest challenge you have faced in your role as a coach so far?*

Be as specific as possible.

The Current State

What does it mean to be a Coach?



Mentimeter: Your Experience with Coaching

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What is the Role of a Coach?



Roles of a Coach



Differences between a Champion and a Coach

While a coach wears all of these hats at various points during their work, the role of ***Coach*** is often confused with that of a **Champion**.

A Coach 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



Good Lean Coaching Characteristics

- Empower others. Help people learn through doing. Help develop the capabilities of others so they can find the answers themselves. Don't micromanage.
- Practice patience and toleration.
- Be a good storyteller. Teach by example, draw your audience in, inspire.
- Understand and know how to implement and foster vulnerability based trust.
- Pay attention to subtleties – Oftentimes the most obvious thing happening is the least important.

“Thou shalt separate the Earth from the Fire, the Subtle from the Gross, suavely and with great ingenuity.”

~attributed to Hermes Trismegistus, father of the Greek school of 'Hermetic philosophy'

- Listen for understanding/develop reflective listening skills. Use questions, not statements

Coaching a Team vs Coaching an Organization



Coaching a Team vs. Coaching an Organization

The role of the **Coach** can vary for multiple reasons (project type, experience of the team, etc.), but it is important to recognize the differences between coaching an individual project team through a project and coaching an organization through a lean transformation.

Addressing the Needs of an Organization

Work with high level teams to facilitate:

- Strategic Planning
- Leadership Development
- Training
- Maintaining Momentum
- Culture Change
- Establish Metrics
- Initial Project Identification

Addressing the Needs of a Team

Work with project team to facilitate:

- Training
- Mastery of the Tools
- Leadership Development
- Team Culture Development
- Continuous Improvement
- Sustained Enthusiasm



5 Effective Coaching Behaviors



Action #1



Set an Intention



Coaching Skills

Characteristics & Behaviors

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



A group of people are sitting in a circle, engaged in a discussion. The image is a close-up, focusing on the hands and arms of the participants. One person in the foreground is gesturing with their hands, while others in the background are also gesturing or listening. The image has a soft, slightly blurred background, emphasizing the interaction in the foreground.

Discussion

Why did you become a coach? (or why do you want to?)

Action #2



Stop Giving the Answers!



Coaching Skills

Characteristics & Behaviors

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



A group of people are sitting in a circle, engaged in a discussion. The image is a close-up, focusing on the hands and arms of the participants. One person in the foreground is gesturing with their hands, while others in the background are also gesturing or listening. The image has a soft, slightly blurred background, emphasizing the interaction in the foreground.

Discussion

When were you really tempted to give the “easy answer”?

Action #3



Ask Good Questions

Good question are:

- Open Ended
- Non-Leading
- Non-judgmental

Not:

- Why haven't you tried...?
- Don't you think we ought to...?
- Why on earth would you...?



Ask Good Questions

Scenario: your PM is getting bombarded with RFIs from a couple of new trades that just came on board and suddenly is falling behind on other important work.

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

Scenario: Poor coordination among trades is causing repeated delays starting new work.

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



Coaching Tip! – Ask one question at a time!

Don't ask like this:

What were the trades that were having problems with each other? Do you know if they actually talked to each other, or did you just expect that they would? You know, most of the time, trades won't do that coordination unless you force them. Do you think this should've been covered in your foreman meeting?

INSTEAD:

- Pick ONE question!
- Ask it clearly and succinctly!
- Let them think and then let them answer!



Coaching Skills

Characteristics & Behaviors

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





Discussion

What keeps us from asking good questions?

Action #4

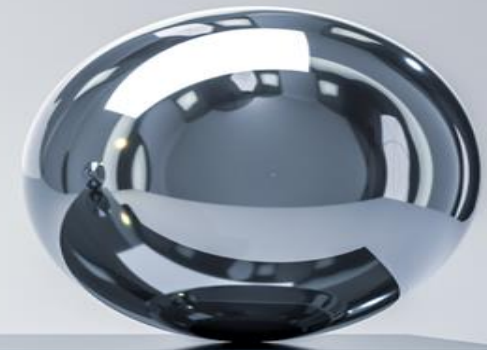


Be Neutral!

Idea



Organizational



Coaching Skills

Idea Neutrality

- Our ego can get in the way when:
 - We assume we know the answer
 - We already “know” what solution they “need”



How to Coach & Using Coaching

Characteristics & Behaviors

- To help: *Be Neutral*
 - Focus on Project First & Don't take sides



A group of people are sitting in a circle, engaged in a discussion. The image is a close-up, focusing on the hands and arms of the participants. One person in the foreground is gesturing with their hands, while others in the background are also gesturing or listening. The image has a soft, slightly blurred background, emphasizing the interaction in the foreground.

Discussion

Where have you lost neutrality or found it super valuable?

Action #5



Be Encouraging




Coaching Skills

Characteristics & Behaviors

- To help: *Be Encouraging*
 - Take time to encourage patience and tell stories.



A group of people are sitting in a circle, engaged in a discussion. The image is a close-up, focusing on the hands and arms of the participants. One person in the foreground is gesturing with their hands, while others in the background are also gesturing or listening. The image has a soft, slightly blurred background, emphasizing the interaction in the foreground.

Discussion

What do you do when the dumpster catches on fire?

Let's Practice Coaching!



Remember when...

What is one element of your Lean or integrated teams approach that you struggle with or find challenging?

Coaching Instructions (45 minutes)

- You will work in pairs
- Decide who will be the Coach and who will be Coached first
- Discuss Struggle/Challenge and Coach (10 minutes)
- Discuss how it went and what could've been better (5 minutes)
- Switch roles! (10 minutes)
- Discuss how it went and what could've been better (5 minutes)
- Then we will discuss together!

Keep in mind: Stop giving the answers and ask good questions!

Raise your hand if you have questions or problems!

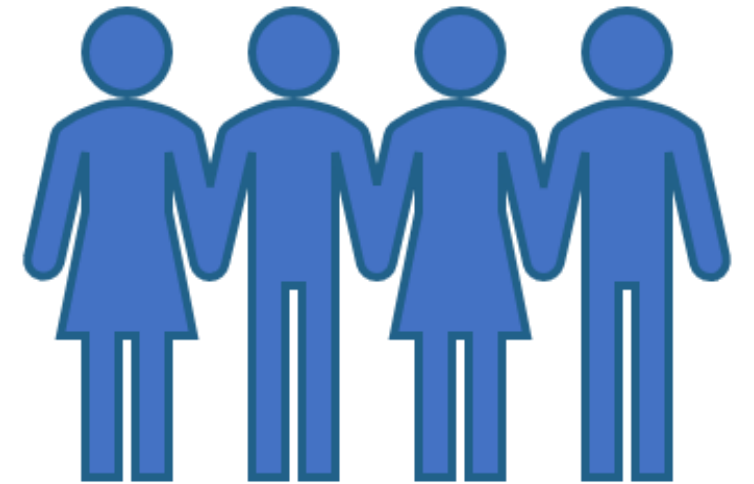
Coaching Reflection

How did it go?

Q&A and Talking through the Tough Stuff



Psychological Safety & High Performing Teams



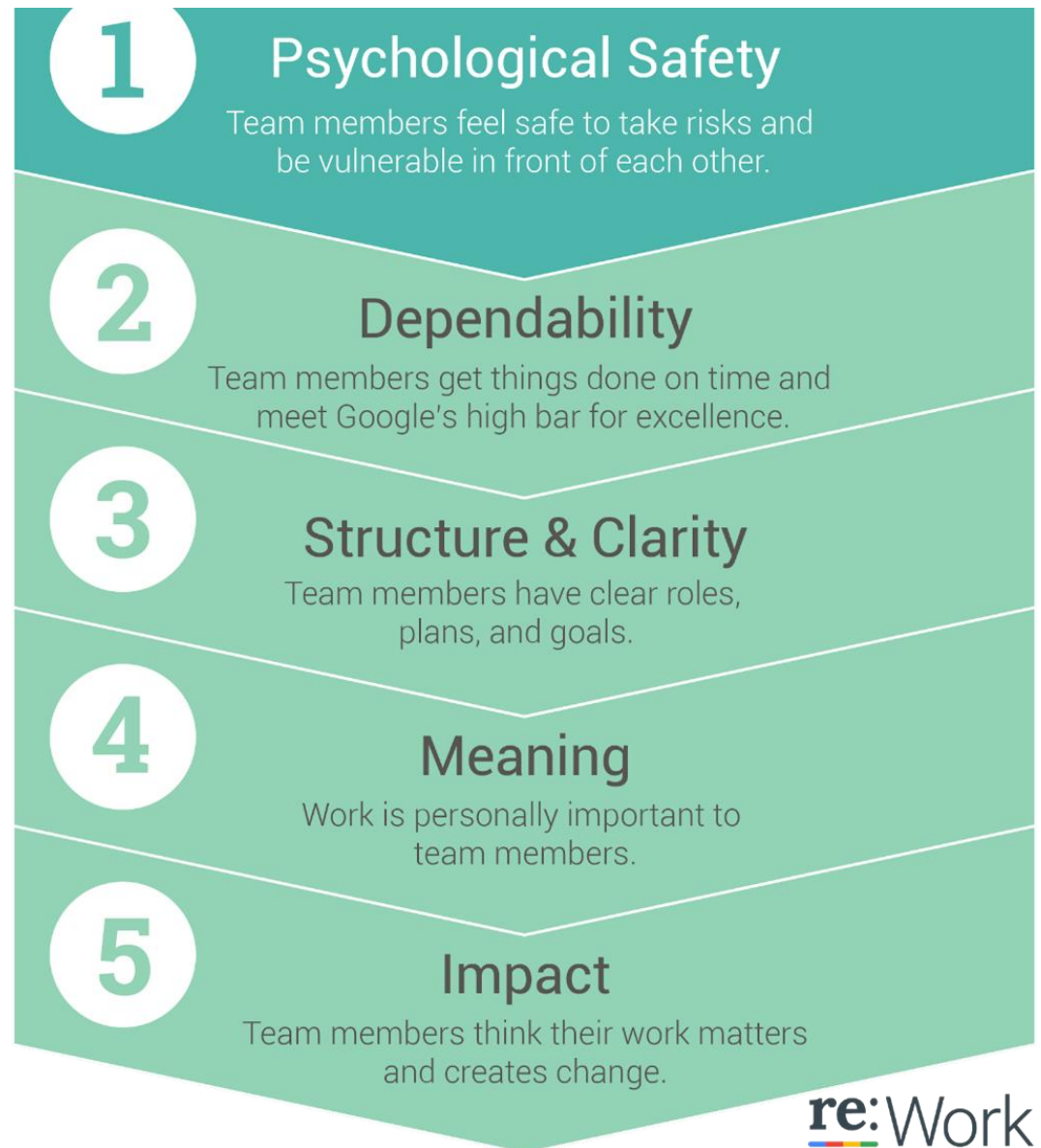
Google's Project Aristotle

- Google researchers believed that employees can do more working together than alone

“The whole is greater than the sum of its parts”

- Project Aristotle sought to answer the question, ‘what makes a team effective?’
- The project studied 180 teams over two years

Google's Project Aristotle



- Effectiveness is less about **WHO** is on the team and more about **HOW THE TEAM WORKS TOGETHER.**

Psychological Safety is Bigger than Trust

Psychological Safety:

- The belief that you won't be punished when you make a mistake
- Individual perception of the consequences of taking an interpersonal risk



Psychological Safety Video



Discussion

What did you take away from the video?

Why We Need It

- Psychological safety is most critical when a team is highly interdependent and when the work they do is complex

Fight or Flight

Our brains naturally process workplace conflicts (provocation by a boss, competition with a coworker or disrespect from a subordinate) as a threat to our safety.

Broaden and Build

When the workplace feels challenging but not threatening, positive emotions and behaviors (trust, curiosity, confidence and inspiration) broaden the mind and foster cooperative relationships and complex problem solving.

- Individuals on teams with psychological safety are rated twice as effective by senior executives

How to Create It

- Approach conflict as a collaborator, not an adversary
- Speak Human to Human
- Solicit input and opinions from the group
- Replace blame with curiosity; adopt a learning mindset
- Ask for feedback; model fallibility and vulnerability
- Measure it!

How to Measure It

Psychological safety assessment used by Amy Edmondson in her research.

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team for help.
6. Others on this team may deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.

Talking Through the Tough Stuff

Think about your projects and the people you coach. Recall their goals and challenges, the conversations you have as you help them. *What is the biggest challenge you have faced in your role as a coach so far?*

Be as specific as possible.

Question

How do you coach someone who doesn't want to be coached?

Question

If you are being coached, what are reasonable expectations to have of your coach?

Question

What are reasonable expectations for people to have of a coach?

Declaring a Breakdown

1. Recognition that there is a major problem.

“I declare a breakdown!”

2. Confirm commitment to the Underlying Goal

”It is still important that we do XYZ, right”

3. Search for Options to Declare a Breakthrough

What extraordinary actions can we take to turn this break down into a breakthrough?

Setting an intention...

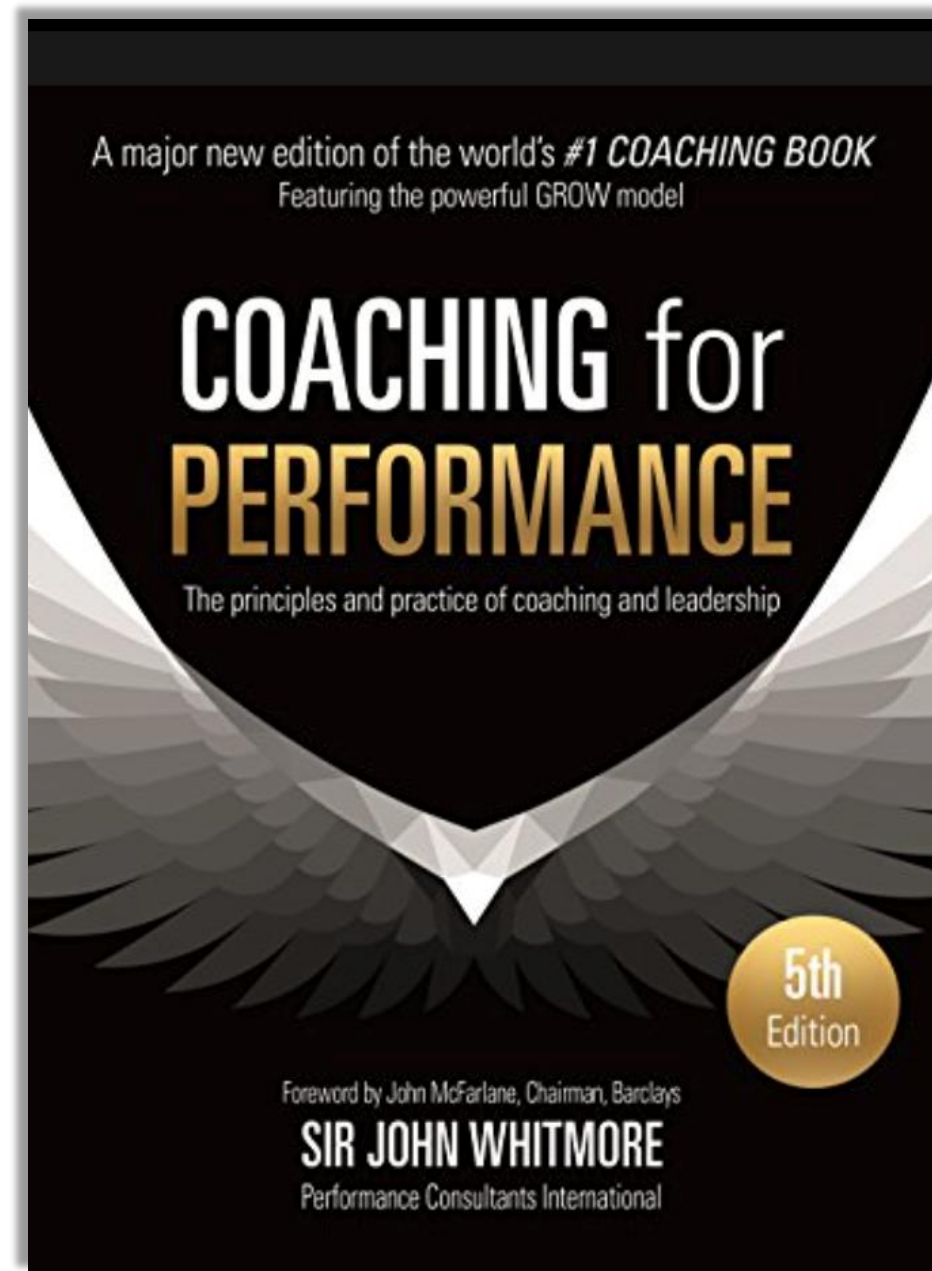
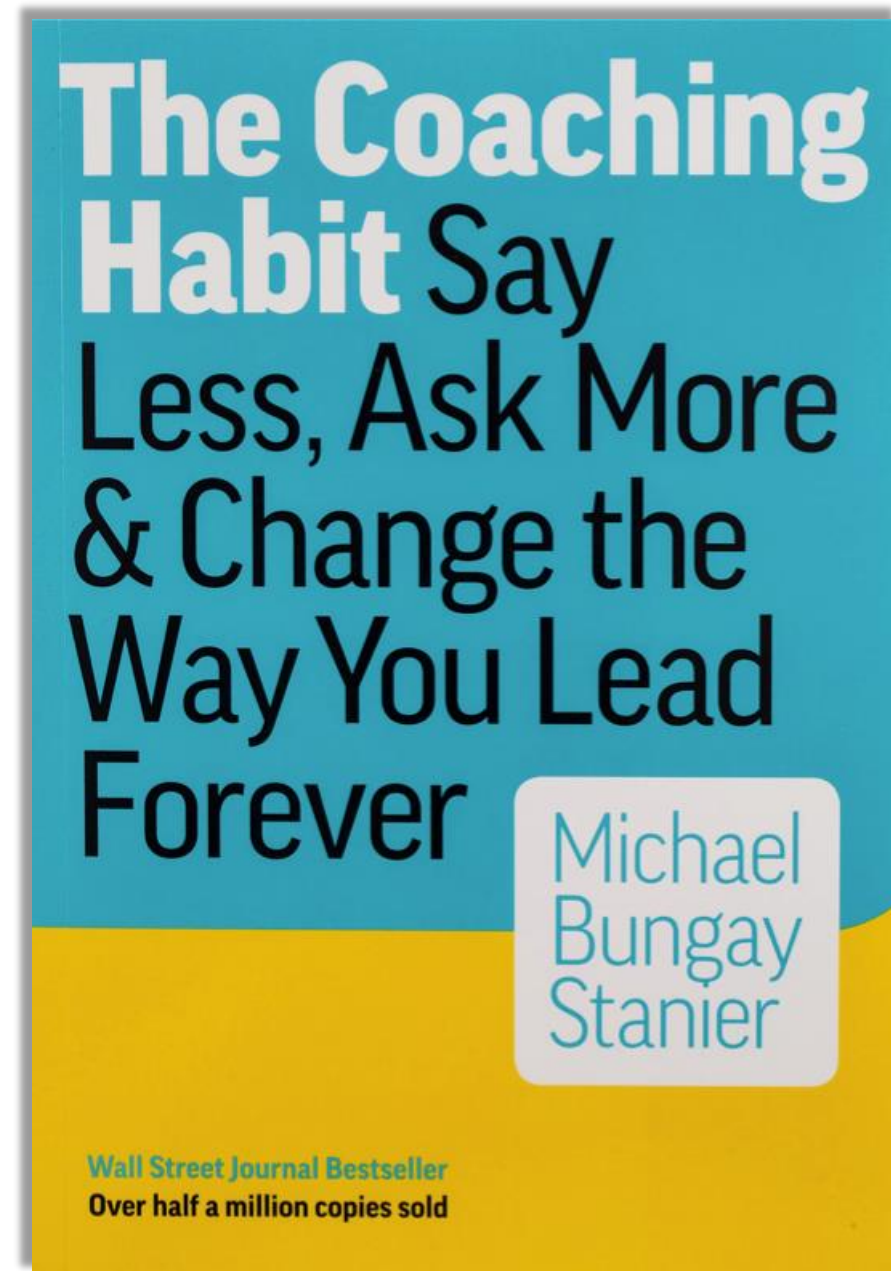
After today, what will you do differently as a coach?

Specifically, or in general.

Additional Resources



Coaching Resources - Books



Coaching Resources – Facilitation Training

The screenshot shows the website for 'The Effective Facilitator' course. The header is dark blue with a teal logo on the left and navigation links: Services, Resources, Results, About Us, Store, Cart, Newsletter, and a yellow 'Contact Us' button. A phone number '770.454.1440' and a search icon are on the right. The main content area has a dark blue background. On the left, the title 'The Effective Facilitator' is in large white text, followed by 'Our Flagship Course'. Below this is a paragraph: 'The first Course Accredited by The International Institute of Facilitation (IIFAC) for Covering the 30 Certified Master Facilitator™ (CMF) Competencies.' Another paragraph says: 'Learn the techniques our facilitators use to achieve amazing results through groups!' followed by a longer paragraph: 'How do you get groups to develop workable, realistic solutions? Our flagship facilitation training course delivers the tools and techniques you can use immediately! We show you how to motivate a group, build consensus, manage dysfunction, maintain focus, generate ownership and inspire to action.' There are two yellow buttons: 'Contact Us' and 'Download the Course Description'. On the right, a teal banner says: 'We are now offering this class virtually in both US Pacific and International time zones!' with a 'Learn More' button. A large diamond-shaped image shows a facilitator standing and talking to a group of people seated around a table. At the bottom, there are two white boxes: 'Virtual Edition' with a teal icon of a laptop and 'In Person Edition' with a teal icon of a person at a whiteboard. A 'Leave a message' button with a teal chat icon is in the bottom right corner.

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The Effective Facilitator

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The first Course Accredited by The International Institute of Facilitation (IIFAC) for Covering the 30 Certified Master Facilitator™ (CMF) Competencies.

Learn the techniques our facilitators use to achieve amazing results through groups!

How do you get groups to develop workable, realistic solutions? Our flagship facilitation training course delivers the tools and techniques you can use immediately! We show you how to motivate a group, build consensus, manage dysfunction, maintain focus, generate ownership and inspire to action.

Contact Us

Download the Course Description

We are now offering this class virtually in both US Pacific and International time zones! Learn More


Virtual Edition In Person Edition


Leave a message

“The Effective Facilitator”

www.leadstrat.com.

Coaching Resources – Construction Accelerator™


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Member: Ritu Ahuja

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User Scores	
Tom Plumb	437 of 1000
Tom Plumb	24 of 250
Ritu Ahuja	491 of 300

Topics Completed	
Tom Plumb	31 of 54
Tom Plumb	0 of 108
Ritu Ahuja	35 of 162


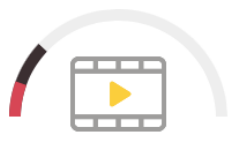




Videos Completed	
Tom Plumb	133 of 212
Tom Plumb	12 of 424
Ritu Ahuja	169 of 636

Action Items Completed	
Tom Plumb	0 of 160
Tom Plumb	0 of 320
Ritu Ahuja	0 of 480

Quizzes Completed	
Tom Plumb	23 of 94
Tom Plumb	0 of 188
Ritu Ahuja	3 of 282

Certificates Completed	
Tom Plumb	11 of 22
Tom Plumb	0 of 44
Ritu Ahuja	9 of 66

Mentors Progress

<p>TOPICS</p> 	<p>VIDEOS</p> 	<p>ACTION ITEMS</p> 
<p>VIDEO QUIZZES</p> 	<p>QUIZZES</p> 	<p>CERTIFICATES</p> 

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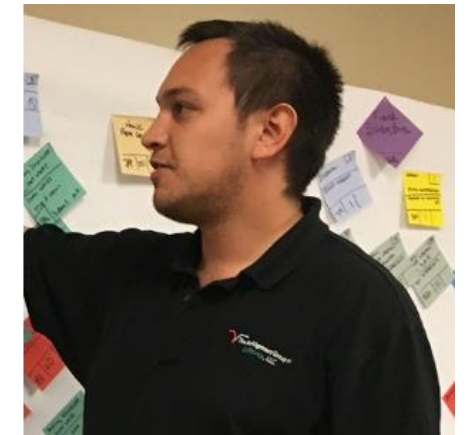


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Coaching Resources – LCI Coaches CoP

The screenshot displays the Lean Construction Institute (LCI) website. The header includes the LCI logo, navigation links (SHOP LCI, CONTACT, My LCI), and a search icon. A red button prompts users to "Register for the 23rd Annual LCI Congress". The main navigation bar features links for ABOUT US, MEMBERSHIP (highlighted with a red circle), EVENTS, LCI COMMUNITIES OF PRACTICE, CORPORATE MEMBERS CENTER, LEARNING, and LEAN BUZZ. The MEMBERSHIP dropdown menu is open, showing options: CORPORATE MEMBERS CENTER, JOIN LCI, MEMBERS AND SPONSORS, LEAN CONSULTANT MEMBERS (highlighted with a red circle), and VENDOR PARTNERS. Below the menu, a banner for "LEAN CONSULTANT MEMBERS" features a group photo and a quote from Dean Reed, Director of Lean Construction at DPR Construction (Retired): "I'm convinced that good outside coaches can make a significant difference for projects." A black box overlays the page with the URL: <https://www.leanconstruction.org/membership/consultant-partners/>. The main content area shows logos for ASKM & ASSOCIATES (Massachusetts) and BOULDER ASSOCIATES (Colorado). A sidebar on the right lists navigation options: Corporate Members Center, Last Planner System®, Knowledge Transfer Learning Center, UHS Lean Project Delivery Guide, Join LCI, Members and Sponsors, Lean Consultant Members (highlighted), and Vendor Partners. A red "Join LCI" button is at the bottom right.

Lean Construction Institute
Transforming Design and Construction

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Register for the 23rd Annual LCI Congress

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Coaching Resources – You Guys!



Workshop Wrap Up & Close



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