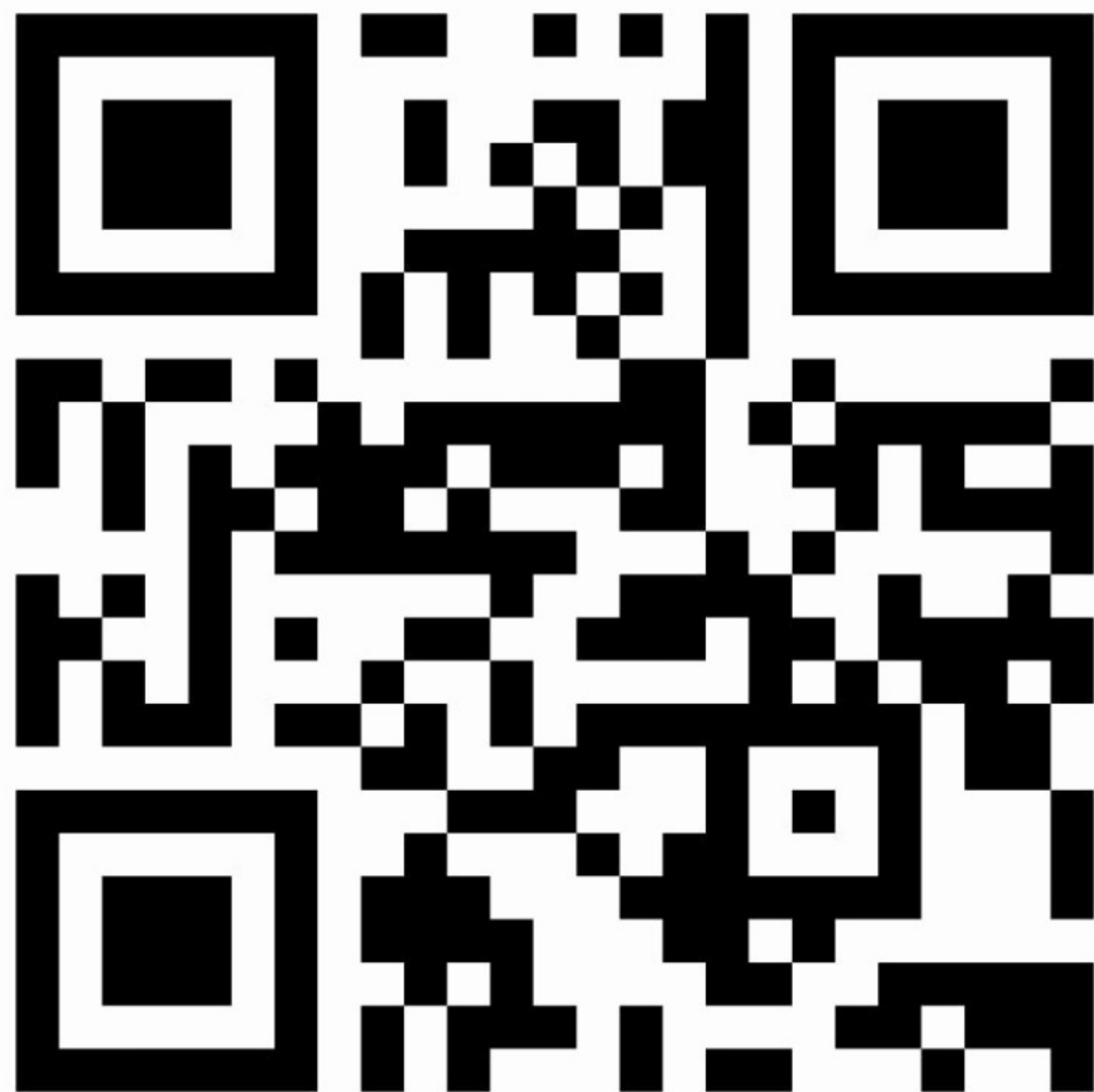


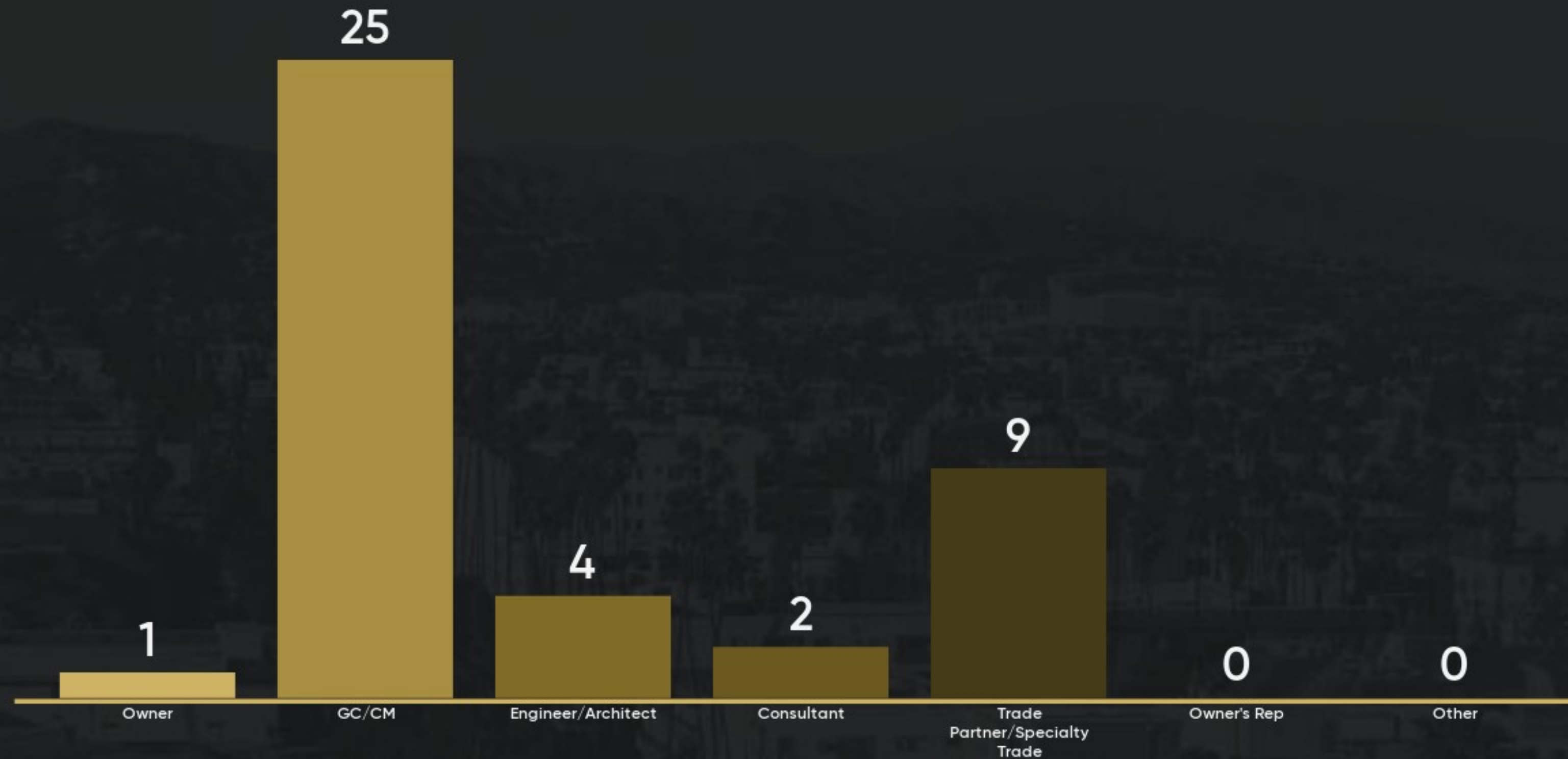
# **BUNCHES OF COACHES: COACHING COACHES**

LCI Congress 2021 | Phoenix, AZ





# WHAT TYPE OF ORGANIZATION DO YOU WORK FOR?





# WHAT DO YOU WANT OUT OF TODAY'S WORKSHOP?

How to boost my team

Improve my coaching skills

Easy to apply actions

How important is learning while coaching?

Better understanding of how to be a coach when supporting project teams

Coaching perspectives

Techniques for cultural change

How to coach those that think they are perfect

Best coaching practices.



# WHAT DO YOU WANT OUT OF TODAY'S WORKSHOP?

Approaches to coaching in construction

Understand the role and techniques of effective coaching

Tips for becoming a better coach

New tools to use going forward

Practice ideas I can implement next week in my internal CoP

New skills to extend my reach and to learn new skills to help others.

New idea

Learn how to deal with a difficult team

To be a more effective coach



# WHAT DO YOU WANT OUT OF TODAY'S WORKSHOP?

Actionable coach tips to get reluctant lean believers to participate

How to be the best lean coach that I can be

New coaching techniques to enhance my coaching capability!

How to coach others to learn

Enhance my knowledge on how to be a better Coach

Insight on navigating the coaching process

How to model a better coach, including resources to share with others the value of being a coach

To learn how to be a better coach

Good ways to communicate with teammates and how to encourage them to use all their resources



# WHAT DO YOU WANT OUT OF TODAY'S WORKSHOP?

Innovative that I can use to teach to other people

Be a better coach and improve leading teams

Be able to share and implement what i learned

Coaching tricks

Leadership improvements

I want to push the lean processes out to my team.

Ways to be a more effective coach  
How can I pivot in and out of training and coaching?

Learn effective coaching techniques

To be able to coach others in my company to use Lean practices.



# WHAT DO YOU WANT OUT OF TODAY'S WORKSHOP?

How to work with Superintendant to buy into Lean processes

Convince the red hard hats

Engagement strategies/tactics for a quieter/less involved team

I want to gain new tools to make me a better Lean Coach and to better convey Lean practices.

How to coach those resistant to change

Team building

New relation ships where I can phone a friend for help when stuck

Effective coaching techniques and tips on best types of people for effective coaching.

Hear what people are struggling with



# WHAT DO YOU WANT OUT OF TODAY'S WORKSHOP?

The difference between coaching a less experienced and very experienced field installers

To share and implement whatever i have learned

Learn how to teach the younger generation.

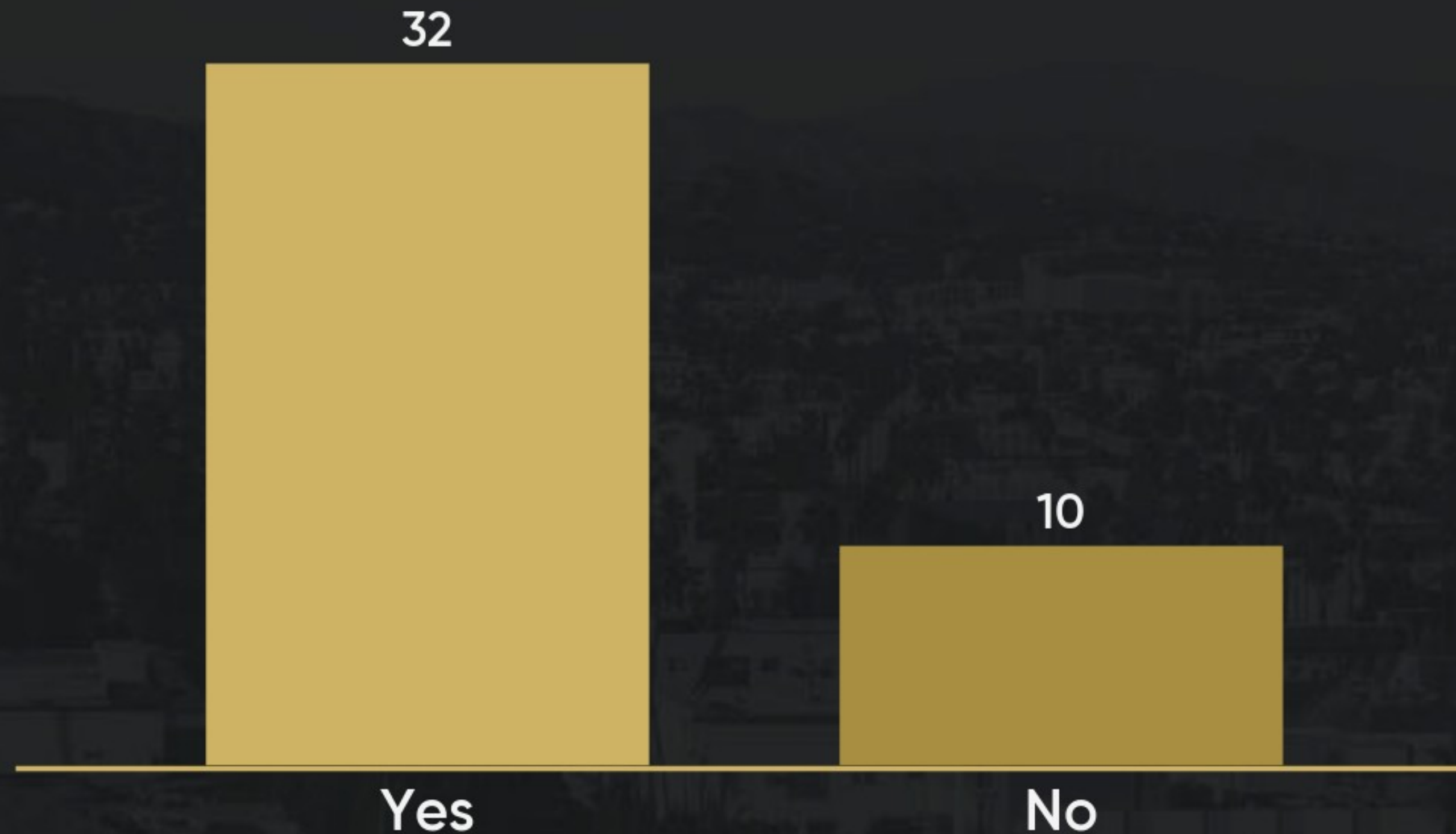
# WHAT IS YOUR EXPERIENCE WITH LEAN?







# HAVE YOU EVER HAD DIRECT EXPERIENCE WITH A LEAN COACH (WITHIN A PROJECT TEAM OR COMPANY)?





# IF SO, WHAT WERE YOUR EXPECTATIONS?

N/A

Help implement the methodology

Learn the power of words

Help me learn how to do my job

To learn

Didn't have high expectations

N/A

Ongoing and custom based on team

Great expectations....

# IF SO, WHAT WERE YOUR EXPECTATIONS?

Someone that doesnt know everything!  
Learn with me.

I would gain insight and skills necessary  
to help others

Guidance

To learn and understand the content  
and philosophies

Not sure. Went in with open eyes.

Had none.

I expected a good leader, someone  
who knew what direction to take us

Knowing the right questions to ask

That I can learn something from them



# IF SO, WHAT WERE YOUR EXPECTATIONS?

Clear outline of lean principles and how to implement them

Continuous improvement and respect for People

For the coach to team me how and help me continuously improving

To deliver other perspectives or expertise on lean subject matter.

Low

To learn more ideas and concepts surrounding Lean concepts and elimination of waste

To walk through the how to implement and to provide critical feedback on ways to improve

To walk away with a general knowledge of Lean practices.

I expected the faster/better versions of processes



# IF SO, WHAT WERE YOUR EXPECTATIONS?

No expectations...just wanted to observe their coaching behaviors and techniques

Unsure

No

To share tools and experiences, leave with some take aways

Focus on Lean training

Yes

Work well as a team with common goal

Not sure

No



# IF SO, WHAT WERE YOUR EXPECTATIONS?

Yes

Yes- I've had pretty good experiences so far

Yes

Yes, I learned that word choice matters when coaching

They far exceeded our expectations. The single reason why I believe we should have a 3rd party coach on all large projects.

Yes; I can do my job effectively now (and am still challenged to improve every day)

Yes, was surprised with the knowledge of "why" we do what we do

Patient

Listener

# IF SO, WHAT WERE YOUR EXPECTATIONS?

Listener

Passionate

Patient

To seek alignment

Create jobs



# WERE YOUR EXPECTATIONS MET? WHY OR WHY NOT?

Yes

More less, missing traceability

Yes...they helped me grow as a coach,  
continuously challenging me to drive  
continuous improvement

Yes. The various coaches have been  
well qualified.

No, lack of respect for different  
perspectives on the team

Yes but wish they're was a little more  
on the how to implement

The coach had all the answers without  
listening to the team!

Yes, coaches have met me where I'm at.

NO, didnt take into account the group



# WERE YOUR EXPECTATIONS MET? WHY OR WHY NOT?

Yes. I learned the concepts which helped me drive focus in specific areas

Yes, continuous improvement

They were met specifically to lean implementation

Yes. I figured out they actually could add value.

Yes, in fact it ignited a passion for Lean.

Yes. Clear direction with team working to the same goal

Sure

Mostly. When the lean coach was knowledgeable and ok pushing back - that was good. Both needed

No. For the first project we didn't have a bench mark to measure.



# WERE YOUR EXPECTATIONS MET? WHY OR WHY NOT?

Yes. I felt I learned new ways to conduct how to run a project. I saw what positive behaviors could result in

Yes, they help to clarify information and how to use it

YES! It taught me how to help myself even when the answers weren't obvious

Yes New concepts and no preconceived ideas.

Yes. The coach went into specifics of Lean training and gave clear directions

Present

Yes, knowledgeable and helped facilitate team discussions

Learned new ways of using virtual tools

Knowledgeable

# WERE YOUR EXPECTATIONS MET? WHY OR WHY NOT?

Intuitive

Flexible

Curious

Patience

Honest

Inspiring

Understanding

To learn

Yes



# WERE YOUR EXPECTATIONS MET? WHY OR WHY NOT?

Important to have a third party when  
tensions and emotions are high

To share different ways to work

To grow



# WHAT IS ONE WORD YOU WOULD USE TO DESCRIBE AN IDEAL COACH?





# WHY DO WE NEED LEAN COACHES?

To continuously improve

Cultural change, buy in by all needed seriously

To grow

To learn

To teach lean.

Improve

Because it's always about the journey and the lean journey is continuous

Because everyone (and every team's) journey and needs are different

Lean coaches ROCK!

# WHY DO WE NEED LEAN COACHES?

Help steer the ship

Increase Lean thinking within industry

To help us see things that we don't see

For options of ways to create team capabilities!

Coaches are needed to support development and growth

Yes

Continuous improvement

Help push and show people there is a better and different way

Advance thinking



# WHY DO WE NEED LEAN COACHES?

To help us identify the elimination of waste

Paradigm shift is big. Construction needs lean badly

A 3rd party not involved in the trenches can provide a unique perspective otherwise often missed.

Someone to blame

To help others realize their potential to improve

To help and support moving process forward

To help advance lean adoption across the AEC industry- sharing best practices, continuous learning and hold us accountable

To expedite the learning curve and support the team's journey

To focus and accelerate improvement



# WHY DO WE NEED LEAN COACHES?

Coaches, hopefully 3rd party, can candidly ask questions and observe without being tied to the project and client.

To be able to implement lean practices in a constant manner

Lighthouse beacon in the fog chaos and learning

Help keep focused

Culture changes take a team.

To develop lean leaders and teach consistent improvement