

Building an Effective Coaching Culture Within Your Organization

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Welcome

Thank you for joining me!

Objectives:

- To describe how coaching supports professional growth
- To describe how to build an effective coaching culture in your organization
- **To get the most out of this session, please have a notebook handy**

How do we get better?

- Approaches:
 - “Professionals manage their own development”
OR
 - You are constantly developing – AND outside observation (a coach) is key



The problem with going it alone

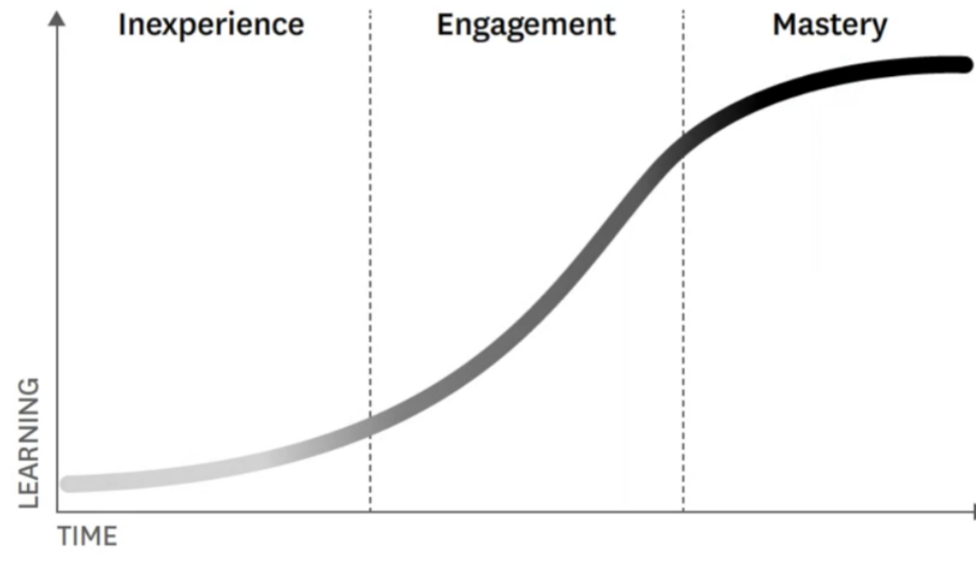
“You don't recognize the issues that are standing in your way or if you do, you don't necessarily know how to fix them. And the result is that somewhere along the way, you stop improving. And I thought about that, and I realized that was exactly what had happened to me as a surgeon.” – Atul Gawande

Humans are learning machines

We want to learn, leap, and repeat!

FIGURE 1-1

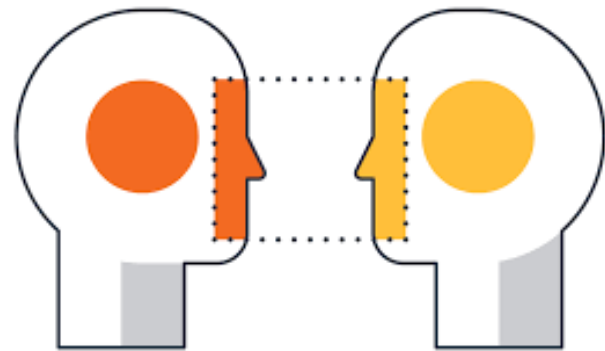
The S curve of learning



What great coaches do

Create a new level of awareness

- They are your external eyes and ears, providing a more accurate picture of your reality
- They break your actions down and help you build them back up again



ICF Definition of Coaching

Setting goals, creating outcomes,
managing personal change

“Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential”



Barriers to a coaching culture

What could get in the way

- Culture of Telling
- Culture of Distracted Listening
- Culture of Defensiveness and Skepticism
- Culture of “We Coach Already” – but do you?

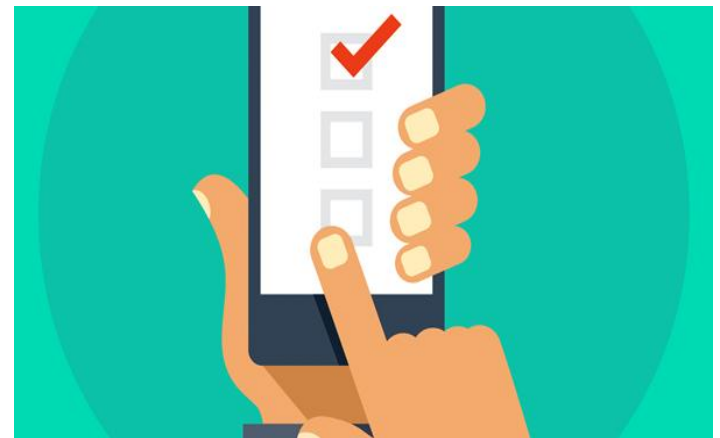


Let's Take a Poll

Barriers to coaching

What might be a barrier in your organization?

- Culture of Telling
- Culture of Distracted Listening
- Culture of Defensiveness and/or Skepticism
- “We Coach Already”



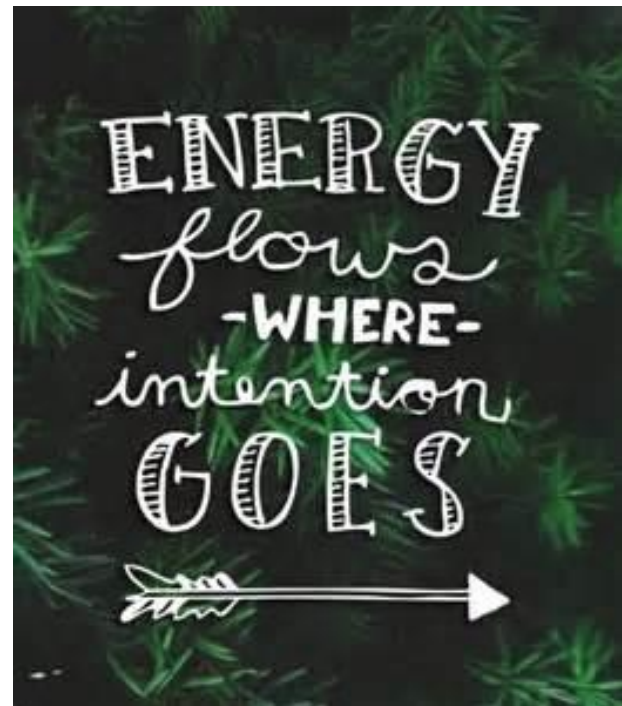
Markers of a Strong Coaching Culture

- Employees value coaching
- Senior executives value coaching
- There is a dedicated line item in budget for coaching
- Coaching is available to all employees
- Managers, leaders, or internal coaches receive accredited coach-specific training
- All three coaching modalities are utilized

Creating a Coaching Culture

Begin with the end in mind

- What is your intention?
- In coaching, you have to work at what you aren't good at
- *This is tricky. Human beings resist exposure and critique; our brains are well defended*



Clarity

What will you accomplish?

- What do you expect to accomplish in coaching?
- Is the organization ready to devote the time and energy to making real changes?
- Not just teaching by another name



Capabilities

Do we have the skills?

- What is our capacity? How are we going to build skills?
- Good coaches speak with credibility, make a personal connection, and focus little on themselves



Support

How are we invested in success?

- How are we promoting and supporting?
- Are leaders invested in providing coaching?
- Are they interested in learning about how to be an excellent coach?
- Are we providing the necessary resources – training, time, physical space, \$ for external coaches?



Willingness

Equal in importance to the three previous conditions

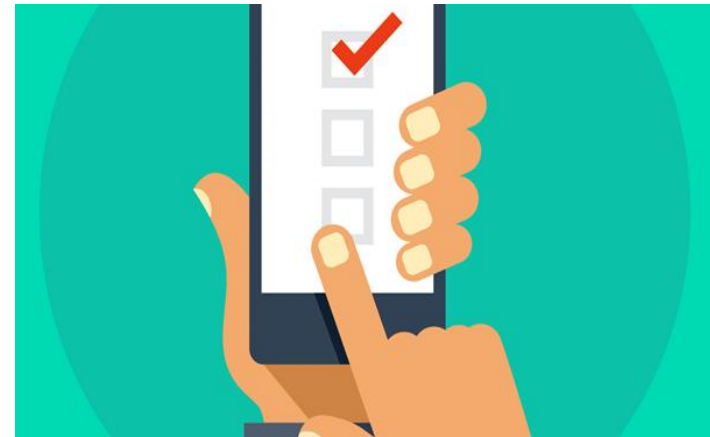
- What's In It For Me?
- What outcomes will be motivating for individuals who will be coached?
- What outcomes will motivate (internal) coaches?



Let's Take a Poll

Where is extra effort needed to ensure success in building a coaching culture?

- Clarity
- Capabilities
- Support
- Willingness



Think like a coach

Start with the right questions

- What is the business impact and benefit?
- How do we provide the necessary coaching skills?
- How can you make it easier to coach and be coached?
- When should coaching occur?
- Who can be a change agent for coaching?
- How will you know when you have been successful?
- What are the milestones?

Summary

Building an Effective Coaching Culture

- Know how humans 'get better' (and their possible reluctance)
- Know what coaching is and isn't
- Know what could get in the way
- Begin with intention and use CCSW
- Think like a coach & consult others as necessary



Thank you!
Any questions?

Stay in touch!

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