THE COACHING CONUNDRUM

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The Coaching Conundrum

Fraser Marlow
Head of Research
Assigning Resources to activities. Tracking activities towards deliverables.

Coaching is helping another person figure out the best way to achieve his or her goals, build skill sets or expertise, and produce the results the organization needs.

Creating a compelling vision of the future, Inspiring others to willingly take action.

Management

Leadership

Coaching

Own Work
A coach is not a form of public transport.

“A vehicle to transport very important people from where they are to where they want to be…”

…and to where you need them to be.
COACHING IS...

...helping another person

• achieve his or her goals
• build skill sets or expertise
• produce the results the organization needs.

Coaching is not telling someone what to do.
It is not stepping in to actually do the work.
Coaching is also not restricted to formal or scheduled discussions.
• In our organization, we expect managers to also coach [Yes or No]
• There is an established organizational belief that coaching by managers leads to greater business results [Yes or No]
• A portion of each managers' compensation is tied to coaching activities [Yes or No]
MANAGER’S VIEW
<table>
<thead>
<tr>
<th></th>
<th>% who agree or strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am expected to coach and develop my team</td>
<td>84%</td>
</tr>
<tr>
<td>There is an established organizational belief that coaching by managers leads to greater business results</td>
<td>67%</td>
</tr>
</tbody>
</table>
84% of managers agreed or strongly agreed that they love to coach.

88% of managers overall believe that the time spent coaching team members pays off by helping them achieve their goals.
TRUE BELIEVERS (MANAGERS)

- “a time where I have the opportunity to coach […] pays more dividends then any other activity I do.”
- “If you coach your team members they are more efficient and effective. It’s a more cost-effective way of working in the long run. On a personal level, you also get to see your team develop and blossom.”
- “It is fun and one of my favorite parts of the job. It’s also important. It makes the difference between a good team and a great team.”
DIRECT REPORT’S VIEW
87% of direct reports agree or strongly agree that ‘In general, I like to be coached…’
EMPLOYEES: “I LIKE TO BE COACHED AND…”

“The coaching I receive from my manager has significantly improved my…”

<table>
<thead>
<tr>
<th>Region</th>
<th>Job performance</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>69%</td>
<td>68%</td>
</tr>
<tr>
<td>Australia/New Zealand</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>Continental Europe</td>
<td>67%</td>
<td>71%</td>
</tr>
<tr>
<td>North America</td>
<td>60%</td>
<td>64%</td>
</tr>
<tr>
<td>UK/Ireland</td>
<td>73%</td>
<td>70%</td>
</tr>
<tr>
<td>Total</td>
<td>63%</td>
<td>65%</td>
</tr>
</tbody>
</table>

% Agree or Strongly Agree

[Bar chart showing comparison between job performance and job satisfaction across different regions.]
DO YOU RECEIVE COACHING FROM YOUR CURRENT MANAGER?

52% Yes
CO·NUN·DRUM
\kə-ˈnəndrəm\  NOUN.

A confusing and difficult problem or question. A question asked for amusement, typically one with a pun in its answer; a riddle.

- The Oxford Pocket Dictionary of Current English
MISMATCHED PERCEPTIONS

Employees...
- Want to be stretched.
And
- Want help coming up with their own answers.

Managers...
- Worry about having all the answers.

Don’t be the Expert
MANY MANAGERS CAN’T FIND THE TIME

- Survey says…“It takes too long.” (32%)
- Leaders say:
  - “There’s no time to coach. I know I should develop my people. I’m too busy with other tasks.”
  - “Most companies now expect people to be working managers who tend to do ‘work’ more and ‘manage’ less.”
  - “In a rapid-paced environment, today’s deliverables get attention and tomorrow’s requirements take a back seat.”
  - “My goal is to help my team of highly expert scientists become more like business partners. But it has been hard to create the time to coach to this issue. We are so activity-driven. The culture rewards completion of tasks.”
RELATIONSHIPS RULE

Organizations…

• Invest in models, skills, and processes/procedures that structure planning and interactions.

Employees and managers…

• Rate behaviors that create supportive, encouraging, and trusting relationships as most important.
THE CONUNDRUM IN A NUTSHELL...

• Managers love to coach and see the payoff
• Employees like to be coached and see the payoff
• Organizations expect managers to coach
• Organizations invest in skills, processes, models

• Employees want to be stretched and help in finding their own answers

but

• Managers struggle to “find the time”
• Half don’t receive coaching currently
• Few hold managers accountable or reward it
• Employees & managers value trusting, supportive relationships

• Managers worry they don’t have all the answers
We know it’s good for us
We should do a little of it every day
It’s really not that hard, takes little skill
It doesn’t take much in terms of resources
The benefits are tremendous

… yet few people do
BUILDING A COACHING CULTURE
BUILDING A COACHING CULTURE

Skills

Business strategy & results, employee satisfaction & aspirations

Organizational & Employee Success
The culture values and reinforces coaching. The leaders value coaching. 

Belief & Backbone 

Organizational & Employee Success 

Skills
BUILDING A COACHING CULTURE

Organizational & Employee Success

Belief & Backbone

Individualized Partnerships

Skills

One-on-one, Unique, Joint accountability
BUILDING A COACHING CULTURE

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Belief & Backbone

Individualized Partnerships

Coaching Essentials

Skills

Establish trust, Build confidence
Unleash potential

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Belief & Backbone

Individualized Partnerships

Coaching Essentials

Skills

Organizational & Employee Success

Timely
Relevant to the situation

Establish trust, Build confidence
Unleash potential

One-on-one, Unique,
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The culture values and
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Business strategy & results,
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BUILDING A COACHING CULTURE

Organizational & Employee Success

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WHERE DO WE START?
5 RECOMMENDATIONS

1. Tackle your next problem with a coaching initiative.
2. Get new managers on the coaching track.
3. Think beyond coaching skills.
4. Coach the coaches.
5. Build belief & backbone into your culture.
Don’t just tell managers to coach. Give your managers a reason to coach:

- Culture change
- Innovation
- Increased engagement or retention
- A new business strategy
- Leadership bench strength
Define coaching.

- Dispel myths. Coaching is not:
  - An event
  - A discrete tactic for performance problems
  - A one-size-fits-all approach
  - Something you do to employees
  - Advice
THINK BEYOND COACHING SKILLS

• Encourage manager-employee dialogue.
• Stress authentic leadership.
• Emphasize relationships when on-boarding.
• Address trust issues.

“We had an assistant store manager who transferred to a new location. She never took the time to build relationships and just told people what to do. Then she went to a coaching workshop, came back, and started “coaching” – but things didn’t go well. She did it ‘to’ her team. She eventually left the company.”
### Coaching Actions [Actual or Perceived]

<table>
<thead>
<tr>
<th>With Trust</th>
<th>Without Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversation</td>
<td>Interrogation</td>
</tr>
<tr>
<td>Feedback</td>
<td>Reprimand</td>
</tr>
<tr>
<td>Check-in</td>
<td>Micromanaging</td>
</tr>
<tr>
<td>Concern</td>
<td>“Spying”</td>
</tr>
<tr>
<td>Interest</td>
<td>Meddling</td>
</tr>
<tr>
<td>Goal-Setting</td>
<td>Orders</td>
</tr>
<tr>
<td>Delegating</td>
<td>Dumping</td>
</tr>
<tr>
<td>Partnership</td>
<td>Boss-Subordinate</td>
</tr>
</tbody>
</table>
COACH THE COACHES

- Set the tone.
- Cascade from above down through the ranks.
- Model it.
- Provide support.
- Help identify issues specific to your organization.
BUILD BELIEF & BACKBONE INTO YOUR CULTURE

- Change your talk.
- Set expectations.
- Build accountability and rewards.
WHAT’S NEXT?

Organizational & Employee Success

Belief & Backbone

Individualized Partnerships

Coaching Essentials

Skills

- Timely
- Relevant to the situation
- Establish trust, Build confidence
- Unleash potential
- One-on-one, Unique, Joint accountability
- The culture values and reinforces coaching
- The leaders value coaching
- Business strategy & results, employee satisfaction & aspirations
Coaching Floss
...because you DO have the time
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