

Developing A Coaching Organization

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Agenda and Objectives

- What is a coaching organization?
- The bigger picture: neuroscience
- Three Building Blocks
- Building Block 1: Mindset and Tools
- Building Block 2: A New Language
- Building Block 3: Systems Approach
- Cases and Examples



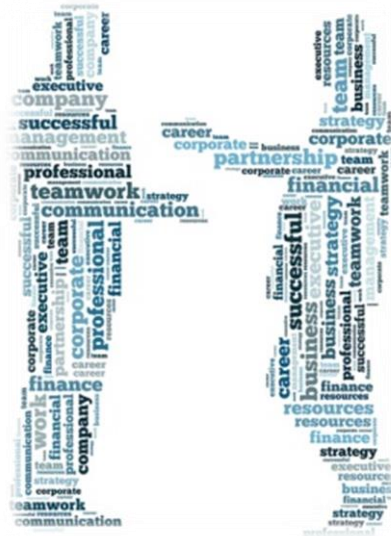


Review: Definitions of Coaching

- Any conversation in which we support one another in making progress towards a preferred future (Matthews)
- ...challenging and supporting people in achieving higher levels of performance while allowing them to bring out the best in themselves and those around them (Hargrove).
- An interactive process to help individuals and organizations develop more rapidly and produce more satisfying results; improve others' ability to set goals, take action, make better decisions, and make full use of their natural strengths (International Coach Federation).

Definition: A Coaching Organization

...one where the culture and all the infrastructures within that culture facilitate and reward everyone to learn, practice, and engage in mindful coaching conversations to get work done, accomplish goals, and reach both personal and strategic growth and success.





Poll

On a scale from 1 (low) to 10 (high), where is your organization in terms of being a coaching organization?

1 Low

2

3

4

5

6

7

8

9

10 High

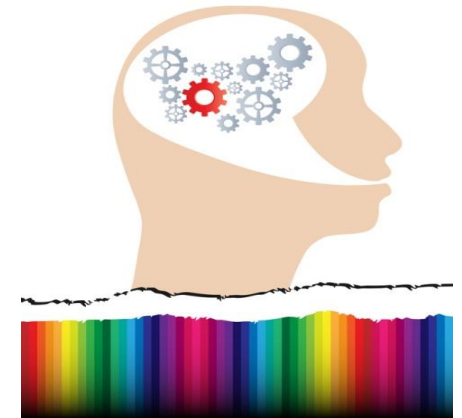
A Systems Approach Case: Seyfarth Shaw Law

- ❑ Manage sociological and economic forces
- ❑ Build cadre of top-level coaches: boot camp
- ❑ Offer guidelines and tools with monthly master coaching sessions
- ❑ Integrate with PA, six sigma, and mentoring
- ❑ Measure results: engagement, real talk, increased business and development, employer of choice



Cognitive Neurological Base

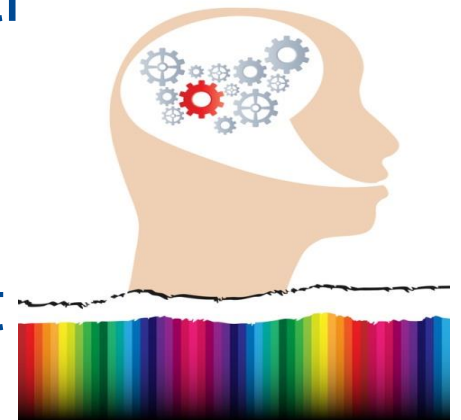
- Foster novelty effect: get attention
- Make intangible more tangible
- Express and verify emotions
- Reassess perspective:
other's shoes, empathy, caring
- Feed the brain away from threat:
status, certainty, autonomy, relatedness, fair
- Focus



David Rock: <http://www.tedxtokyo.com/en/talk/learning-about-the-brain-changes-everything-david-rock/>

Cognitive Neurological Base: Coaching Organization

- Novelty effect: constant engagement, connecting ideas
- Make intangible tangible: goals in behavioral terms, consequences, common approach and tools
- Verify emotions, reassess perspective
feed away from threat: dialogue and common language
- Focus: mindfulness tools—connect all infrastructures



Three Building Blocks

1. Mindsets and Tools
2. A New Language
3. Systems Approach

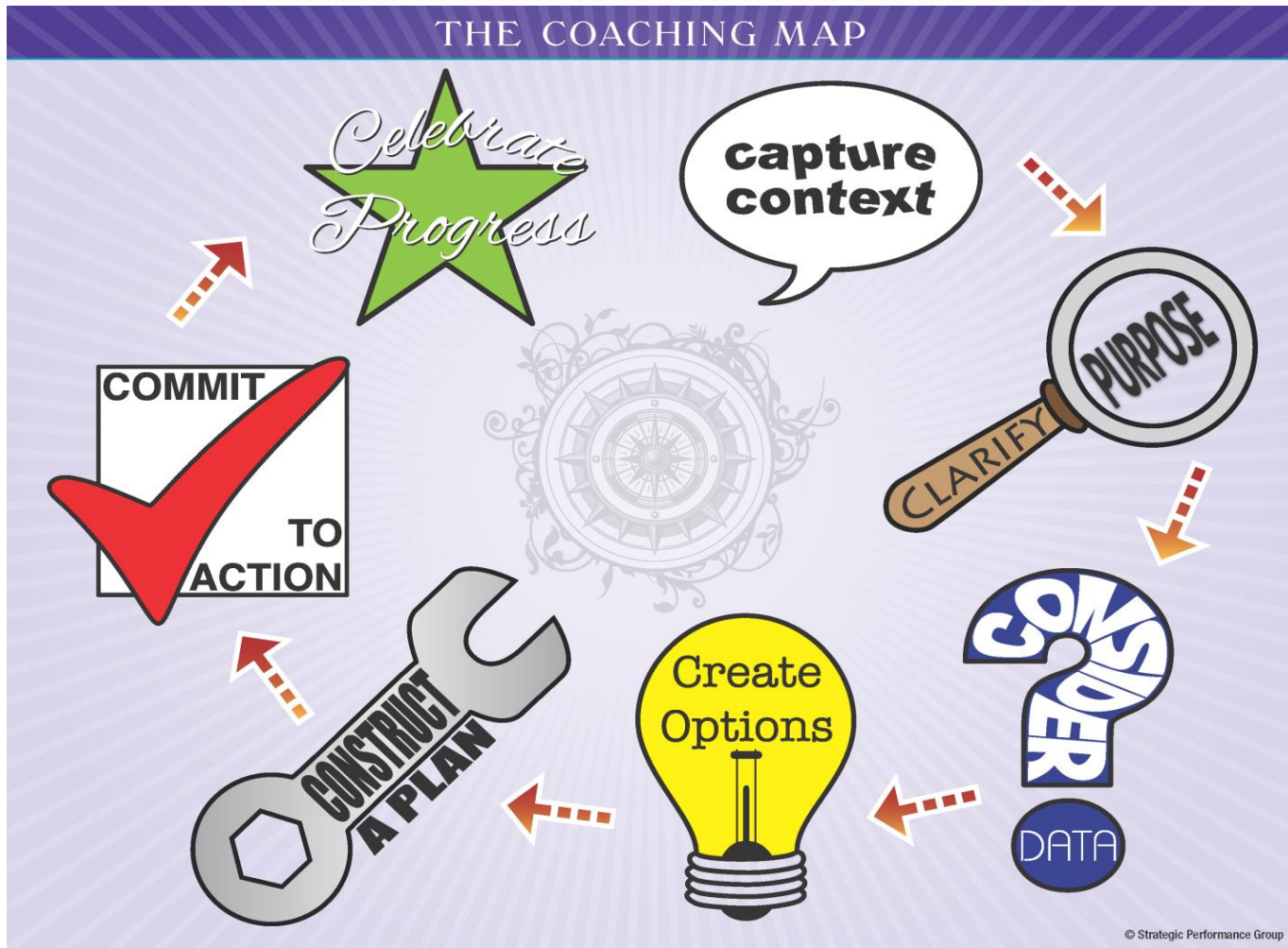




Building Block 1: Mindset and Tools

- Mental models
- Beliefs, behaviors, results
- Coaching continuum: up, down, across, formal, informal
- Coaching Model: Process Map
- Coaching Conversation Process

Coaching Map



Coaching Map: Key Concepts

- ✓ Action plan with goals: tracking
- ✓ Data towards action
- ✓ Clarify perception vs. intention
- ✓ Paint a picture of future reality
- ✓ Manage barriers and excuses: ego, fear, impatience
- ✓ Encourage the inclusion of others: bring environment along
- ✓ Create a space for self-reflection: field practice
- ✓ Assist in developing transfer habits: hardwire
- ✓ Constant mindfulness



Ongoing Step: Strengthen Conversations and Language

- ✓ Utilize the C-O-A-CH model to structure coaching and ALL individual and team conversations.

C: Current situation

O: Objective, goal, future picture

A: Alternative actions

CH: Choice for moving towards action





Building Block 2: A New Language

- ✓ Regularly practice and use dialogue approach

Dialogue	Discussion
<ul style="list-style-type: none">• A form of verbal communication based on inquiring into assumptions, learning through inquiry and disclosure, and creating shared meanings.• Understanding is valued.	<p>A form of verbal communication based on persuading, justifying, defending, selling, and telling. Convincing is valued.</p>



Building Block 2: A New Language continued

- ✓ Inquire: asking questions to discover the reasoning behind what was done or said

Example: *I'm not sure what you mean by "difficult client." Help me understand what he says/does that makes him difficult?*

- ✓ Advocate: sharing your thoughts and explaining the reasoning behind them

Example: *I have another idea that might help you improve your networking. Let me share it with you and you can let me know what you think....[then share idea and follow with]...How might this idea help you reach out to more people in a shorter period of time?*

Building Block 2: A New Language continued

Examples

Acknowledge first; then raise concerns

Reframe

Put yourself in the other person's shoes

Reaffirm joint purposes

Play devil's advocate

Offer ideas

Perception vs. intention

Rate importance



Building Block 3: A Systems Approach

- Mindful choice to build it
- Incorporate into vision and goals
- Drive all processes
- Teams, appraisals, planning, leadership, decision making, structure, job descriptions, technology, management



Building Block 3: A Systems Approach

continued

- Learning sessions and storytelling
- Technology for easy daily feedback
- New coaching appraisals
- Weekly analysis of agree-upon measures
- Internal cadre of professionals
- Coaching imbedded in training
- Shared readings and online discussions
- Virtual coaching groups/partners
- Incorporation of 360 feedback and add coaching



A Systems Approach Case: Logos, Inc.

- ❑ More supportive culture, aligned appraisals, trust
- ❑ Throw out traditional performance appraisals
- ❑ Bi-monthly coaching sessions
- ❑ Seminar, guidelines, pilot, hand-holding
- ❑ Data gathering: continue, more of, less of
- ❑ Four question summary
- ❑ Focus on dialogue, future action and support, whole person
- ❑ Results: higher performance, increased engagement and transparency, focus, mindful conversations, support for company, team/leadership, customer, and self



Questions and Comments?

...bring out the best in people...

