

# Creating a Leader-Coach Culture

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# What's a Coach?

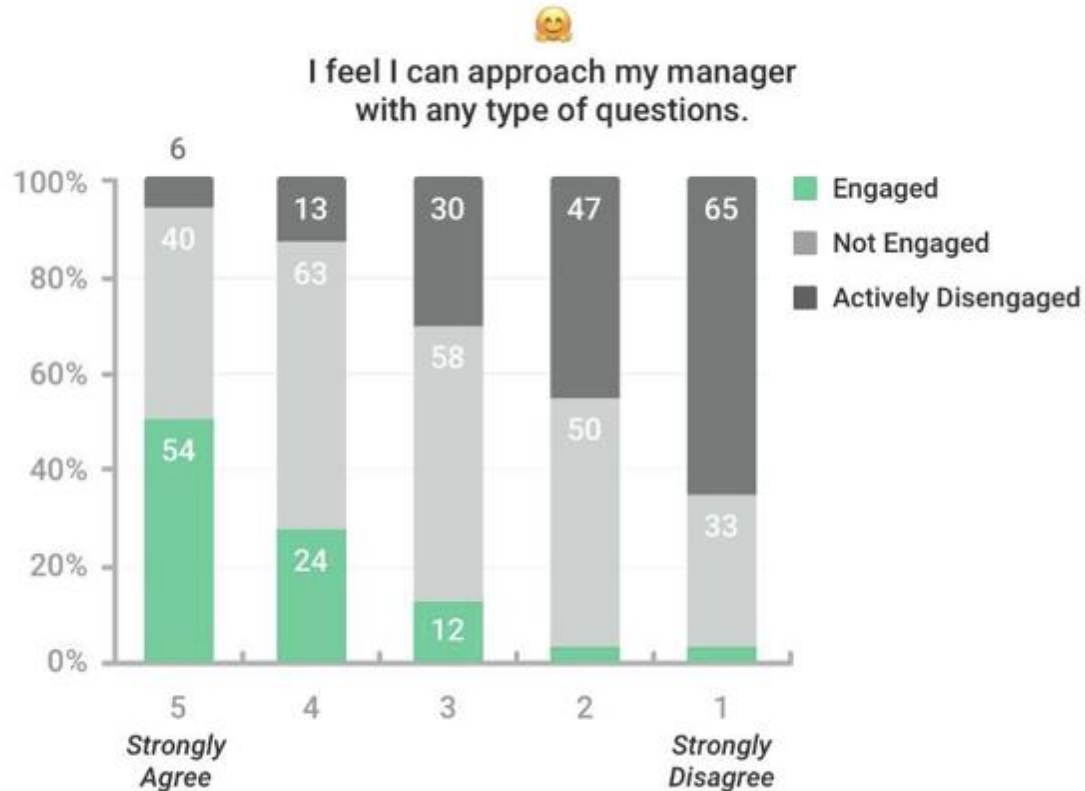
Future-focused:  
Helping another make  
better decisions about  
what's ahead of them.

Outcome:

- Increased productivity
- Efficiency
- Higher engagement
- Greater retention
- Enhanced profitability
- Sense of accomplishment



# Why: Management Matters

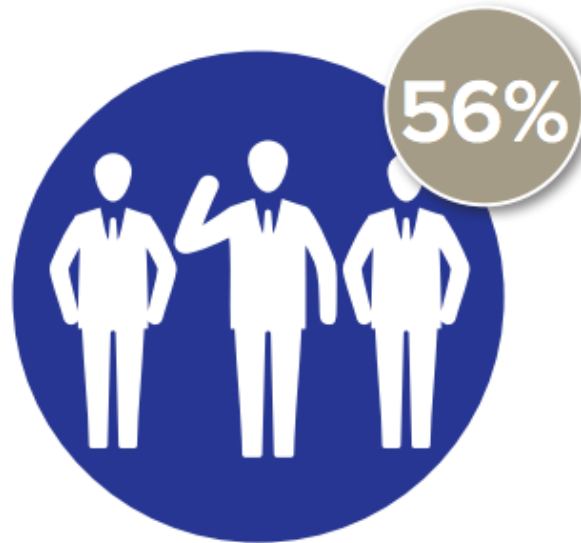


Source: Gallup poll. From "Don't Be Surprised When Your Employees Quit." Forbes, 2/22/2017.

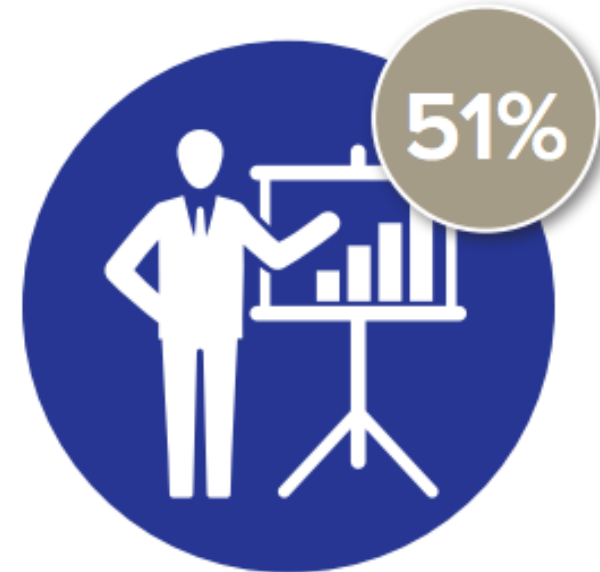
# Why: Impact on Culture



Improved team functioning



Increased engagement



Increased productivity

Source: "Building a Coaching Culture with Managers and Leaders."  
Human Capital Institute report (2016).

# Do You Have a Coaching Culture?

1. Employees value coaching
2. Senior executives value coaching
3. Managers/leaders - 28% of their time on coaching activities
4. Managers/leaders receive accredited coach training
5. Coaching has a dedicated line item in the budget
6. All employees in the organization have an equal opportunity to receive coaching

17%

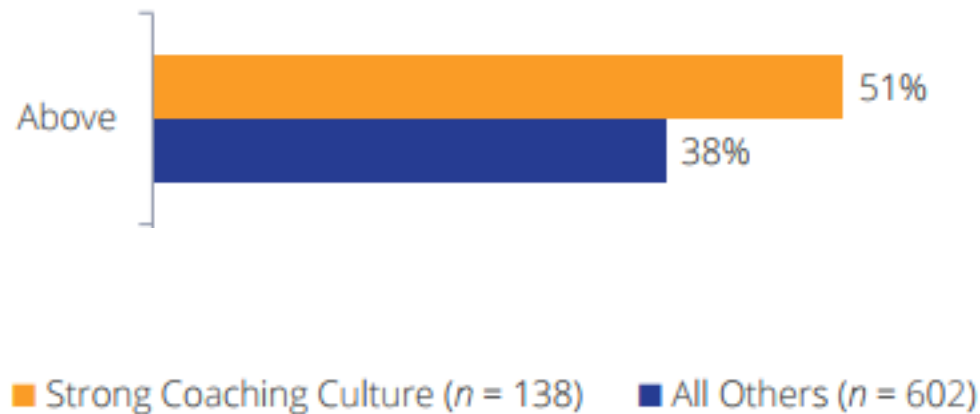
# Why: Highly Engaged Employees



Source: "Building a Coaching Culture with Managers and Leaders."  
Human Capital Institute report (2016).

# Why: Higher Annual Revenues

2015 revenue growth in relation to industry peer group:

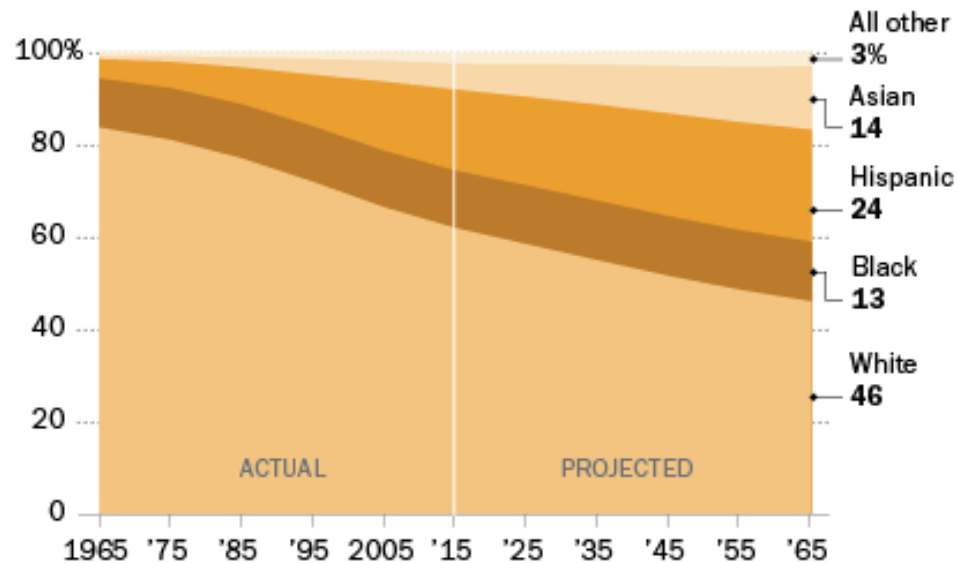


Source: "Building a Coaching Culture with Managers and Leaders."  
Human Capital Institute report (2016).

# Why: Diversity in the Workplace

## The changing face of America, 1965–2065

*% of the total population*



Note: Whites, blacks and Asians include only single-race non-Hispanics; Asians include Pacific Islanders. Hispanics can be of any race.

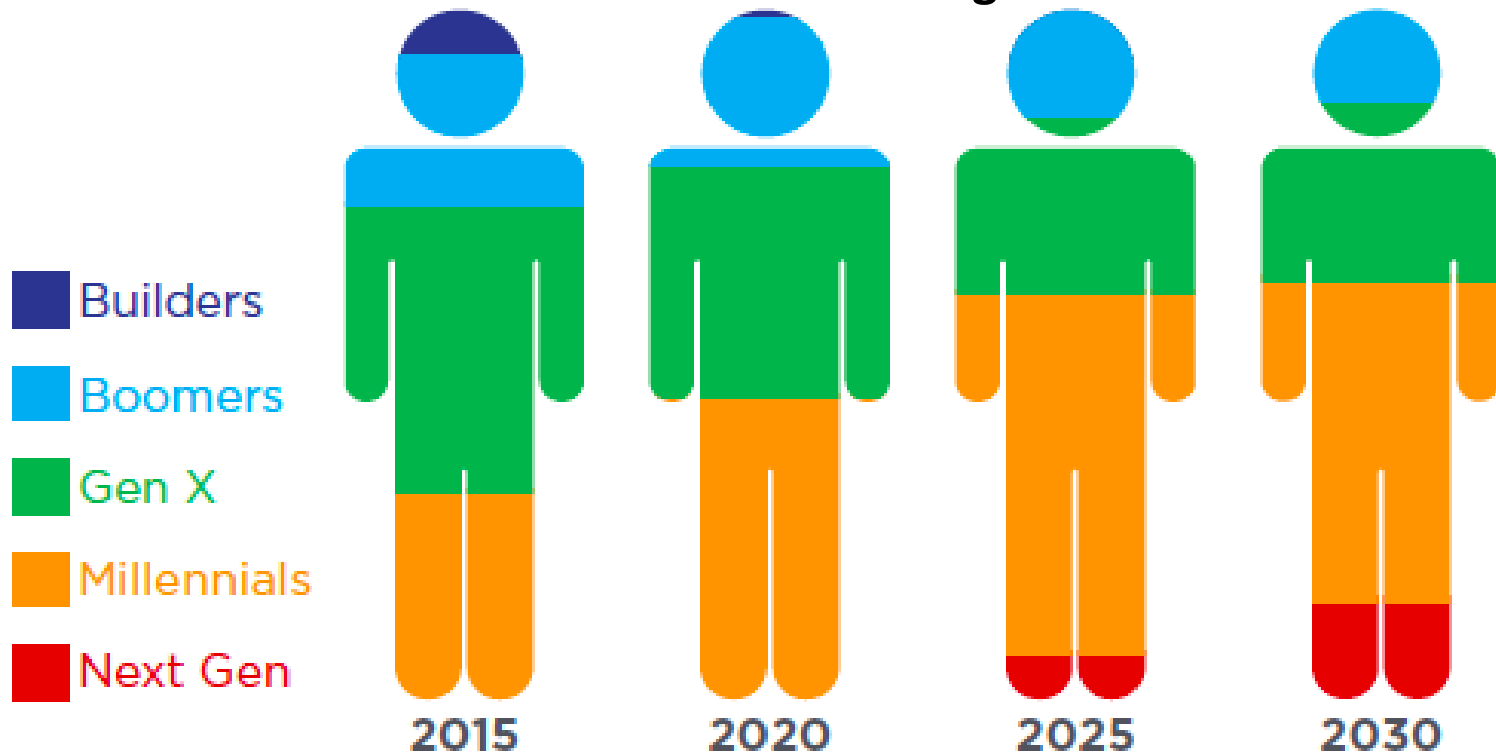
Source: Pew Research Center 2015 report, "Modern Immigration Wave Brings 59 Million to US, Driving Population Growth and Change Through 2065"

PEW RESEARCH CENTER



# Why: Population by Generation

Worldwide and in the US., millennials are the largest generation yet some 2.3 billion strong.



Pumphrey, Mike (2016). Managing Millennials in Senior Living: Give Them What They Want, <https://blog.onshift.com/managing-millennials-in-senior-living-give-them-what-they-want>, World population by generation according to the US Census Bureau

# Why: No More Annual Reviews

**Deloitte.**

  
**accenture**  
High performance. Delivered.



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# Changing the Game

## A Coaching Culture Promotes:

- **Balanced, customized, employee driven feedback**
- **Behavior-enhancing feedback loop**
- **Development of internal entrepreneurs**

# LETs-Go Model

- 1) We must DO in order to learn
- 2) High employee engagement builds stronger companies
- 3) Leaders are the linchpins to success

- 1. Leaders**
- 2. Employees**
- 3. Team**



# Leaders

- ▣ 1:1 Coaching with a certified professional coach
- ▣ Formal training

## Internal Training Options:

- ▣ Coach Practitioners
- ▣ Formal mentoring program

## External Training Options:

- ▣ Non-accredited program
- ▣ Online learning institutions
- ▣ Accredited program





# Employees

- In-house training sessions to explain the coaching concept to all employees
- Get buy in, answer questions, take ownership of careers
- Use appropriate tools based on Business Assessments



Consider this Toolkit:

- Individual Assessments
- Change Management
- Career Development
- Accountability/Ownership

# Team

## *Implement your coaching culture.*

Reinforce learned coaching skills:

- ▣ Team Coaching (F2F & virtually)
- ▣ Peer Coaching
- ▣ Continuous feedback loops to measure success and pain points
- ▣ KPI reporting and continuous improvement
- ▣ Leader-Coach shadowing



# Coaching Tools

1. Curiosity over Judgment
2. Acknowledge and validate their feelings
3. Ask open-ended questions
  - How have you addressed this issue with the other party?
  - What would be an optimal outcome for you?
  - What action are you prepared to take?
  - TED – Tell, Explain, Describe





# The Goal

## The Coaching Culture:

- ✓ Intrapreneurs
- ✓ Engagement
- ✓ Productivity
- ✓ Revenues



# Let's Connect



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