

20-20 MDS® Coaching and Getting the Best Out of Others - 2



© Worldwide Centre

1

WELCOME the group.

ACTIVITY

Using your workbook to take notes, talk to as many other people as you can within 5 (or 10) minutes, asking them

"To share one current goal they are working on

"To identify one action they are planning to take towards achieving that goal

"To describe how they will feel when they have achieved it

Then share your goal, action plan and description of how you will feel with them.

DEBRIEF by explaining that they have just been involved in coaching:

"Showing interest in others

"Identifying goals

"Identifying actions

"Empathising with the other person's aspirations

Each of these behaviours is key to coaching others. And it's enjoyable work. It also makes others feel valued, respected. And it motivates.

You, the coach ...

How and Why
is coaching a
part of your job?



20/20 MDS
Management Development System

© Worldwide Centre

2

Activity

Ask the group to talk (in pairs or 3s) about how coaching forms part of their supervisory or management role. Ask them to estimate:

- a) How much of their time it occupies**
- b) How important they see coaching work (e.g., on a scale of 1-5) in their role**

You should receive feedback that indicates that it occupies a significant percentage of their time and that it is very important in terms of the potential return and their effectiveness in leading a team.

What is coaching?

“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them”

(Sir John Whitmore, *Coaching for Performance*, 2002)



© Worldwide Centre

3

“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them”

(Sir John Whitmore, *Coaching for Performance*, 2002)

Coaches have to work at three levels:

- “ Working with people one-to-one to give feedback and set tasks that will stretch them
- “ Establishing a climate or environment that encourages people to take risks and do things differently
- “ Setting up learning opportunities

We’ll look at each of these levels as we explore our coaching skills today

Coaching is essentially about helping people develop. It’s not necessarily about doing that developmental work with them . for example, by training them . but rather about helping them:

- “Improve what they do
- “By identifying areas and goals/targets for improvement
- “And providing support and feedback

Coaches help people build on their success and plan their ongoing development so they can enjoy increased success.

Again, coaches do that:

- One-to-one
- By creating a conducive climate
- By setting up specific learning opportunities
- And by engaging in two-way feedback

Activity: Ask the group, in pairs, to discuss and share their own positive experiences of being coached – what did the coach do that worked well for them? How did the coach’s approach help them? Take feedback on some of the experiences, focusing on coaching behaviours and principles experienced ...

“The emergence of the knowledge-based economy **requires leaders to act as ‘coaches’. In a knowledge-based economy, a company must be more innovative to keep up with the accelerated speed of change, and its workforce must acquire the learning skills that will foster innovativeness in the company. **Leaders can help achieve these goals if they learn how to coach their subordinates ...”****

(*HR Focus*, January 1996)



© Worldwide Centre

4

The emergence of the knowledge-based economy requires leaders to act as coaches. In a knowledge-based economy, a company must be more innovative to keep up with the accelerated speed of change, and its workforce must acquire the learning skills that will foster innovativeness in the company. Leaders can help achieve these goals if they learn how to coach their subordinates. (HR Focus, January 1996)

“When done well, coaching boosts not just employees’ capabilities but also their self-confidence, helping them function both more autonomously and at a higher level ... In short, the coaching style may not scream ‘bottom line results’; but in a surprising indirect way, it delivers them”

(Daniel Goleman, 2002, *The New Leaders*)



© Worldwide Centre

5

When done well, coaching boosts not just employees capabilities but also their self-confidence, helping them function both more autonomously and at a higher level .. IN short, the coaching style may not scream bottom line resultsq but in a surprising indirect way, it delivers them+(Daniel Goleman, 2002, *The New Leaders*)



Why we are all coaches ...



© Worldwide Centre

6

Coaching is very much a part of our workplaces today. It's something that is expected of every person in a supervisory or management role, because our roles are very much about working with people. And a key part of that is getting the best out of those people.

There's a profound reality about the way people work . we know it of ourselves but can forget that others are just like us: We all have a **capacity** to do our jobs . it includes our skills, our experience, our networks, our energy, our initiative, etc. Now the reality is that we don't operate at 100% of that capacity all the time . we can't or we'd burn out. Over time, we learn what level of effort we have to put in to either stay out of trouble, feel satisfied, or move ahead. Beyond that necessary effort lies **discretionary efforts** . what we can choose to give or withhold. In some ways this is the **secret ingredient** of organisational success . it's not something we can demand, it can only be given, but what a difference it makes when people give us that extra effort and we know we can count on it.

Research [by the Yankelovich group, **Putting the Work Ethic to Work: A Public Report on Restoring America's Competitive Vitality**, showed that 44% of the members of an organization merely put in the effort that is required to do their job. 60% said they could put more into their job if they chose to. That's a huge untapped resource!

Another study [Towers-Perrin, [Working Today: Understanding What Drives Employee Engagement, the Talent Report](#), completed in April 2003, drawing responses from more than 35,000 employees in the US] identified a list of workplace elements that are critical in building engagement among employees: includes strong leadership, personal accountability, autonomy, a sense of control over one's environment, a sense of shared destiny, and opportunities for development and advancement. This study also found that the process of engaging people and getting the best from them is one that never ends.

Engaging people, helping them develop and encouraging that discretionary effort from them, is at the heart of effective workplace coaching.

ACTIVITY

Ask the group what words come to mind when we talk about "coaching" - write them on a flip chart ...