

Developing your business through people

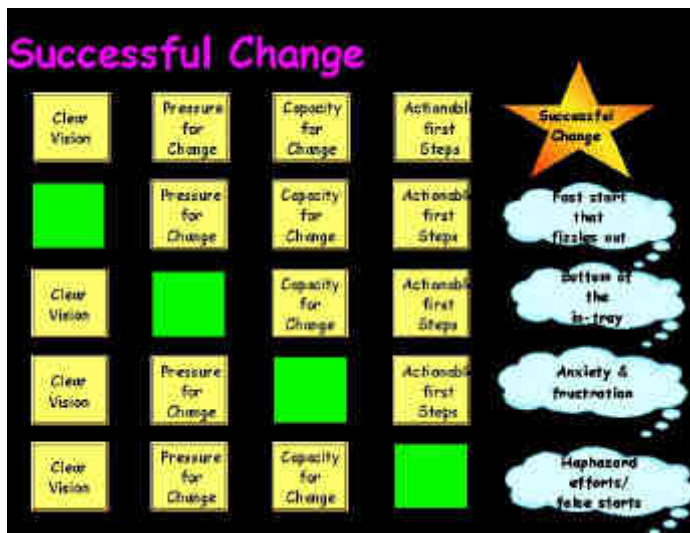
- A guide to coaching



Introduction

In order to support the organisational changes you are about to undertake this manual contains a Personal Development framework to support the business. Its aim is to support staff (and managers) to develop themselves in partnership with the business for mutual benefit.

To help managers facilitate it's introduction, as well as provide additional support, this manual contains the basics of a coaching skills programme. It will prove useful to those who will be responsible for coaching others, as well as for individuals who will be coached themselves.



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Remember, when an organisation changes, so must its people. In fact it is the people that must change first, because without individual change the organisation will stay the same!

Nature of change

Throughout the BIR process we have:

Explored the future for the business (Clear Vision) and defined some of the Actionable First Steps. Experience has shown that unless a number of key steps are in place, successful change is unlikely. The figure shows the common results of missing one of these factors.

Often the Pressure for change rests with senior management and desire for change. This may be driven by profit levels, competition, staff turnover etc.

For many businesses the real challenge comes with ensuring the WHOLE organisation has the "Capacity for Change". This next section of the manual provides you with two compatible tools to help build your business's "Capacity for Change":

- 1) Management ability to coach and lead others through this challenging time
- 2) Staff's ability to recognise that they are a part of the change process and that learning new ways

is 'Their only competitive advantage' in the world of employment.

This does not mean lots of 'off the job' training or courses, but the ability of EVERYONE in the business to recognise when they need to do something new or when they have learnt something new. We also know when 'reviewing', that learning helps to embed the knowledge in the individual – hence the Continuous Personal Development - CPD approach suggested.

Lets find out some more...

The importance of balance in development

In this section we will look at the following questions:

- What is coaching and why is it important?
- Am I not doing it already?
- How does it link to Continuous Personal Development?
- How much time does it take?
- Why should I coach my staff?
- How will it benefit the performance management process?
- What are some of the attributes of a good coach?

There are many more, but to begin let's start with some of these:

What is management coaching?

In coming to an answer to this question, we have worked with many definitions. The brief answer is that coaching is about bringing the best out of our people. And that's important in any organisation. How we do that is in a one-to-one situation, and as managers we ask questions and listen. It's very important that in coaching, we work around the topics of interest and concern to those being coached. That's a little more difficult than it sounds, because we are so used to working off our own agendas. Some of the ingredients which allow us to bring out the best in other people include:

- Asking open questions
- Working in partnership with rather than trying to control
- Trust and confidentiality
- Support and openness
- Listening well

We will pick up on these as we go through the guide.

Coaching is important to both the individual being coached and the business:

To the individual, because when run in tandem with your own Continuous Personal Development (CPD) and your companies performance management process, they become the vehicles of focus and activity for continuous improvements.

For the business, because without the personal development of all of us who go to make up our organisation, the chances of real organisational development (such as becoming the world's best) are severely restricted. Personal development and organisational development are two sides of the same coin. Without both, it's a recipe for disaster. If we develop the individuals on their own, they can outgrow the organisation. If we develop the organisation alone, this can cause stress and a *lower* productivity because the individuals can feel like they are being left behind, or that the organisation is going the wrong way. It's a partnership. Fig 1 shows this.

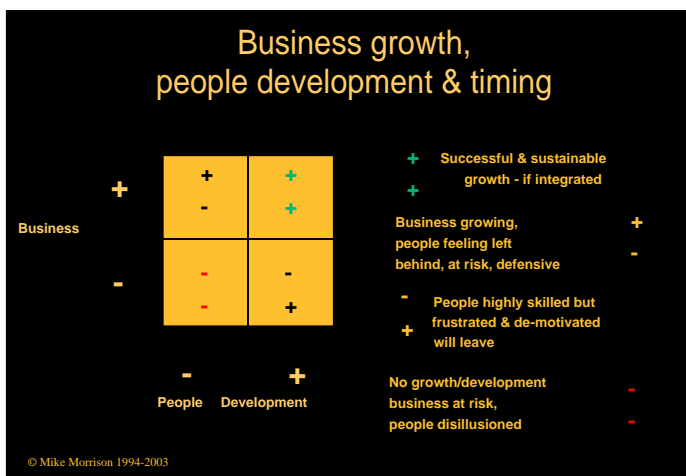


Fig 1

Autocratic and control based management do not tend to allow for learning on the job. Of course, there will always be times when managers of all levels need to make decisions and have them implemented. But we believe that the manager's job is to create the environment so that his/her team can succeed. In order to do this, learning and creativity need to be encouraged. This allows the continuous improvement that we all require.

Am I not doing this already?

The chances are that some of you are already using the natural coaching abilities that we all have. But, there are still reasons why this particular initiative is so very important:-

1. We believe that we can provide an environment in which your natural skills can be enhanced. It's all part of continuous improvement.

2. Our programme will give is a shared technology and a shared set of concepts and models. Usage will give us a common language.
3. As a result of this process, we believe that we can all get more from the performance management and CPD processes, both as Coaches, and for ourselves, in terms of our own development.
4. This particular form of coaching acts as lubrication for the introduction and ongoing development of the people resource. We explain this further below.

How can I be a good coach?

Practice listening, practice asking questions of the open kind, and use the ideas in this guide. If the concepts are still alien to you, speak with your manager or mentor, or give your training advisor a call.

As mentioned before, we all coach somebody, somewhere already, whether it's our local sports team, our children, or our colleagues. There is usually someone, who following our advice, has reached a solution to their problem. We have therefore acted as a catalyst. To some of us, it seems difficult asking questions to which we do not know the answers, but this is one of the attributes of being a good coach.

Simple performance management

Performance management is in essence setting goals, measuring performance against those goals, providing feedback and providing reward. Many studies have shown that what gets measured gets done.

Coaching as a management style is essential for effective change and performance.

How does it link to development?

As managers we are used to exercising some sort of control over our people. In the development process we must create a partnership with our people, and it is our job to guide them, as and when we can.

Part of the development of the whole company is based upon getting people to take more responsibility (where appropriate), encouraging them to come to their own solutions and allow ideas to come from all parts of the business. We believe, with the support trust and the partnership that the coaching process demands, we can encourage people to enhance their competences, put forward their ideas, note down the things they learn on the job and exchange thoughts with their colleagues. This in turn will encourage a CPD approach that can help to provide the essential focus and structure for Personal Development. Coaching provides the know how to create ongoing encouragement and gives the opportunity for us to "sound out" ideas on each other.

How much time does it take?

We will show you a technique that can get straight to the heart of an issue, and create a way forward in a very short time. How short? That depends upon how much practice you have had and the nature and complexity of the issue. However, even complex matters can be moved forward in just 15 minutes given practice.

There is another side to this. This "time" question usually revolves around time that I have to spend apart from key areas of responsibility. We believe that coaching will become part of all that you do. Once you are practiced and fully aware of coaching as a management process, it can actually save you a considerable amount of time.

Some attributes of a good coach

Like any other role or job, there are key attributes required in order to perform at an optimum level. In coaching the following are seen as being the basic essential credentials of a good coach:-

- Being a good listener
- Encouraging and supporting
- Questioning skills
- Candid and challenging
- Focused in the "client's" agenda
- Interested more than interesting
- Gets straight to the point
- Gives full attention
- Focused on solutions
- Gives genuine praise
- Likes seeing others succeed
- Builds rapport easily
- Is trustworthy
- Is non-judgemental
- "Walks the talk"
- Catches people doing things right and praises
- Reprimands inappropriate behaviour *at the time*

"Walk the talk" What is meant by this? In essence it means living the message. For anyone to succeed, talking about doing the right things is not sufficient: they also have to put into practice they say. This may become a personal development exercise for the coach as well! The key message for a successful coach is not to pay lip-service but to put the theory into practice. The success of you as a coach is very much down to you.

It is a common belief that because you teach, train, develop or coach others, you know all the answers. For a coach this can be limiting as it often creates a fear within yourself, which may hold you back from being an effective coach. It is alright not to know all the answers. From our experience, many issues

come to the surface when coaching which neither the coach nor the person being coached are expecting. From within each of us the answer to our problems and issues can be found. Normally the person being coached knows the solution and the coach is there to help them find it.

Some useful models

In this part of the guide, we will go through the models. Models help in many ways. They give us concepts to talk around. We can use them for diagnostic purposes, in order to see where we are. Models also start the process of creating a common language so that we can communicate on a wider basis. They act as points of focus in the coaching process. With the help of these models we can often see a situation from a new perspective.

We have used one of the models (Personal Development- v- Business Development, fig 1) already. It gives us other ways of assessing and discussing a situation. After a little practice, you will probably find the language of the models coming into everyday use.

Value Added Leadership

Fig 2 introduces the concept of Value Added Leadership. If any of us in a managing or leading role does not add value to the team, we must ask "what are we doing here?"

Value Added Leadership		
Is about Creating the environment in which my team can succeed		
Control with	Not	Control over
Responsibility with	Not	Responsibility over
Zap	Not	Sap
Employees own the job, then quality, then the customer		
Adds up to "Kaizen" not change that sticks but continuous improvement		

Fig 2

Sharing control and responsibility allows your team members to *own* the job so that they are doing it for themselves, rather than for somebody else's whim.

Zap and Sap

After a meeting with your managers you can come out with basically three results:-

1. You can feel better about yourselves and your jobs - zap
2. You can feel the same - indifferent
3. You can feel worse - sap

The outcome of the coaching session is that we want your people to feel better about themselves, their abilities and about the team. Better because you are focusing the conversation on opportunities and not problems, better because they feel supported, better because they feel that they matter, and that they are an important part of the team.

Fig 3 shows us that Value Added Leadership is on a continuum and not an either/ or situation. The skill is to be able to move along it, to the right for coaching, developing and training and to the left for such matters as Health & Safety.

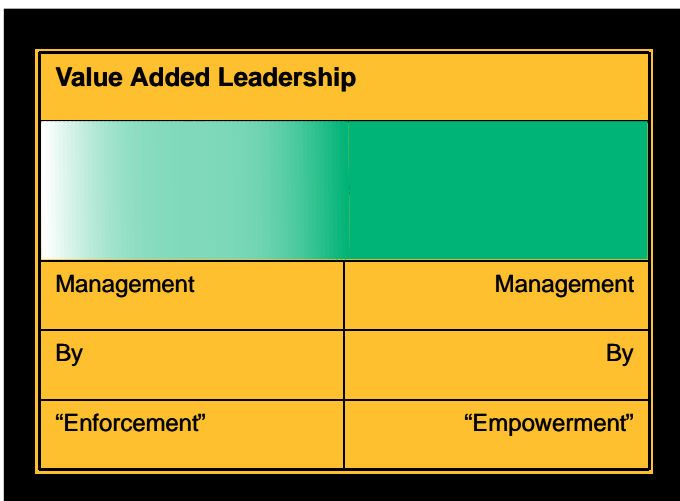


Fig 3 - The Spectrum

The Cycle of Productivity

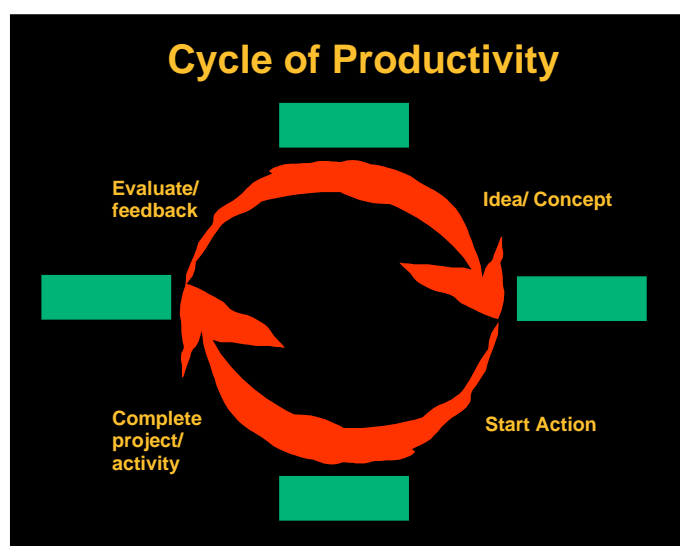


Fig 4

This is fast becoming a well known and well used reviewing approach. Every project starts as an idea. We all know people who have great ideas and yet never seem to succeed. Have you ever wondered why? After you have planned the *idea* you get to the point where action needs to take place. Here there are often people who start lots of projects, indeed it's their strength. Some organisations recognise this and appoint people especially to manage the beginning of big projects. These people often get bored once the project is actually up and running smoothly. These people are not completers / finishers.

The *finish* is a very interesting place. How often do you get things 95% finished? Ask yourself why that may be? We see the finish of an event as the end or is it? You need to review, to feedback to learn and yes to acknowledge success, to give and receive praise. In the coaching process, ask your "client" to name 3 of their projects and to tell you where they get stuck. Get them to see whether there is a pattern here. Ask them how they may overcome the barriers.

Goal Setting - Comfort, Stretch and Panic

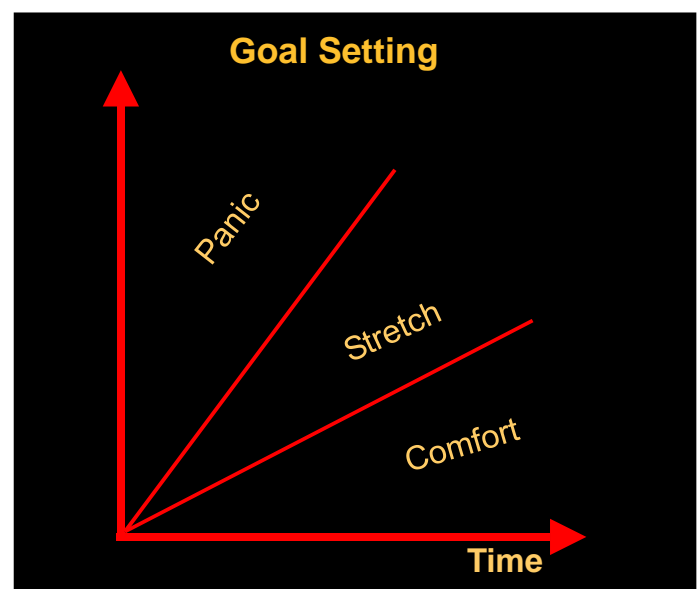


Fig 5

This simple model can show where you are putting your targets. Are we staying in the **Comfort Zone** where things are seemingly easy? When you stay there it's difficult to learn because you are working very much within yourself.

Stretch is that place where we need to push ourselves a little. It's the place where we can try new things, a place of learning and growth. Stretch is where those of us truly committed to our own Personal Development may wish to put our goals. It is certainly where goals should be set for maximum performance.

Beyond stretch, when we push ourselves too far, **Panic** is the result. Technique goes out of the window and productivity is reduced dramatically. When coaching, encourage your people to set demanding yet realistic goals *for themselves*.

Managing Individual Change

On some level or other, we all need to know how to handle change. In order to create the business that you want, lots of things will need to change. Fig 5 helps us to understand what happens generally in a change situation. With practice we can tell where a person is in the process, just by listening to the type of language that they are using.

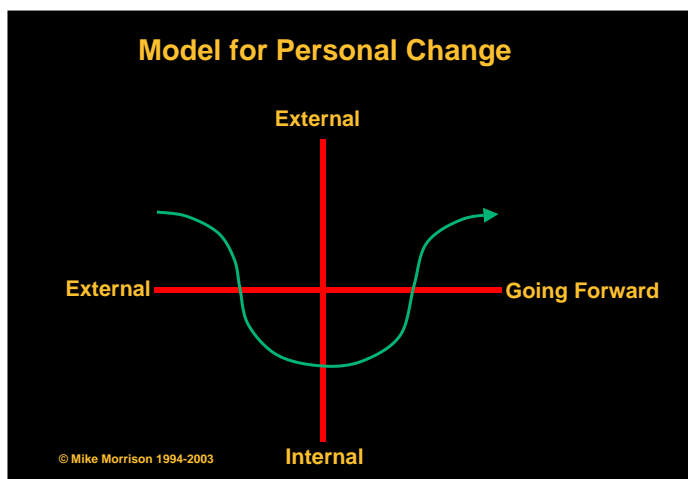


Fig 5

What is important to remember is that people in different quadrants require a different type of coaching / managing.

This model is not about 'boxing' or labelling individuals but to help us and the individual recognise that it is normal to have certain feelings and reactions during change. Recognise and acknowledge them.

Denial requires a constant drip-feeding of the current facts. People in denial may need to be constantly challenged, indeed on occasions confronted by the new facts.

Resistance is an internal event; this is where we need to listen to people. The language we hear is usually "They can't do this to me", or "We've tried that before and it hasn't worked". There will probably be some negative emotions around at this point and the best way through is just to listen.

Exploration is an interesting stage wherein there has been a change of focus from the past to the future. In exploration we usually want to try lots of new avenues all at once. Keep your clients on a coaching process focussing in short steps.

In **Commitment**, we benefit from constant on-going support. In order to make any personal change we chose, or handle change inflicted upon us, it is important to recognise the need to change.

The goal is to help the individual to move along the continuum to the next stage of experience. The trick to accelerate the change is to allow the individual to ask questions about what is happening to them and to answer them truthfully.

Ask the client "how do you think you handle change?" "Have you ever avoided doing something which would bring about change?"

If yes - what happened? How did you avoid the change?

Some common avoidance techniques are:

- Changing the subject
- Leaving the room
- Being late
- Being "sick"
- Doing something else
- Wasting time
- Looking away
- Eating, drinking, or smoking
- Creating or ending a relationship(s)

Your client may benefit from you explaining the change model to them e.g.: -

- Moving from past behaviour to future behaviour which leads to commitment
- External forces
- Internal forces - how our thoughts change

It is important to recognise the need to change in order to achieve a vision.

Vision

When a business has a vision of where it wants to be. Having that vision enables the decision makers at all levels to focus the energies towards it as a goal, as some ideal of perfection to work towards. Why shouldn't you and members of your team have personal visions?

The Japanese have a concept - KIAZEN - continuous development. If anything is worth your time and energy, isn't it worthy of improvement?



A vision gives context for all your skills, attributes and goals. As a Coach, encourage your "clients" to try this form. Encourage your Coach to work through it with you.

Continuous Improvement

On numerous occasions we have mentioned continuous improvement, or continuous development. What are the essential ingredients? There are many different facets that we have found, of which here are a few.

The individual needs to be committed to their own career and personal development. This in practice means working constantly to incorporate new ideas, better working practices, new skills, improving existing skills and competences, planning for this job and the next. In this manual we have also included a CPD approach so that everyone at every level can focus and structure their individual learning requirements. Whoever we are, at whatever level, we need to develop; standing still in this changing world is not a viable option.

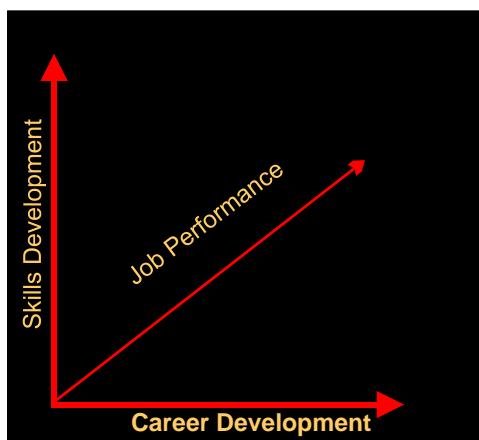
In order to support this position, you must create an opportunity for managers to be coaches, to offer help and support to those of you who are committed to development. In order for the coaching culture to thrive, and indeed for the business to achieve its goal, you must strive towards the creation of a learning organisation where creativity, innovation and the development of your people is valued and prized.

Fig 11 shows another facet of Continuous Improvement. We all need to be able to measure our performance on the job. This is what performance management is all about.

We need to be constantly develop our skills and have the opportunity to enhance our careers. Job performance cannot and will not be measure enough. Indeed in order to improve our performance we need to develop our skills and be rewarded with career development or progression.

Fig 11 also shows this can be used in linking performance management with and CPD. We can measure ourselves on each of these axes.

The framework below sets out a structure for a short form of coaching.



Using this tool:

I see myself

Sets out the Issues.

So that

Sets out the reasons and from this we can test commitment.

Obstacles

This is the part that we usually miss out on. What's going to get in the way? Are there any habitual patterns? Is this Comfort, Stretch or Panic? How do I feel about it?

Here is the place to use and test some of the models.

Once you have spent adequate time here, you can then go on to the "How To" sequence - the Action Plan. Notice there is also a completion (by when) date. That's not the end of the matter. As you will recall from The Cycle of Productivity, you need to debrief, acknowledge and learn. This is crucial; without such learning there is no continuous improvement.

In the follow-up sessions, the debriefing and gentle questioning about what worked and what didn't work will provide excellent material for ongoing improvement.

Final points to ponder

Some thoughts for you.

How can coaching help you?

How can coaching help your people?

Are you asking the following questions in an open-ended way?

- . How
- . Why
- . What
- . When

Who is providing the solutions?

This "guide" is not brighter than you. You will develop your own ways of building rapport and coaching. That's healthy and inevitable. If you still have doubts, ask your own coach.

If you do not yet have your own coach contact rapidbi.com or f2p.co.uk

Both of who can help you to identify the right executive coach for you or your client.

Acknowledgement

This work is based upon an original piece – Gould, Kalinauckas, Lorrman, Morrison © 1994