

Managers, Coach Right Now

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Paths to Better Performance

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Exercise 1

Coach Right Now

Write down your experiences or observations with your last performance review whenever it occurred.

‘A’ shares your experience with ‘B’

Coaches Notes

Other Notes

Performance Management Systems

Most Performance management systems are not as effective as we want them to be to increase productivity, improve employee engagement and develop talent.

Research Findings (See attachments for more research details)

Performance management systems are not working the way they need to work to meet the business needs of the future.

- Gallup survey: 29% of employees are actively engaged: 54% are not engaged.
- Sibson Consulting: Only 30% of employees trust their performance management system.

Coach Right Now Model

SLOW DOWN!

“Coach Right Now” can impact productivity, engagement and develop talent.

- Observe: Seek the facts and information for understanding
- Explore: Seek out the issues, possible answers and solutions
- Take Action: Correct, learn and grow

Research Findings

- IAG Insurance in New Zealand: Coaching increases engagement from 51% to 76%: turnover reduced from 20% to 10%: coaching enhanced performance and business outcomes: 94% of all managers use coaching every day.
- Center for Creative Leadership: Creating a coaching culture: Leaders are confident that a coaching culture benefits the business: increases engagement, job satisfaction, morale, collaboration and teamwork. 80% surveyed say there is a seismic shift in their organization’s performance if coaching is ingrained in their culture.
- CCL—Creating a Coaching culture: develop coaching skills, integrate with talent management strategy, measure the business impact, drive coaching into the culture to realize the full potential.

Exercise 2

Everyone think and write down something you may be stuck on and may need some help with.

What are the attributes of a great coach?

Coaching methods

- Understand the situation
- Create a safe environment
- Give your full attention

Practice

- Ask open ended questions (Examples are in the hand out)
- Don't give advice
- Listen thoroughly
- Reflect, summarize, provide encouragement

Coach Right Now demonstration observations

Exercise 2

'A' share your situation and area of where you are stuck or need help.

'B' take note of 'A's' situation, and coach 'A'.

5 minutes

- Observe: Seek facts and understanding
- Explore: Seek issues, possibilities and solutions
- Take Action: Correct, learn and grow

Practice

Ask open ended questions (Examples are in the hand out)

Don't give advice

Listen thoroughly

Reflect, summarize, and provide encouragement

Notes and Reflections on the coaching experience

“The magic is in the dialogue.” Bud Roth

How do we coach as managers?

- Slow down
- Observe and capture facts
- Ask open ended questions to explore issues, possibilities and solutions
- Use your intuition
- Empathize
- Reflect and summarize
- Lead to action

Exercise 3

‘A’ coach ‘B’

‘B’ share your situation.

5 minutes

Observe: Seek facts and understanding

Explore: Seek issues, possibilities and solutions

Take Action: Correct, learn and grow

Practice

Ask open ended questions (Examples are in the hand out)

Don't give advice

Listen thoroughly

Reflect, summarize, and provide encouragement

Notes and Reflections on the coaching experience

“The greatest need of the human soul is to be understood.” Stephen Covey

Integrating coaching into the performance management systems.

What do you think it would take to integrate coaching into your organization or your client's business?

Here are some ideas for you to do in your organization or client's organization.

- Analyze the effectiveness of your current performance management systems.
- Start the dialogue for creating a coaching culture as a strategic objective.
- Show research data.
- Align the coaching culture with strategic goals.
- Integrate coaching with performance and development systems.
- Pilot in one area—Compare with a control group.
- Seed the organization with role models.
- Train all managers starting at the top.

Summary

What did we learn today?

**Coach Right Now to enhance your performance management system.
Coaching increases employee engagement and productivity.
Coaching accelerates leadership and workforce development.
Influence your organization to create a coaching culture.**

“Coach Right Now” is a training and development program designed and offered by Roth Consulting Group, LLC. Call Bud Roth, 317-201-9900

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Employee Engagement – Excerpts from the Gallup Survey

[Articles in 2008](#) at mbapursuit.com | Employee Engagement – Excerpts from the Gallup Survey is tagged with [Articles in 2008](#), [Career Guidance](#), [Interview](#), [job prospects](#), [selection process](#) |

According to the Gallup Management Journal's Employee Engagement Index 29% of employees are actively engaged in their jobs, 54% are not-engaged, and 17% are actively disengaged. The statistics on workforce engagement are surprising. Almost two third of the workers are either moderately engaged or not engaged, it is hard to ignore this wake up call.

Actively engaged employees: Today, employee engagement has become a growing management concern. Engaged workers make more money for the company. They contribute towards a healthy working environment. They stay with the organization longer and are more committed to quality and growth than are the other two groups of not-engaged and actively disengaged workers. Engaged employees usually need the least amount of attention from managers because they're doing what they are needed to do. The challenge for managers comes when the signs of disengaging appear from an engaged worker. The symptoms need to be addressed immediately. Great managers spend most of their time with the most productive and talented people because they have the most potential.

Employees are usually hired to do three things:

1. Achieve the business outcomes of their roles
2. Contribute to creating a productive workplace
3. Drive customer engagement

A Manager should spend ample amount of time with his subordinates. He should get the individual to view his or her role from a broader perspective instead of from a narrow task-oriented point of view. They can help employees clarify how they can achieve their outcomes. Measurement of outcomes also becomes crucial. Good measurement includes regular feedback, aligns with outcomes and matches the expectations for the role. Effective leaders help the people to design and own their own goals, targets and milestones. Great managers provide coaching to facilitate progress of their subordinates.

Do Your Employees Trust Your Performance Management Process?

From: mystrategicplan.com

February 22, 2008

According to a recent study by Business Performance Management (BPM) Authority, Sibson Consulting, **Only 30 percent of employees actually trust their company's performance management system.** Less than one third! That means that as a manager or business owner, you have more than 2 thirds of your company to convince if you're going to implement a BPM solution.

What builds trust? Communication: Sibson's Senior VP concluded from the results of the study that "the organizations getting the most impact from performance management are those that have strong leadership support and that execute well in differentiating performance and giving performance messages." There absolutely has to be strong support communicated from senior executives. It must be clear, and each employee must know inside and out how the system will impact them positively. More communication nearly always means more trust.

Coaching: Listed along with Sibson's study is a quote from Research Manager Dr. Lise Flores-Reed, that the results of the study "suggest there is opportunity for organizations to enable their managers to become more effective at communicating performance messages and coaching their employees around performance issues." Encouraging, inspiring coaching of employees is key to successful performance management.

IAG Insurance New Zealand Case Study Results

IAG (Insurance Australia Group) NZ is the largest general insurer in New Zealand, with more than 2,000 staff servicing a network of nationwide call centres, 28 sales centres and 8 branches. In 2008, IAG NZ decided to invest in a coaching culture initiative.

Culture transformation had been identified as a priority for the organisation due to lower than expected business results and a decrease in overall engagement scores, jeopardizing IAG NZ's ability to achieve their growth strategy.

Implementing a coaching framework across IAG NZ was seen as a priority and the development of a coaching capability was positioned as a key component within the Senior Leadership

Development program.

Several surveys have been conducted to determine changes in engagement, retention, performance and business outcomes since the start of the initiative.

Significant findings

1. Coaching has significantly impacted engagement (from 51% to 76%) and retention (decrease of staff turnover from 19.72 to 9.97) across the business over two years
2. Integrating coaching into other initiatives and systems has resulted in enhanced performance and business outcomes.
3. Coaching is now 'what we do around here' and forms part of Business As Usual with 94% of people managers using coaching skills every week.

Creating Coaching Cultures: “What Business Leaders Expect and Strategies to Get There”

Excerpts from the Executive Summary and Research Data

This benchmark study is the result of a partnership between Cylient and The Center for Creative Leadership that gives voice to 347 leaders regarding the trends for utilizing coaching in organizations.

Senior leaders in non-human resource functions represented 80% of the survey population so the voice of the business is clearly being heard, and for most of these leaders, creating coaching cultures is top-of-mind. The surveyed leaders believed that seismic shifts in their organizations’ performance are possible if coaching is ingrained in their culture. The leaders believe that a coaching culture increases focus on developing others and managing performance; increases sharing and utilization of knowledge; leads to more participative and transparent decision-making; and makes learning and development a top priority.

1. Seed the organization with leaders and managers who can role-model coaching approaches.
2. Link coaching outcomes to success of the business. Develop a competency model with strategic coaching goals, tactics and measures around coaching behavior.
3. Coach senior leadership teams in creating culture change. Over twice as many leaders wanted team coaching as those who said they were receiving team coaching.
4. Recognize and reward coaching-culture behaviors. Highlight role models and the positive outcomes produced by these new behaviors.
5. Integrate coaching with other people-management processes.

The results of this study indicate that leaders are confident that coaching cultures benefit the business in ways that include: Increasing employee engagement, job satisfaction, morale, collaboration and teamwork. Yet, these same leaders recognize that their organizations may be out of step in their current use of coaching compared with the potential of coaching. The outcomes and benefits of coaching cultures identified by the leaders in this study provide encouragement that the rewards for achieving these cultures will be well worth the investment. Assisting senior leaders and their teams to develop coaching skills, weaving these into an overall talent-management strategy, measuring the business impact and driving coaching deeper into the organization all represent rich opportunities for realizing the full potential that coaching offers.

The respondents believed that some seismic shifts in their respective cultures were possible.

- Achieving a coaching culture would increase how leaders actively contribute to the development of others (36%) and how they routinely review and manage people’s performance (32%).
- Knowledge would be widely shared and utilized (31%) as opposed to information being controlled and viewed as a source of power (6%).
- Decision-making would be open, participative and transparent (28%) in a climate of trust and openness that would permeate the organization, as opposed to harboring silos that limit cross-functional collaboration (4%).
- Learning and development would be viewed as a top priority (27%) where innovation is valued and supported (10%).
- Coaching cultures are those in which “making the numbers” is no longer paramount (16%).

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Insightful Questions for Coaching

What outcomes do you want to create?

What concerns you most?

How are you feeling about this?

How might you be contributing to this situation?

What do you really want?

What is one action you can take to move forward?

What would success look like?

What would it take to get there?

What will help you get what you want?

How can I help you?

Add your own.