



SPURWINK
going the distance

AIM LEADING BY GOING THE DISTANCE

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Starboard Leadership Consulting
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ACTIVITY: PARTNER OR GROUP SHARE

- Share with your partner or group
 - The best coach you've ever had and why.



EFFECTIVE MANAGEMENT

Tasks

- Delegate work and roles/responsibilities
- Create motivating environments
- Coach employees up
- Build cohesive, effective teams
- Manage sideways and up

Goals

- Maximize what each employee has to offer
- While earning their loyalty
- And building their ownership and excitement for the work and results of the company



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Ownership for results



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DELEGATION CYCLE

Today's Focus Falls Within #4



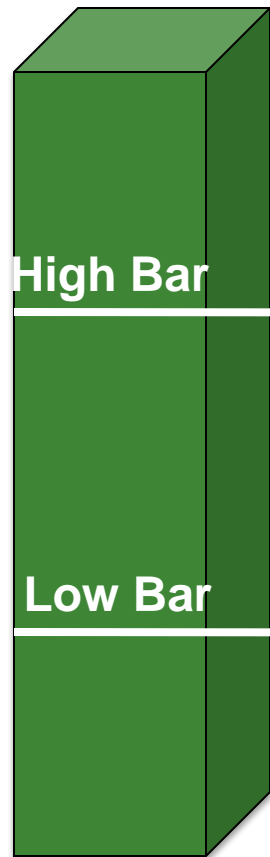
Follow up to
promote
Accountability
and Learning:

Coaching Up



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Clear and high **Expectations**



High Bar = the behavioral expectations you collectively agree on are critical to being smart and healthy

This gap = your culture differentiator and the source of most managerial challenges

Low bar = the minimum threshold for acceptable behavior (below which employment termination is an easy decision)



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FOCUS FOR SPURWINK TODAY

*Retention and **development** of team players at Spurwink.*



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GOOGLE STUDY ON COACHING

The single most important differentiator
between good and great managers?
“Be a good coach.”



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5 MINI-LESSONS OF THE DAY

1. What is Coaching Up
2. Why Coach Even When You Are Busy
3. Prerequisites to Coaching
4. Ways to Coach
5. Ending the Coaching Session & What Happens Afterward

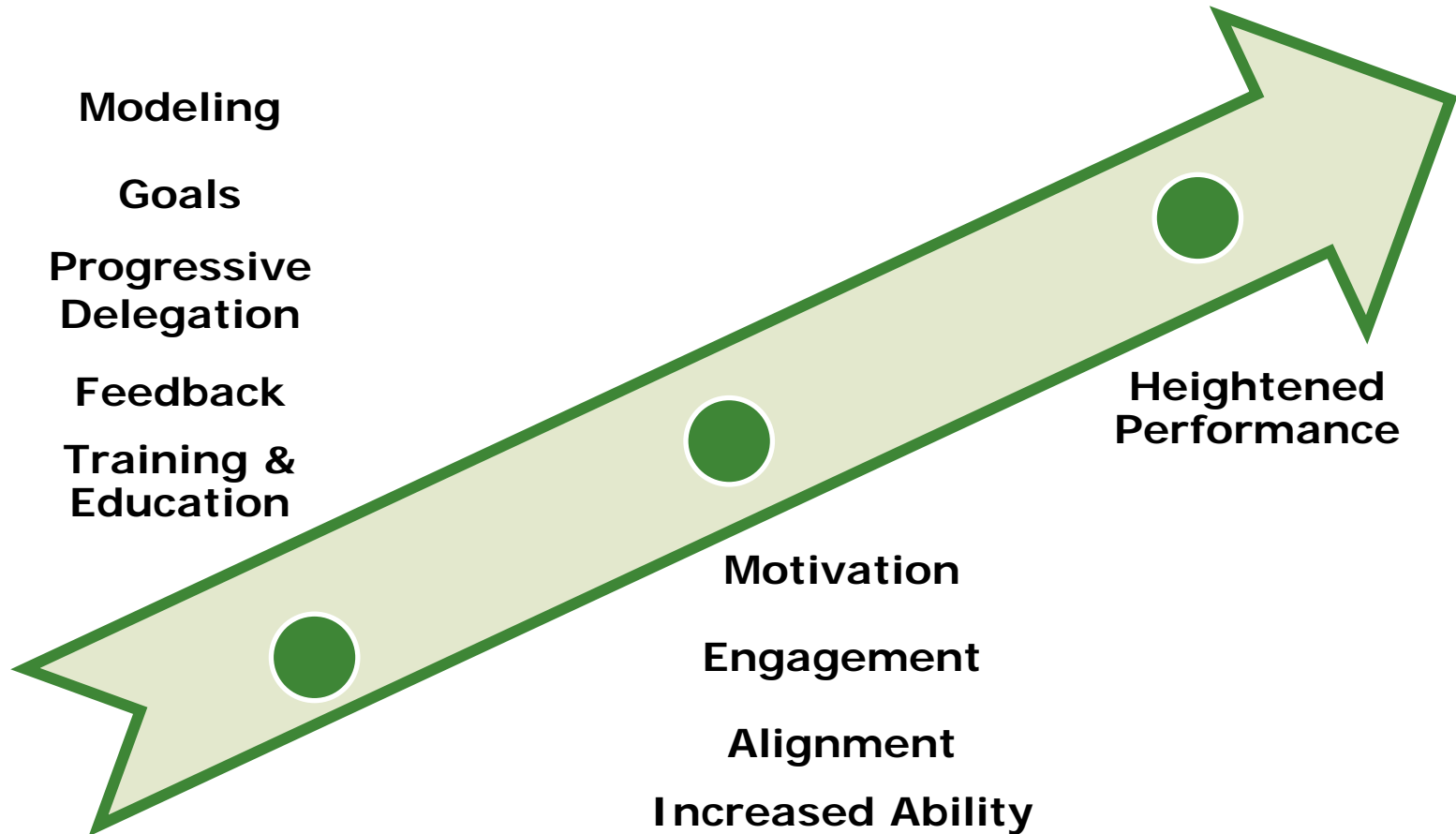
Resource for this presentation and handouts:

1. **Harvard Business Review Guide & Tools for Coaching Employees**
2. **Starboard Curriculum**



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1. WHAT IS COACHING

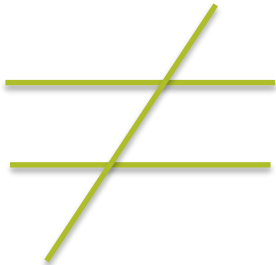


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WHAT IS COACHING

“Asking questions that help people discover the answers that are right for them.”

“Asking questions that help employees fulfill their own immediate responsibilities more effectively and advance their professional development over time.”

Leader  Answers



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2. WHY COACH – EVEN WHEN BUSY

Your best resource is your team. Develop them to perform at their peak. You can't do more, but by building your team, your team can achieve more.

- *You believe it will help achieve business goals.*
- *You enjoy helping people.*
- *You enjoy making connections.*
- *You are curious – what's happening, what are the gaps, what are the challenges. You ask lots of questions.*



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GOOGLE STUDY ON COACHING

Higher Frequency Coaching is Needed

- Weekly or monthly vs. annually
- Annual performance review = high anxiety and goals change more frequently
- Increase learning with timely feedback
- Staff will engage more and ask for help if offered informally
- Need to reinforce effective performance ongoing



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HOW COACHING COMPARES TO OTHER EMPLOYEE MEETINGS

Meeting type	Time horizon	Focus
Performance review	Annual; retrospective	Assess performance of the employee retrospectively over a given time period against a set of objectives related to current job responsibilities. Formal.
One-on-one meeting	Typically weekly or biweekly; current	Discuss existing business projects, work plans, and objectives related to current job responsibilities. Informal.
Coaching sessions	Generally once per month; retrospective, current, and prospective	Discuss development and growth. Addresses both recent and current performance and future potential. Can be formal or informal.



ACTIVITY 1: COACHING & DiSC

1. Read your DiSC style's approach to developing staff – p. 17 of your Everything DiSC profile.
2. Identify 1 employee you manage that needs to be coached up to meet higher expectations - behavior/performance wise.
3. Use the people reading method to identify the style of the employee.
4. Use p. 18-21 (developing others) for insight on your employee's style.
5. Fill out the Action Plan for Developing that Employee.

Group share:

1. Was anything new or different from what you already know? Or does it reinforce something you already knew?
2. What might you do differently moving forward to create a motivating environment and coach this employee?



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3. PREREQUISITES TO COACHING

- A. Trust
- B. Emotional intelligence
- C. Integrity
- D. Courage
- E. Care
- F. Growth mindset
- G. Rapport=Permission to Coach
- H. Role clarity



A. BUILDING TRUST

A. Ask questions:

- What are your career objectives?
- What skills do you want to add? Experiences?
- How can we start moving you toward that?
- How do you think I could help you succeed?
- Also about their personal life!

B. Listen

C. Follow through on what they ask for



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BUILD TRUST

- D. Tell Your Employees How You Like to Work (DiSC) and how they can work effectively with you
- “I raise tough issues up front and directly”, so “If you feel my response is blunt or direct, realize that it’s about the issue, not about you personally.”
 - “I’m a morning person”, so avoid scheduling meetings where I have to make a big decision after 3 pm.”

Adapted from “Do You Know How Each Person on Your Team Likes to Work?” by Sabina Nawaz

B. EMOTIONAL INTELLIGENCE



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C. INTEGRITY

You can't build a reputation
on what you are GOING to do.

Henry Ford

i don't believe
what you say.
i believe what
you do.

"What you do
speaks so loudly
that I cannot
hear what you
say."

Ralph Waldo Emerson

I don't
trust words,
I TRUST
ACTIONS.

"Action expresses priorities."
Mohandas K. Gandhi

You are always
responsible for how
you act, no matter
how you feel.

Sorry is not
enough.
Sometimes,
you actually
have to change.

Your words
mean nothing
when your
actions are
the opposite

D. COURAGE

- A. To face the truth and express it
- B. To rely on others
- C. To make decisions in risky or uncertain situations
- D. To work outside one's comfort zone
- E. To impose rigorous standards
- F. To be human (as opposed to super human)
- G. To introduce tension
- H. To disrupt the status quo



E. CARE



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F. GROWTH MINDSET

Fixed mindset

- Qualities set in stone
- Must be perfect
- Fear of failure

Growth mindset

- Qualities are malleable
- Continuously learning
- Willing to try

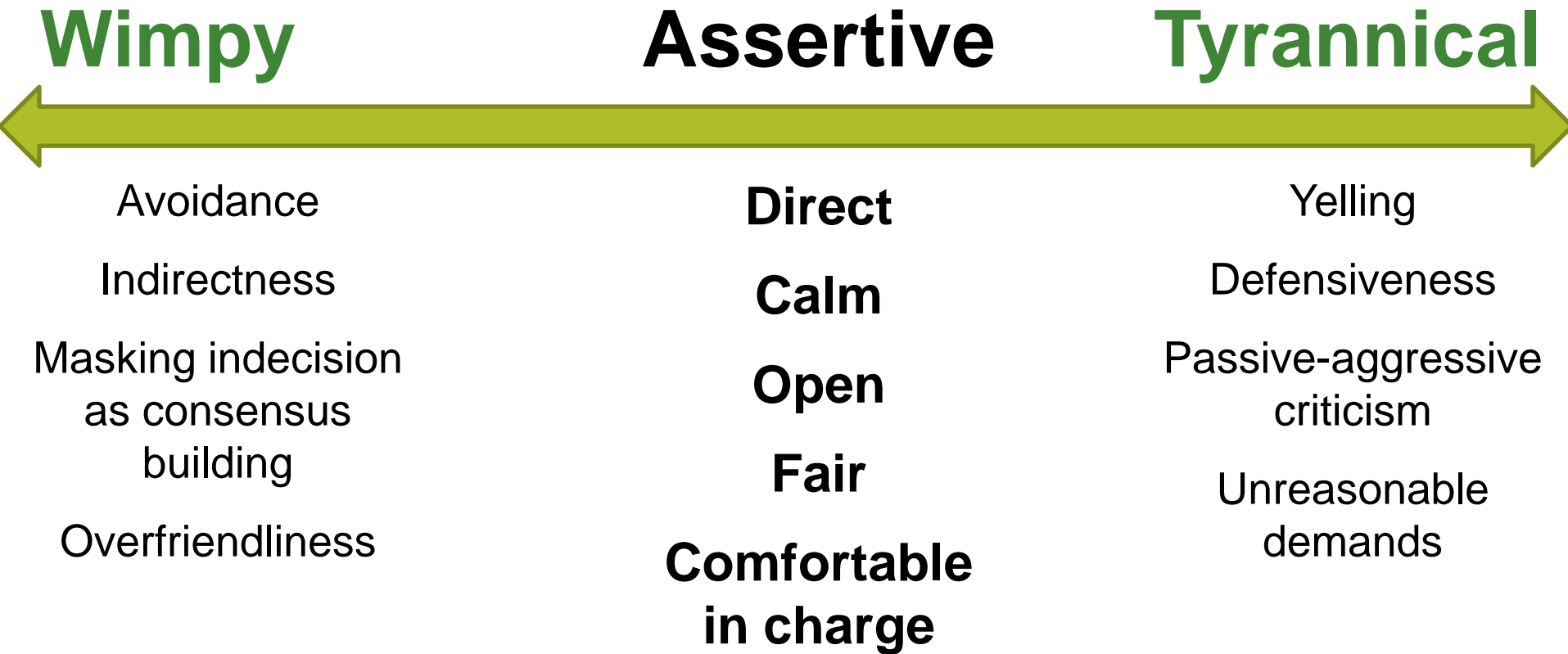
“Not Yet”

F. GROWTH MINDSET EXAMPLE

	Trait Compliments	Process Compliments
	<i>"You are so smart."</i>	<i>"You've done that well."</i>
Effect on thinking	Evokes a fixed mindset	Evokes a growth mindset
Effect on feeling	Evokes a sense of pride and satisfaction	Evokes a sense of pride and satisfaction
Effect on behavior	<ul style="list-style-type: none">• Avoiding challenges• Less effort• Less endurance• Defensive response to failure	<ul style="list-style-type: none">• Taking challenges• More effort• More endurance• Learning from mistakes

Adapted from 2011, Coert Visser,
www.progressfocused.com/2011/06/developing-growth-mindset-how.html

G. ROLE CLARITY



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H. RAPPORT CREATES PERMISSION

- Building trust
- Demonstrating emotional intelligence, integrity, courage, care and a growth mindset
- Being direct, calm, fair, open, and comfortable in your role as a manager
- Listening with quality



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ACTIVITY 2: PREPARING TO COACH

Recall the person/people you think need coaching

GROUP SHARE:

1. Consider what you need to do to prepare to coach this employee
 - Do I have DiSC style/mind set biases to let go of?
 - What strengths will I bring to this?
 - What will be most challenging about this?
 - Have I laid the foundation with the prerequisites?



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4. WAYS TO COACH

1. Use regular, scheduled, one-on-one check ins.
2. Encourage peer to peer coaching
3. Create mentoring partnerships.
4. Tap into the potential within everyone.
5. Support daily learning and development activities
6. Seek formal training.



WAYS TO COACH: SCHEDULED

More than “How’s it going?”

- Structured, sit-down meetings
 - Initiated, led, and controlled by the manager
 - About work conducted over time, not one event or project
 - Discussion and review of multiple events and competencies
-

“How has your approach to this work changed?”

“What is your goal for that moving forward?”

“Are you noticing a difference in how your staff responds to you?”



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WAYS TO COACH: DAY TO DAY

Whenever Discussion is Needed – Event/Incident

- Focuses on one incident
 - Triggered by a “teachable moment”
 - Routine part of day-to-day work
 - Initiated by manager or employee
 - May be quick / not seen as a feedback session
-

“How did you think the meeting went?”

“What was your reaction to Karen’s recommendation?”

“Which parts of your presentation do you think went best?”



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THE COACHING SESSION

After Trust Building Questions

1. Dialogue to help you see things through her/his eyes. Ask questions to understand her/his:
 - Developmental level and goals
 - Skill level against leadership competencies and behaviors
 - DiSC style (Preferences, motivations, values)
 - Habits/structures holding her/him back
2. Use open ended questions (not “why” – judgmental)
 - “What was your intention with that?”



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COACHING QUESTIONS

What, How, Who, Where/When, Descriptors

- Help me understand. Tell me more about that.
- Let me make sure I understand what you are saying.
- What is happening? What is challenging about it?
- What have you done, tried, or considered?
- How will you prepare for that.....measure success?
- How will you communicate your goals with key stakeholders?
- Who will be affected by these changes?
- Who else could offer you feedback?
- Where or when do you feel you are at your personal best?
- Where or when do you feel most challenged or reactive?
- Where might you experience resistance from others?

IDENTIFY WHAT TYPE OF COACHING IS NEEDED

1. Long-term development of a skill/behavior
2. Debrief of an event or project
3. Short-term problem solving



AFTER QUESTION → ACTIVE LISTENING

- Use active listening (not solving)
- Follow up with more open ended questions
 - Ask more than tell (4:1 ratio)
 - Enables them to learn how to self-coach
- Mirror, paraphrase, summarize themes
- Then....
 - Are you open to me sharing with you how I am seeing this?
 - Could I offer you a different lens?
 - A new approach?



ACTIVITY 3: COACHING

Recall the staff you think needs coaching

GROUP SHARE:

1. Start planning for your first coaching session
 - Write down the areas of growth or specific behaviors/actions you would like to see improved (you will also ask him/her about this)
 - What questions will I ask (what do I want my staff to learn from responding to this question)?
 - How can I improve listening vs. solving?



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5. ENDING THE COACHING SESSION

Employee summarizes

- “As we get to the last ten minutes, what are the top two or three things you are taking away from our conversation?”
- Define next steps
 - Employee develops an action plan
 - Set time for next follow up
 - Identify outside resources needed, e.g.
 - Training
 - Feedback from colleagues



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AFTER THE COACHING SESSION

Goals and Action Plan – Employee Draft

Goals: What skills or competencies do I want to develop?	Action Steps: What do I need to do to develop in these areas?	Measures of Success: What will be the impact if I am successful – on myself, my colleagues, my results?
I want to better focus on my long-term priorities	Delegate more responsibility, clearly and make them point of contact for the work	I'll feel less frazzled when I arrive and at end of day
	Set up regular one-on-one time with each team member to minimize daily questions	My team will feel more ownership for their areas of responsibility
	Put my top 3 goals for the month on my computer as my screen saver	I'll be able to check off some of my to-do list

WHAT TO ASK YOURSELF AFTER COACHING

- Am I meeting the needs of the employee?
- Am I holding up my end of the bargain?
- How will I continue to engage and follow up with my employees?



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ACTIVITY 4: REFLECT ON COACHING

Partner Debrief:

1. What are the key principles of effective coaching that make the most sense to you?
2. What resources do I need to be a better coach?
3. From whom would you benefit from receiving honest feedback about your coaching style and effectiveness? List their names below. Next to their names, commit to a date by which you will reach out to them for feedback.



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THANK YOU!

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