

Coaching in the Workplace

HRANS
Cape Breton Chapter
March 23, 2010

Brian Duggan
Marathon Human Resources
Consulting Group Limited

Key Points

- Coaching can add value to the workplace
- Coaching can help integrate generations
- Coaching must fit culture and strategy of organization
- Coaching is an interpersonal process
- Coaching is intentional and requires specific attributes and skills



My Question:

What is your experience of coaching at work?

Your questions:

What is the number one question about workplace coaching that you have today?



The coaching value proposition: organizational culture

- Strategic Focus:
 - ◆ Opportunity to guide, lead, clarify, direct, align people to goals
- Can build trust
 - ◆ Manage expectations
 - ◆ Mutually-serving intentions
 - ◆ Constructive feedback
 - ◆ Acknowledgement
 - ◆ Learning and development



The coaching value proposition: organizational culture

- Career Development
 - ◆ Relationship Building
 - ◆ How to get to the next level
- Can build loyalty
 - ◆ 55-59% indicate that 'care and concern' is a driver for loyalty
(Walker Loyalty Report)



The coaching value proposition: results

- An organization with a coaching program for managers (introduced in 2006) (Unreleased 2008 Survey)
 - ◆ Managers overall satisfaction:
 - ☞ 2005: 65.8%
 - ☞ 2008: 81.8%
 - ◆ Employee satisfied with managers
 - ☞ 2005: 67.7%
 - ☞ 2008: 77.7%
 - ◆ Engagement:
 - ☞ 75.6% managers
 - ☞ 60.5% employees

The coaching value proposition: the generations

- Attraction, Recruitment & Retention
 - ◆ Gen Y: the 20s; the guidance generation; children of boomers = large numbers
 - ◆ Expect active support at work because they have been actively supported all of their lives (Lisa Orrell, Linkage 2008)



The coaching value proposition: the generations

- Build upon strengths and capacity
 - ◆ GenX: late 20s – early 40s, latch key kids; independent, entrepreneurial
 - ◆ Seek challenge, variety, balance (s. Lyons, University of Guelph, 2007)



The coaching value proposition: the generations

- Professional and Leadership Development
 - ◆ Boomers: 40s – 50s; largest group, presently your ‘senior’ employees
 - ◆ Want professional/personal fulfillment – meaning (S. Lyons, University of Guelph, 2007)

What is coaching?

- Intentionally and actively interacting with employees to align their competencies with business objectives
- The process of helping an employee develop



Conditions for effective coaching

- Self-awareness
- Trust
- Buy-in
- Clear objectives
- Accountability
- Structure and process



Conditions for effective coaching

- The coach:
 - ◆ Attributes
 - ☞ Curiosity
 - ☞ Accountability
 - ◆ Skills
 - ☞ Listening
 - ☞ Aligning
 - ☞ Challenging
 - ☞ Encouraging
 - ☞ Managing expectations



A Model



Skills practice

Listening Exercise



Skills Practice

Curiosity Exercises



Curiosity Exercise 1

'I have been trying to get along with Jane; but nothing seems to be working'

What are some:

Probing questions?

Open ended?

Closed?

Focusing questions?



Curiosity Exercise 2

‘There are just too many things going on: it is year end, there is the new service launch, we have a new Director, and half of our team is seconded to other departments. I feel quite overwhelmed’

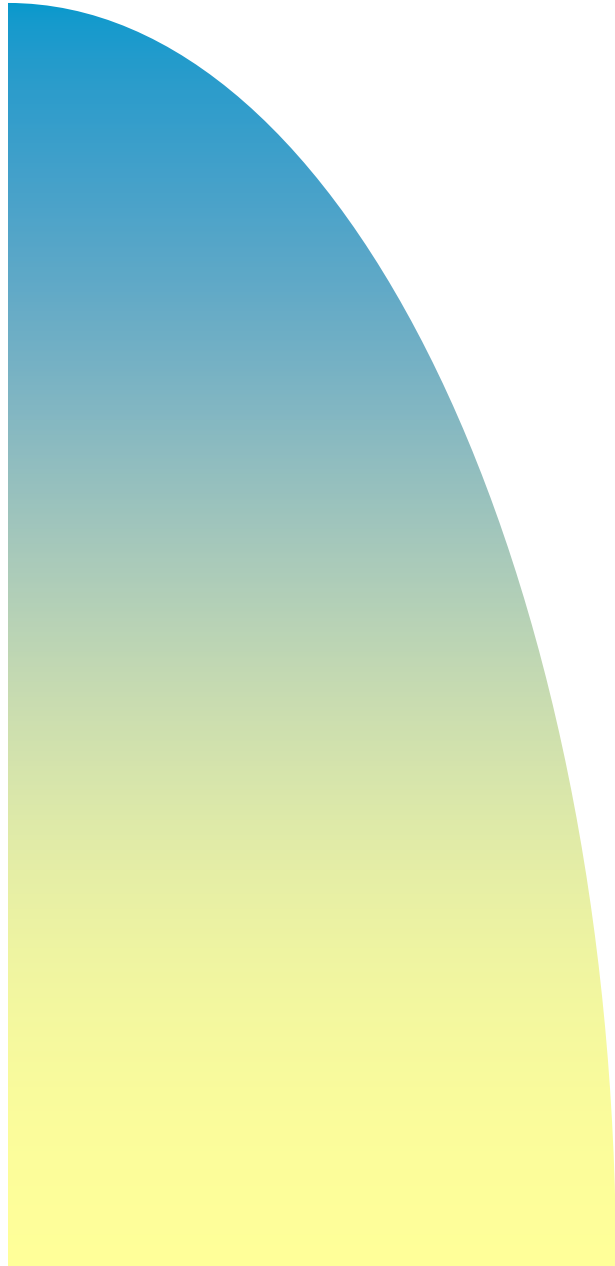
What do you say?

Feed Forward

Tips For Coaching

- Be authentic
- Connect on a human level
- Cultivate openness
- Try different approaches to get past blockages
- Take your time, especially in critical situations
- Be goal oriented

- 
- Q & A
 - Discussion



THANK YOU!