

25TH ANNUAL



25TH LCI CONGRESS

OCTOBER 24-27, 2023

Bunches of Coaches: Coaching Coaches

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25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY

October 24, 2023

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. Effective Coaching Behaviors (#1, #2, and #3)
 - Practice Coaching
4. How Psychological Safety Affects Coaching
5. Effective Coaching Behaviors (#4 & #5)
6. Q&A & Talking Through the Tough Stuff
7. Additional Resources
8. Wrap Up & Close



1. Introductions & Warm-Ups



Impromptu Networking

In Your Table Groups

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



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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?



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



3. Five Effective Coaching Behaviors (1-3)



Behavior #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

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

Behavior #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”?

Behavior #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 consultants is causing repeated delays starting new tasks.

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 consultants 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, consultants won't do that coordination unless you force them. Do you think this should've been covered in your update meeting? What is your agenda like for that 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?

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 groups of three:
 - Person 1: The Problem
 - Person 2: The Coach
 - Person 3: The Observer
- Decide who will be coached first – we will rotate rolls!
- Discuss Struggle/Challenge and Coach (9 minutes, 1 minute debrief)
- Rotate roles! (9 minutes, 1 minute debrief)
- Rotate again! (9 minutes, 1 minute debrief)
- Full Group Debrief: Discuss how it went and what could've been better (10 minutes)

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?

What did you see? What did you feel?



Psychological Safety & High Performing Teams



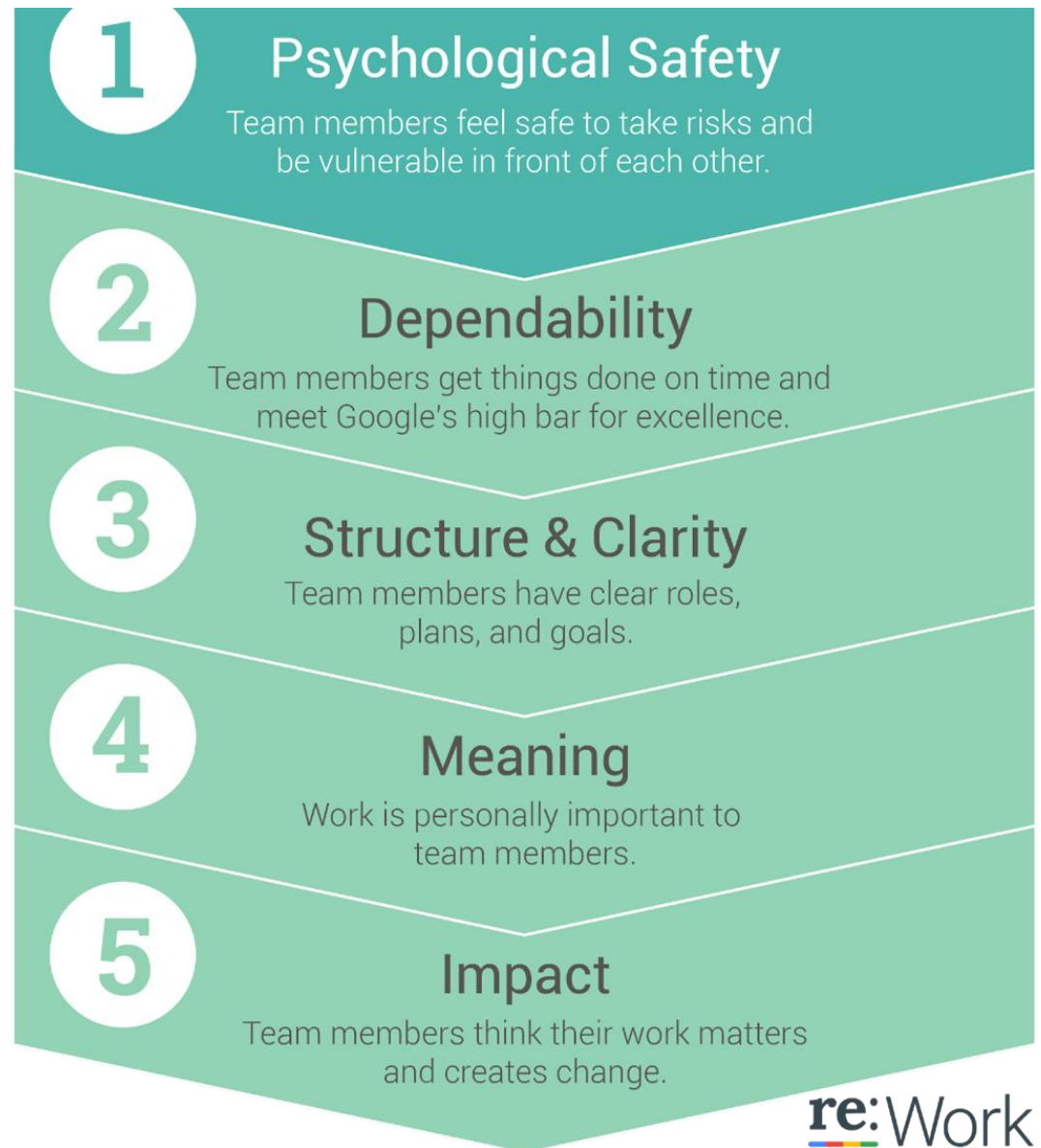
Google's Project Aristotle

- 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.

3. Five Effective Coaching Behaviors (4-5)



Behavior #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



Behavior #5



Be Encouraging



Coaching Skills

Characteristics & Behaviors

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



4. Q&A and Talking Through the Tough Stuff



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.



Setting an intention...

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

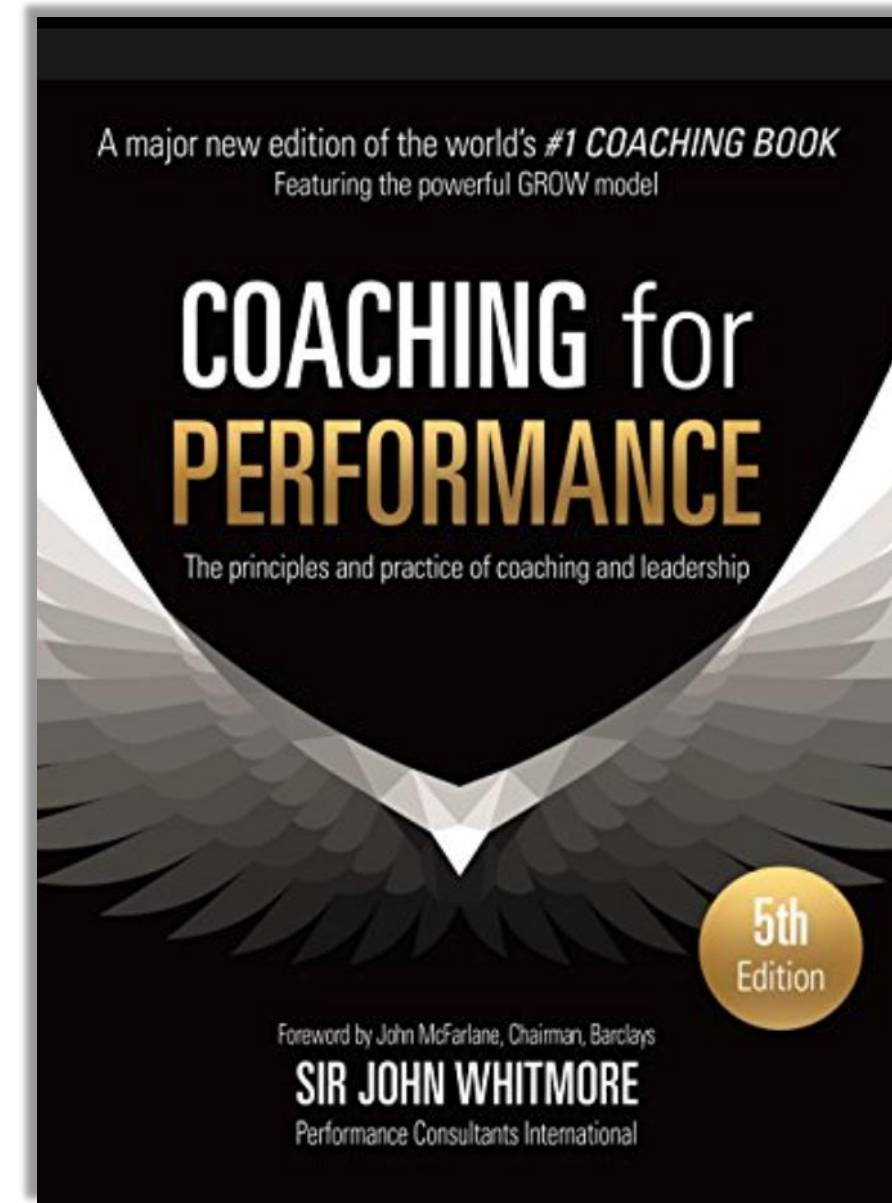
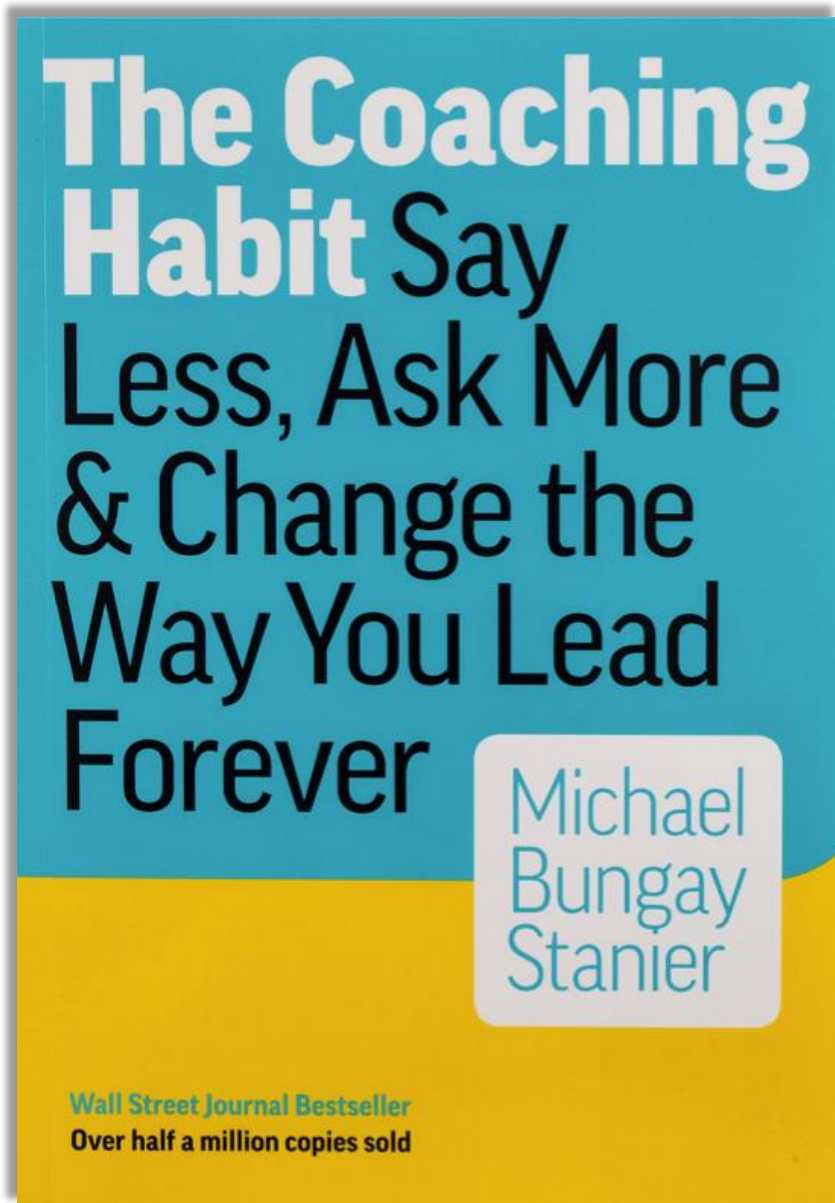
Specifically, or in general.



4. 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 (INIFAC) for Covering the 30 Certified Master Facilitator™ (CMF) Competencies.' Another paragraph reads: 'Learn the techniques our facilitators use to achieve amazing results through groups!'. A third paragraph asks: '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 buttons: 'Contact Us' and 'Download the Course Description'. On the right, a teal box contains the text: '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 man standing and presenting to a group of people seated around a table. At the bottom, there are two white boxes: 'Virtual Edition' with a laptop icon and 'In Person Edition' with a person at a screen icon. A 'Leave a message' button with a chat icon is in the bottom right corner.


“The Effective Facilitator”

www.leadstrat.com

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John King

Kurt Cabral

Len Turner

Ritu Ahuja

Mike Walz

Micah Price

Marysa Curtis

Sean Connelly

Marco Graw

Joshua Bliss

Member: Ritu Ahuja

Company: Kinetic Construction Ltd

User Scores

Tom Plumb	437 of 1
Tom Plumb	24 of 2
Ritu Ahuja	491 of 3

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

TOPICS

VIDEOS

ACTION ITEMS

VIDEO QUIZZES

QUIZZES

CERTIFICATES

Contact Us



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Coaching Resources – LCI Coaches CoP

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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 25th Annual LCI Congress!