

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Bunches of Coaches: Coaching Coaches

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LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 18, 2022



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

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



1. Introductions & Warm-Ups



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Impromptu Networking

In Your Table Groups

- Introduce yourself
 - 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.



2. The Current State

What does it mean to be a Coach?



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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



3. Five 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 slightly blurred, focusing on the hands and arms of the participants. One person in the foreground is gesturing with their hands while speaking. The background shows other people listening attentively.

Discussion

Do you identify as a coach or a champion?
And how did you get involved?

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. 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 questions 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:

Which trades 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!



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 scene is dimly lit, with a warm, slightly blurred background.

Discussion

What do you do when the dumpster catches on fire?

Coaching Practice



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)
- Switch roles! (10 minutes)
- Discuss how it went and what could've been better (10 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

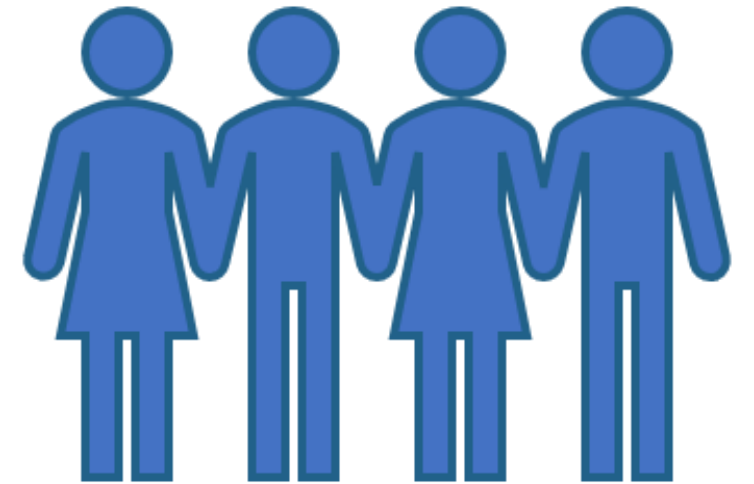
How did it go?



4. 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



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?



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?

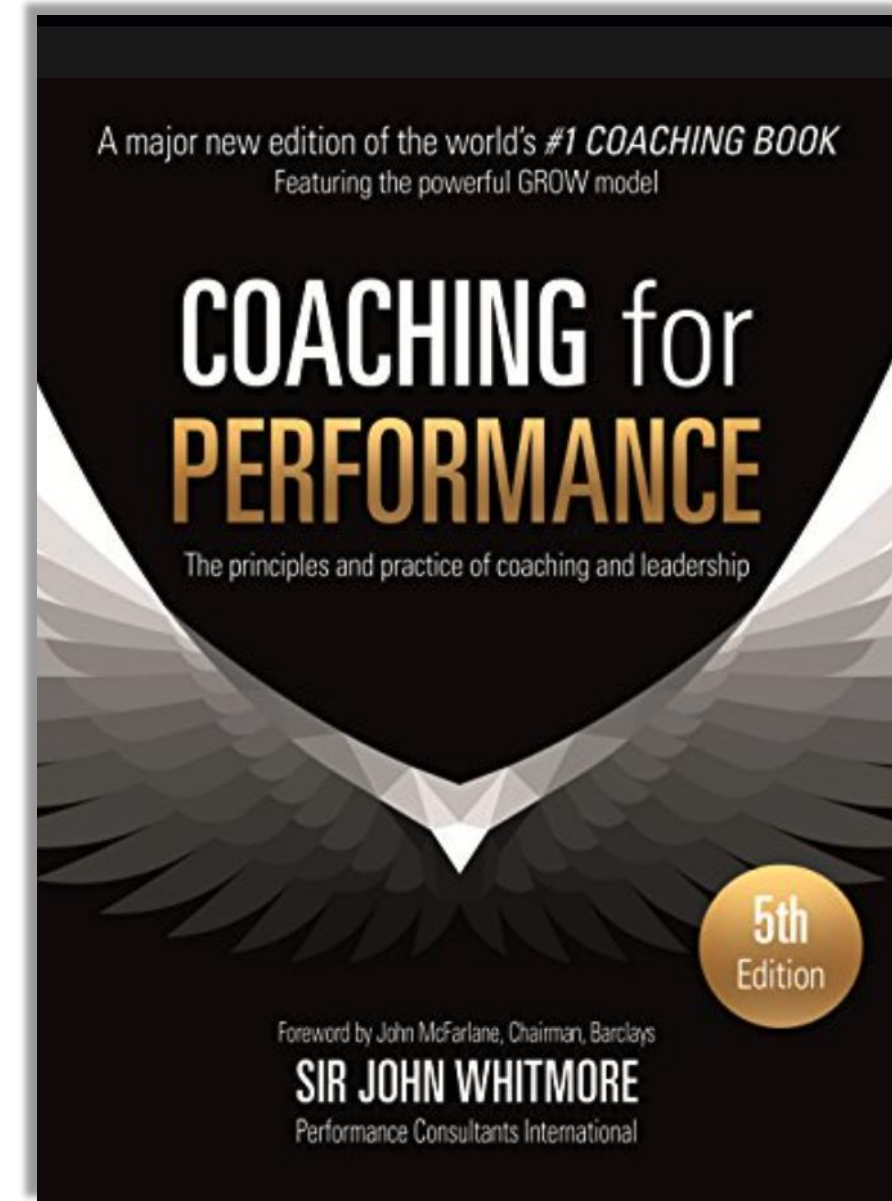
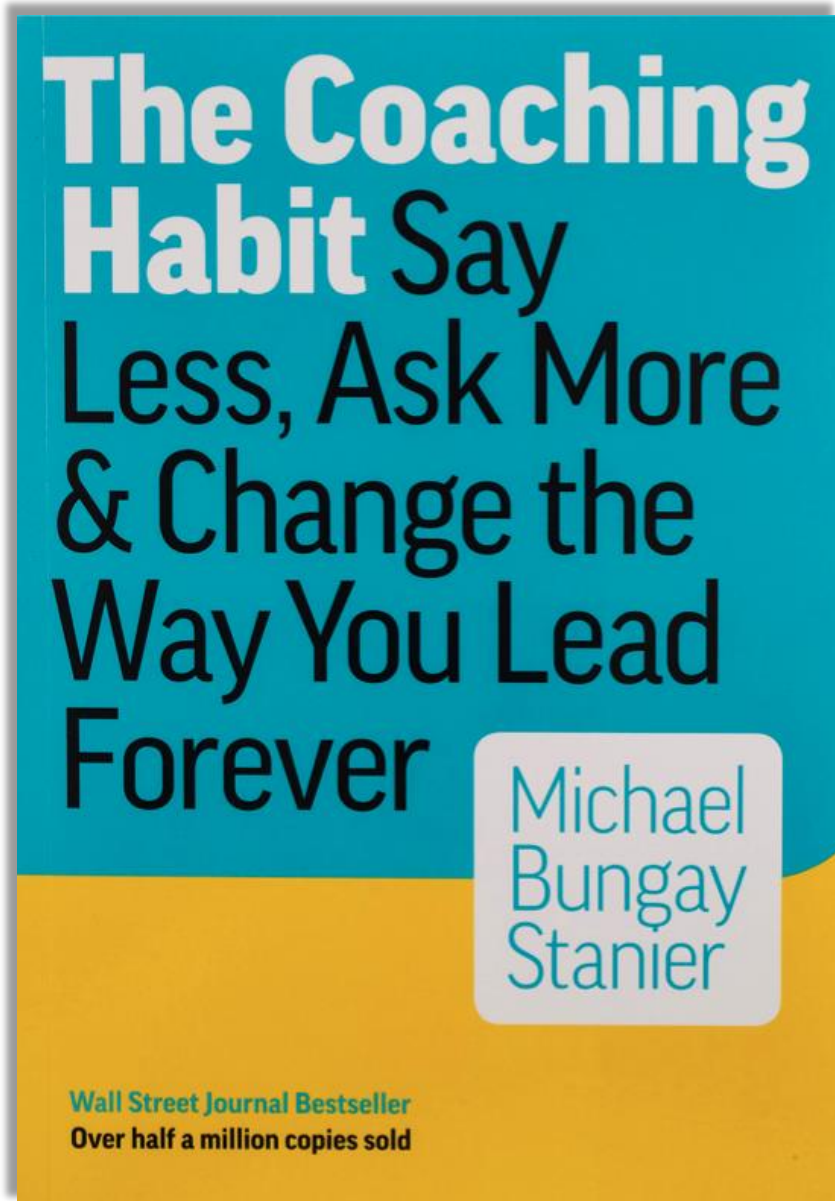
Specifically, or in general.



5. Additional Resources



Coaching Resources - Books



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Tom Plumb	437 of 1000
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Ritu Ahuja	491 of 300

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Tom Plumb	31 of 54
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Ritu Ahuja	35 of 162

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


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Tom Plumb	0 of 160
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Ritu Ahuja	0 of 480

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Tom Plumb	23 of 94
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Tom Plumb	11 of 22
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Mentors Progress


TOPICS




VIDEOS




ACTION ITEMS




VIDEO QUIZZES



QUIZZES



CERTIFICATES



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Director of Lean Construction,
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Coaching Resources – You Guys!



Workshop Wrap Up & Close



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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Tell us your...

PLUS

/

DELTA



Please share your big...

TAKEAWAYS





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In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.





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Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!

