

Diploma in Leadership and Management

Lesson 5 Coaching for Success



Lesson Five

Coaching for success



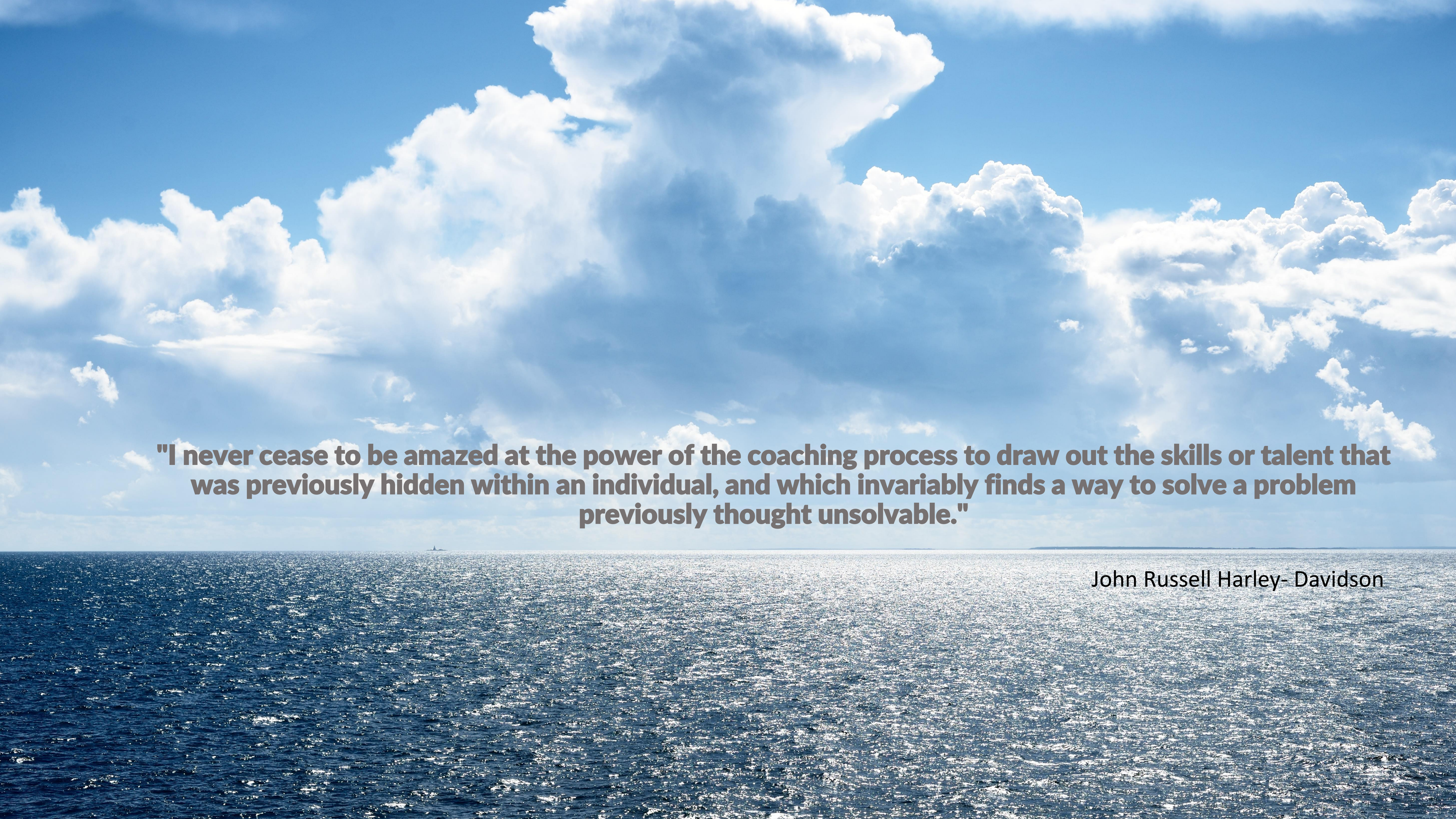
Coaching for performance



Rewarding performance



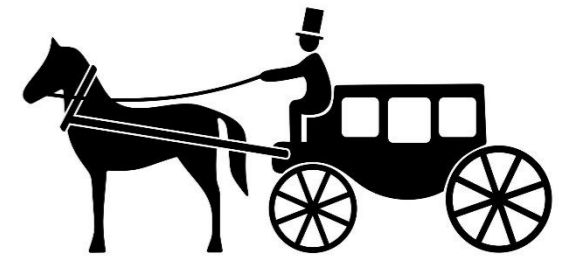
Leaders identify and develop talent



"I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable."

John Russell Harley- Davidson

What do we mean by coaching?



Coaching to improve: to find their own solution

The term coaching typically refers to methods of **helping others** to improve, develop, learn new skills, find personal success, achieve aims and to manage life change and personal challenges.

Coaching to address behavioural issues

Coaching commonly addresses attitudes, **behaviours**, and knowledge, as well as skills, and can also focus on physical and spiritual development too.

Coaching implies a sense of agreement, consent and willing participation on the part of the 'coachee' (learner/student),

Differences between the coach, mentor and manager

Coach

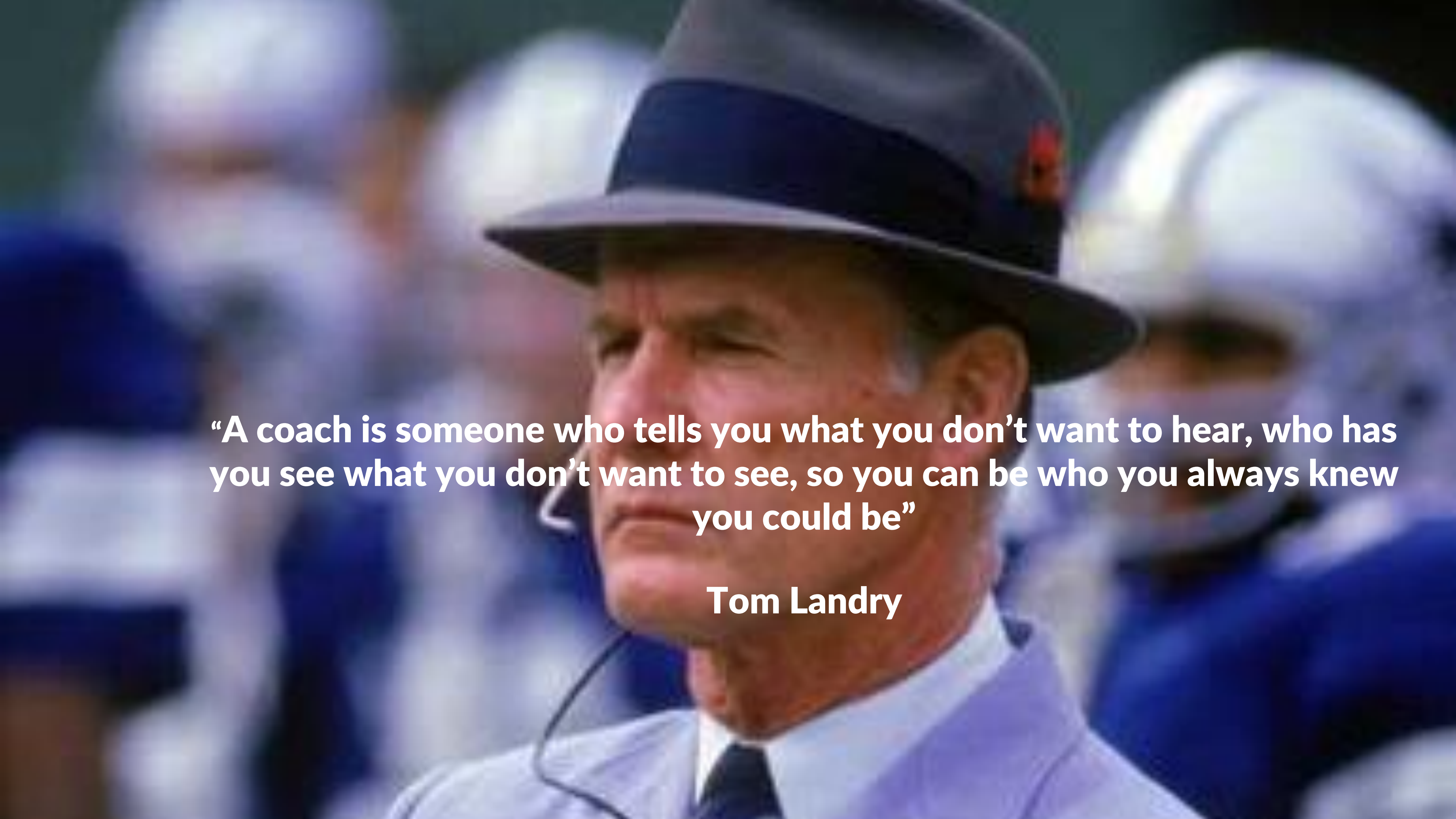
- Personal.
- Concerned with deep personal and professional development.
- Most effective coaches are external to the company.
- Difficult to coach if the coaching relationship is within the same company.

Mentor

- Interpersonal role.
- Guides a person through career choices.
- Mentors help their protégé understand the organization and support their journey within it.

Manager

- Occupies formal role.
- Responsible for ensuring that the tasks of the team are met.
- A manager can use coaching skills to informally coach a subordinate, but this “coaching” is in the service of the subordinate’s organizational task.

A close-up photograph of Tom Landry, a former NFL coach, wearing a dark blue fedora hat and a light blue suit jacket. He is looking slightly to the left with a serious expression. The background is blurred, showing other people in similar attire.

“A coach is someone who tells you what you don’t want to hear, who has you see what you don’t want to see, so you can be who you always knew you could be”

Tom Landry

Why leaders learn to coach?

To create a high performance culture

- Leaders have a hugely influential role to play in optimizing employees' **performance**.
- Leaders play a significant role in inspiring and cultivating **collaborative** work environments.
- The **leadership team** is committed to coaching others to top performance.

What do companies need to do?

- Train their leaders in their organizational coaching **philosophy**.
- Practice **conversations** that help frame the performance goal.
- Provide performance **support**: templates, tools, checklists in their 24/7 knowledge base
- **Certify** that their leaders has successfully completed the coaching development program



Characteristics of effective coaching



They establish trust and rapport

- Trust is the most essential thing to establish as a coach.
- Employees will not commit to you until they can trust you completely.
- Coaches are masterful at building rapport with those they coach.

They lend perspective

- Coaches foresee the thoughts and emotions that will be generated by an upcoming challenge
- They see the range of issues in a given situation and how they relate to each other.

They listen

- Coaches listen with the intention to fully understand others. .
- They ask the penetrating questions which enable others to surface their underlying assumptions about themselves.
- They create the space within which to listen.

Coaching for performance

The coaching conversation



What you need to tease out

Identify the performance goal.

Check assumptions associated with goal achievement.

Identify options for achieving the goal.

Commit to next steps and specific actions for achieving the goal.

Balance the need for learning with the need for results.

Always link the purpose and results of coaching to the business.

An effective coaching process

As is – To be

- Develop self-awareness
- Discover insights
- Provide timely feedback
- Clarify the right behaviour

Encourage

- Listen carefully
- Allow coachee to vent with judgement
- Encourage progress to their goals
- Recognise effort

1. Rapport

The relationship

- Establish boundaries
- Be clear about objective
- Be patient
- Follow through

2. Assessment

As is – To be

- Develop self-awareness
- Discover insights
- Provide timely feedback
- Clarify the right behaviour

3. Assumptions

Challenge assumptions

- Think about thinking
- Use open ended questions
- Look for alternative solutions
- Encourage reasonable risk taking

4. Support

Encourage

- Listen carefully
- Allow coachee to vent with judgement
- Encourage progress to their goals
- Recognise effort

5. Results

Achievement

- What goal has been met?
- Recognise the corrective behaviours
- Clarify milestones
- Hold employee accountable



"Recognition is not a scarce resource. You can't use it up or run out of it."

Susan Heathfield



Employee Recognition

75% of organizations have a reward and recognition program

58% of employees not sure if their organizations have one

Employee recognition isn't rocket science – it is an obvious thing to do.

Recognizing performance

Purpose of recognition

- Recognition serves as a tool for **reinforcing the behaviours** that drive an organization to excellence.
- Recognition lets employees know that we care about creating an environment where individuals feel **appreciated for their contributions** and their accomplishments



Difference between rewards and recognition

- Recognition is a **discretionary** act
- **Rewards are the items**, gift cards, cash, or perks such as time off or discounts earned through receiving recognition.
- Simply handing out rewards is **NOT** Recognition,
- At some point employers need to acknowledge **superior performance** or their best employees will walk. – Show me the **MONEY** !

Contrasting styles of leadership

Why is recognition important?

- ✓ Appreciation and recognition are major factors that **motivate** employees to work harder and aim higher.
- ✓ Studies show that employees who are rewarded for going that **extra mile** are more productive and fulfilled, show greater loyalty, and are eager to contribute to the organization in an impactful and meaningful way.
- ✓ Recognition when used at the right time is a powerful motivator as it increase the **value** of the achievement.
- ✓ Recognition is priceless, be it **tangible or intangible**, and status is much more than money. It increases employee loyalty, enhances performance and generates greater success.



In the golden rule, you treat others as you wish to be treated. In the platinum rule, you treat people as they wish to be treated.

It's not built into the culture

We don't recognize effort?



We don't see it

- Managers need to be trained to be aware when there is an opportunity to praise someone. They need to be **receptive** or the opportunity passes.

Recognize the wrong thing

- We tend to recognize results over effort.
- Was it luck or effort.
- Did someone else help?.

We miss the moment

- Recognition needs to be tied to the task in hand.
- There is immediacy in it.
- Results and effort need to be recognized.

Impact on morale

- Demotivating when a colleague who puts in effort and doesn't get recognized stands by and sees a less competent colleague receive recognition and rewards.

Rewards should support behaviors directly aligned with accomplishing strategic goals.

Guiding principles of effective rewards systems

Rewards should reward behaviours directly aligned to the business strategy.

Rewards should be tied to passion and purpose.

Workers should be able to clearly associate the reward to their accomplishments.

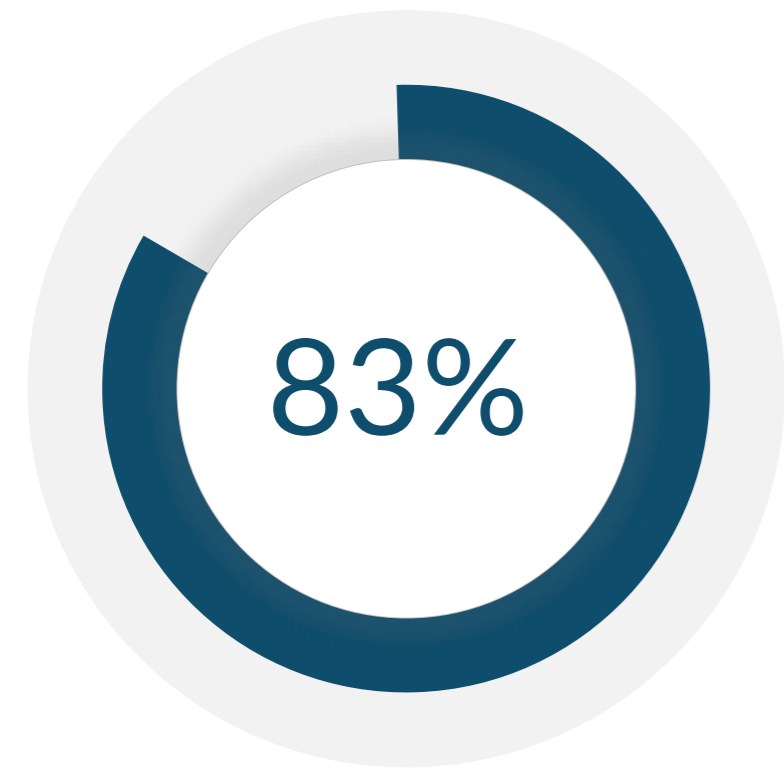
Rewards should occur shortly after the behaviours they are intended to reinforce.

Importance of sense of purpose and feeling appreciated

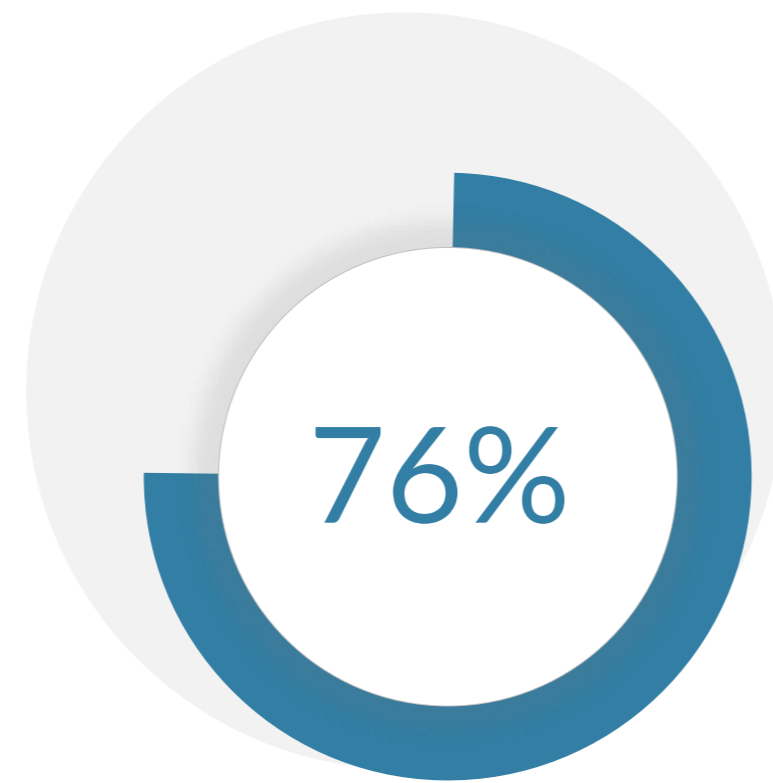


Recognition matters

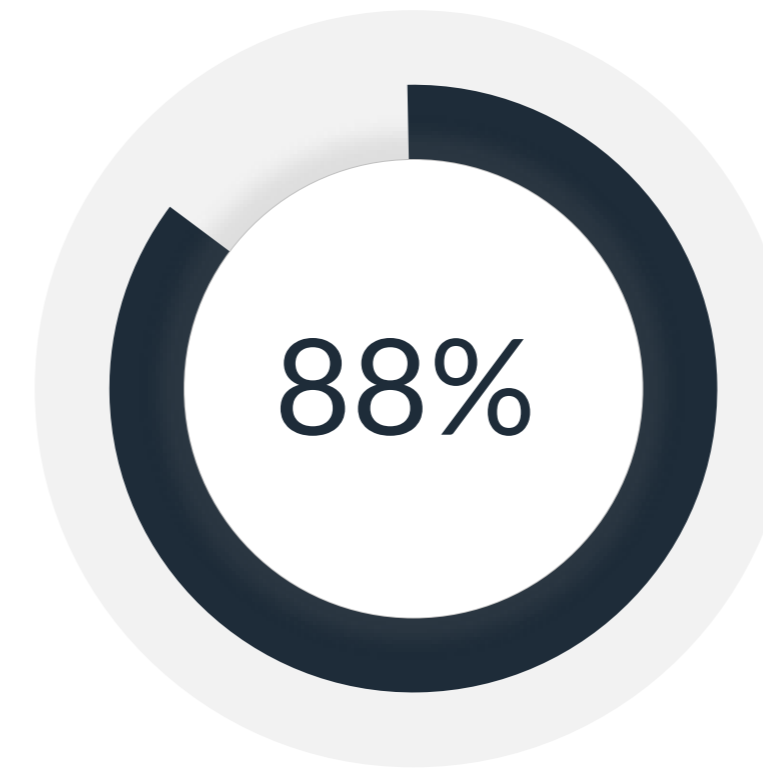
People crave feedback



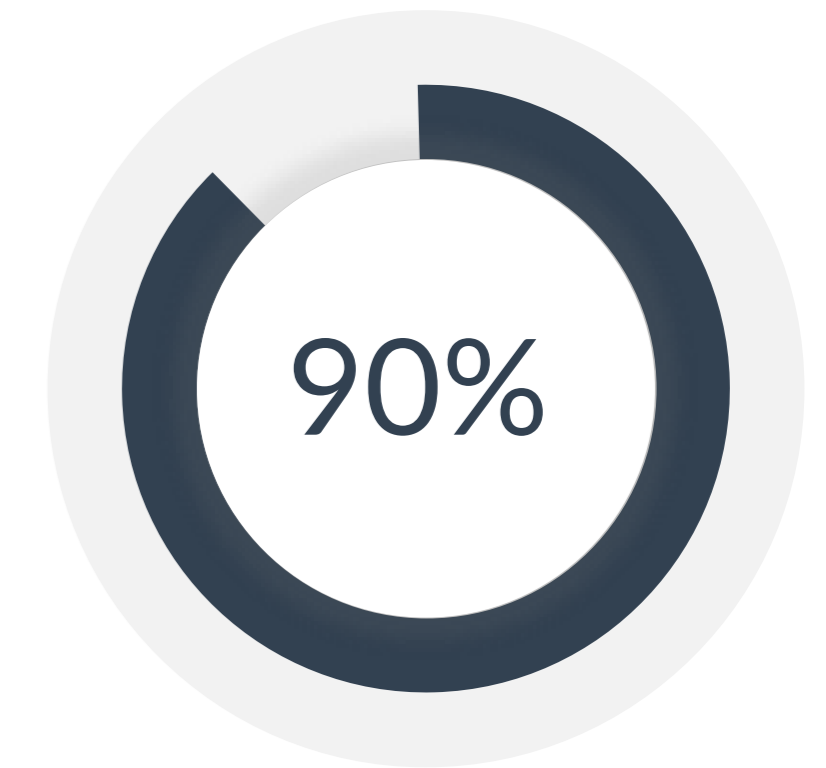
Recognition more fulfilling than rewards



Peer praise the best



Praise from managers very motivating



Fun work environment very motivating

People are motivated by more than money. 70% of survey respondents reported their most meaningful recognition “had no dollar value”.

How to reward employees

In the moment

In context

Authentic not automatic

Appropriate

Many choices not just money





“Leaders don’t create followers, they create more leaders.”

Tom Peters

Only 19% of large organizations have a strategy to identify and develop high performers for a leadership role (Bersin & Associates).

How leaders identify and develop talent

What is a talent pipeline?

A talent pipeline creates and nurtures a constant inflow of potential candidates for future roles.

How do you develop a talent pipeline?

With HR organize quarterly meetings and have managers identify future talent three layers deep.

How do you prepare the talent for future roles?

Once the candidates have been identified, each candidates works a development plan.

What other sources of talent should you be looking at?

Your current employees are an excellent source to attract potential hires – they know the culture.

What do you look for?

Culture fit – not technical fit.



Only 19% of large organizations have a strategy to identify and develop high performers for a leadership role.

Leaders are accountable for talent



The next wave

- Need an integrated, systemic approach to talent management.
- Current leaders need to be accountable for creating and developing the next wave of leaders.
- Put performance measures in place to assess the ROI of talent management.

Align with Strategy

- What the key business drivers of success in your business?
- Have you got the talent necessary for these leading roles?
- Have a clear picture on the requires skills and capabilities.
- Communicate and inform high performers what roles will be required in future.



Develop talent

- Talent management and identification needs to be a core practice
- Leaders must look to replace themselves within 18 months.
- Work with HR and identify A, B, C talent.
- Develop opportunities of reemerging talent to build the necessary skills to succeed (coaching, assignments, mentoring),.

Always link the purpose and results of coaching to the business.

An effective talent pipeline process

Assess Competencies

- Identify the critical competencies that the critical roles require.
- Assess internal/external potential candidates against these competencies.

Talent Management Technology

- Performance management systems.
- Recruitment, Learning, Performance, Compensation.
- Competency gaps.
- Mitigate talent risk.

1. Analyse

Current & Future Needs

- Identify the critical roles that need to be filled.
- If your top five managers were to leave have you identified their replacements?

2. Assess

Assess Competencies

- Identify the critical competencies that the critical roles require.
- Assess internal/external potential candidates against these competencies.

3. Develop the pool

Track Development

- Think about promotions and turnover rates.
- Put in place development programs tailored for each key position.
- Develop panel interviews
- **Coach and prepare** candidates for roles.

4. Technology

Talent Management Technology

- Performance management systems.
- Recruitment, Learning, Performance, Compensation.
- Competency gaps.
- Mitigate talent risk.

5. Report

Measure Success

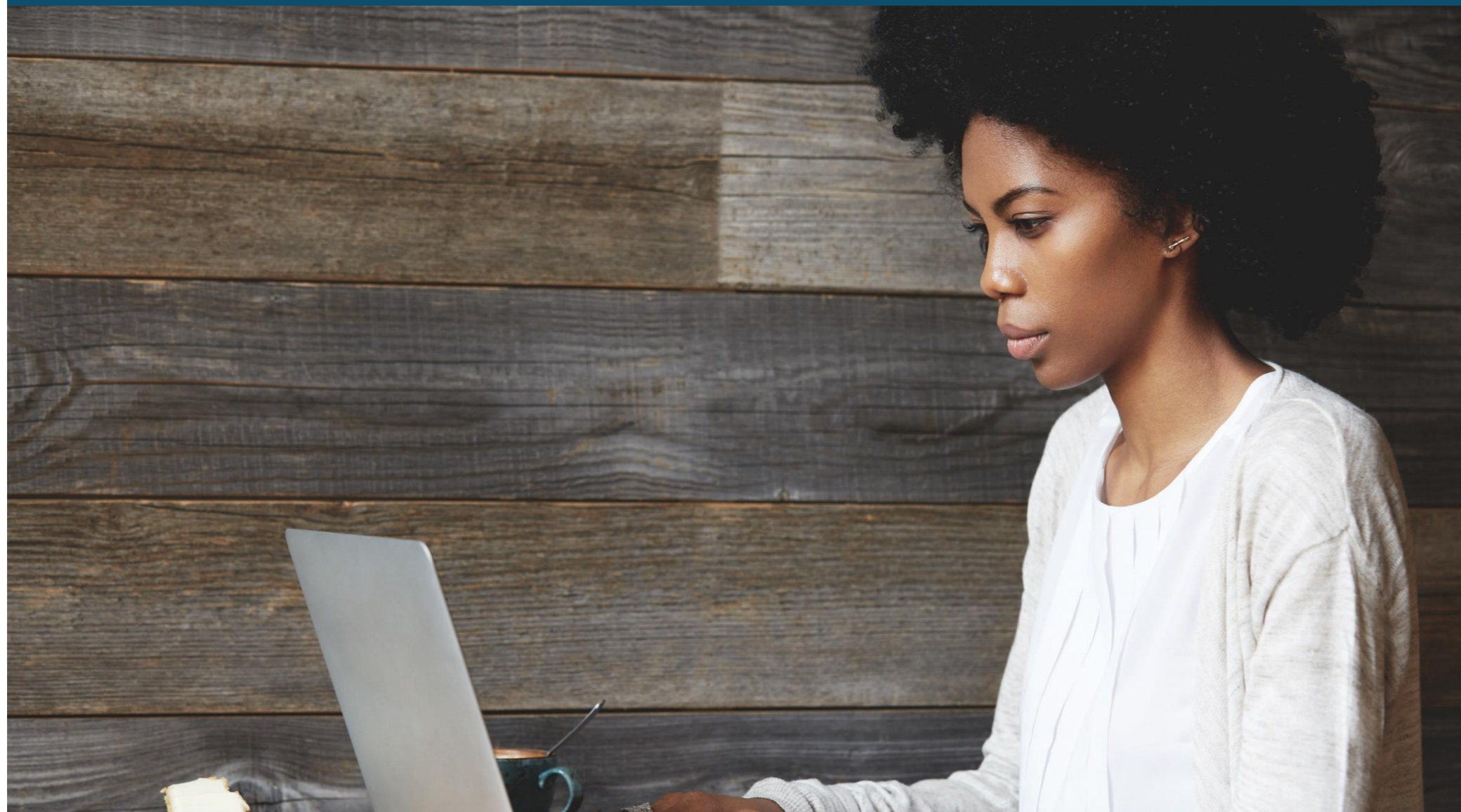
- Review talent identification
- Measure internal v external success.
- Build a sharing talent culture.

Who should you recruit?

External or Internal Candidates?

External Candidates

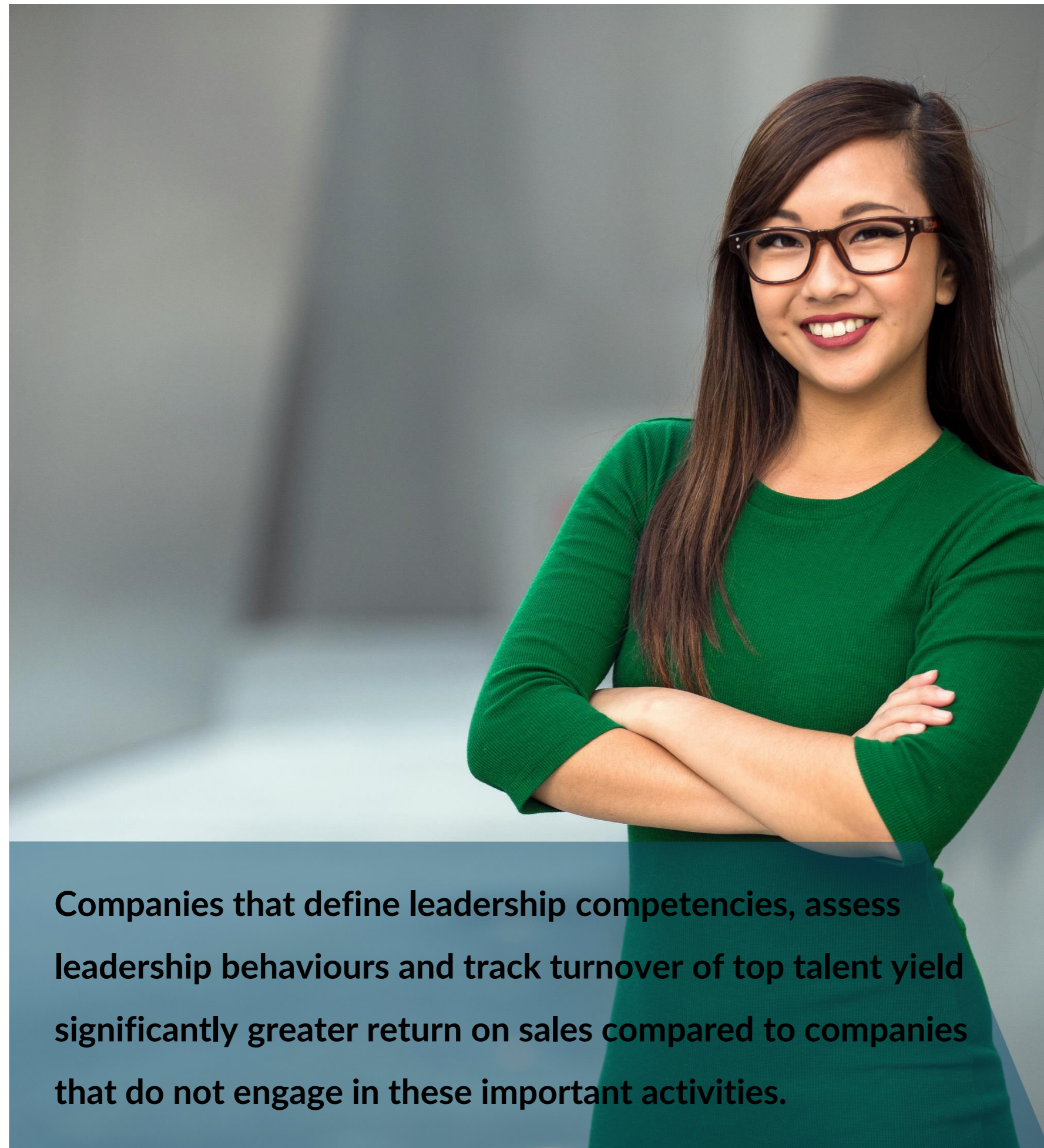
- Bring new approaches and vision to the organizational culture.
- Bring a unique skillset that is not available internally.
- Can make tough decision as they are not embedded in the company culture.



Internal Candidates

- Knows the lay out of the company and its strengths and weaknesses.
- Knows where talent lies and how it can be better utilized.
- Can become more productive at a faster rate.

Six steps leaders take to develop talent from within



Companies that define leadership competencies, assess leadership behaviours and track turnover of top talent yield significantly greater return on sales compared to companies that do not engage in these important activities.

Knowledge transfer

- Break down **siloes** and reward sharing of information.
- **Solutions** are found inside organizations. You just don't know it!

Improve collaboration

- Introducing cross **collaboration** amongst team promote the sharing and transfer of people and knowledge.
- Capture, Collaborate, Communicate !!!

Transparency

- Leaders are open with their needs.
- Leaders communicate their **vision** on what success looks like will help internal candidates to come on board.

Boost morale

- Celebrate talent **promotions** from within. It motivates others, and shows that the company is serious about development..

Increases performance

- Share results: The highest performing organizations spend **36%** more on development than their less successful counterparts.

Improve retention

- Leaders want to know which talent is at risk to moving on.
- Ensure top talent is **told they are top talent**
- Introduce a **leadership academy**..



Reflect,

Pause for thought

What do you think of the leader as coach?

- Note the need to be self-aware.
- Note the steps to build coaching skills also help with building leadership skills.

See how behaviour is separated from the individual

- Easier to build a relationship.
- Always spend time getting to know your employees.
- The more you invest the greater the return.

Best way to develop talent is to be open and encourage it to come forward

- Leaders are humble, they articulate a vision and are not afraid to let the team know what they find difficult.
- They look to develop as much talent from within.
- They recognize and reward talent.

Coaching for Success

1. Coaching for performance.
 2. Rewarding performance
 3. Leaders identify and develop talent
- Congratulations, you have now learn how leaders have vision, values and purpose.
 - Attend all of the lessons live to ask Questions in real time and benefit the most
 - We're here to help, so contact us anytime!



Lesson 5 Summary

Your Next Lesson

Lesson 6



How leaders manage change effectively

- The next session is “How leaders manage change effectively”.
- We look at:
 - Leadership and change management
 - Communication in change management
 - Leading and implementing change management
- Attend all of the lessons LIVE and your knowledge will grow
- Shaw Academy 12 Month Membership Prize during Lesson 6
- Get your Tool Kit for completing each lesson

QUESTION TIME

See you back for the next lesson “How leaders manage change effectively”.



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