

COACHING'S ON THE RISE:

HOW TO ENSURE MAXIMUM IMPACT IN YOUR
ORGANIZATION

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FlashPoint.

Today's Facilitators



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We believe in creating meaningful workplaces where everyone can achieve their **fullest potential**.



LEADERSHIP DEVELOPMENT

- Custom Leadership Development Programs
- Workshops and Facilitation
- Competencies Development
- Leadership Development Strategy



TEAM EFFECTIVENESS

- Custom Team Programs—Retreats, Training, Assessments
- Team Development
- New Leader Assimilation



COACHING

- Individual Coaching
- Team/Group Coaching
- Coaching Skills Training
- Outsourced Coaching Partner

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Today's Agenda

1

Current trends and top uses for coaching

2

Ways you can leverage coaching inside and outside development programs

3

Critical considerations that can help you maximize the impact

Current Trends & Top Uses for Coaching



Ice Breaker: What word would you use to describe what coaching is?



Audience word cloud

Coaching Defined

- **partnering** with individuals in a **process** that inspires them to maximize their personal and professional potential
- provides support to enhance the **skills, resources, and creativity** that the client already has

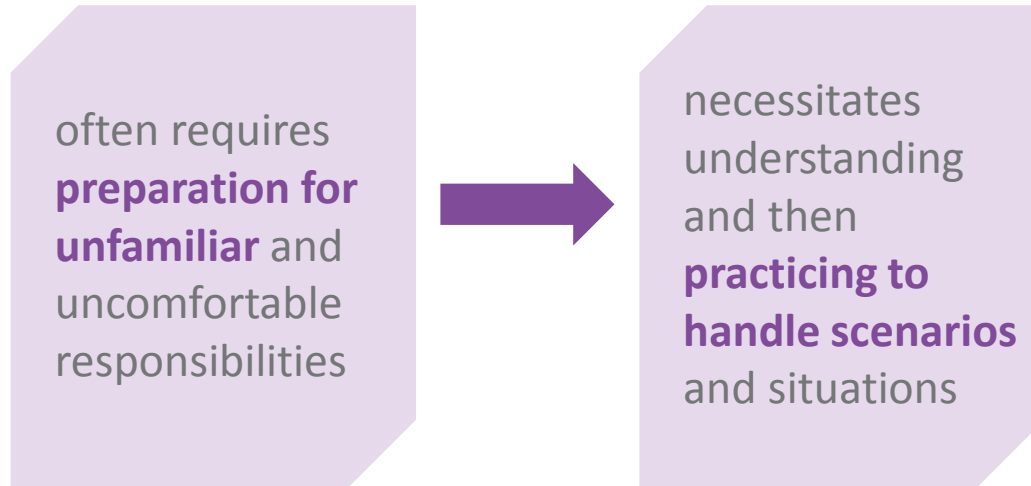
Trend 1:

Coaching is most effective mode, yet least used

Modality	Use	Effectiveness
Instructor-led classroom	3.40	3.79
eLearning modules	2.78	3.23
Informal peer-to-peer learning	2.59	3.56
On-the-job exercises	2.58	3.71
Coaching/mentoring	2.48	3.88

Trend 2:

Coaching has a unique function



Poll #2: Does your organization use coaching as part of your leadership development offerings?

- Yes, for executive level only
- Yes, for other leader levels
- Not currently, but we have in the past
- No, we have never used it

Trend 3:

Coaching is multifaceted, versatile

TO EXPAND

Development-focused: prepare leaders for future roles with new capabilities

TO BE AWARE

Assessment-focused: provide leaders with greater self-awareness

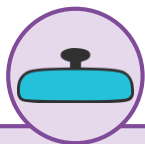
TO BUILD

Performance-focused: reduce gaps and build capabilities in current roles

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Trend 3:

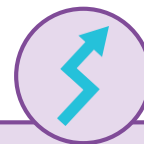
Coaching is multifaceted, versatile



Identifying gaps +
blind spots



Building self-
awareness



Increasing
confidence +
resilience



Strengthening
critical leadership
skills



Strengthening
relationships








Retaining top
talent

Trend 4:

Coaching is personal, customizable by situation






Top 5 topics most frequently covered in coaching engagements:

-  **82%** Leading teams + people development
-  **74%** executive presence + influencing skills
-  **45%** strategic thinking + vision
-  **42%** relationship management
-  **32%** communication/presentation skills

Trend 5:

Coaching is impactful, change-focused

Top 5 goals for coaching engagements:

-  **57%** stakeholder management
-  **54%** executive presence
-  **36%** effective communication
-  **31%** team development + effectiveness
-  **27%** EQ + self-awareness

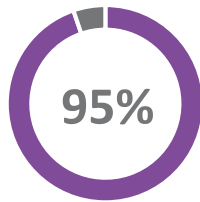
Trend 5:

Coaching is impactful, change-focused

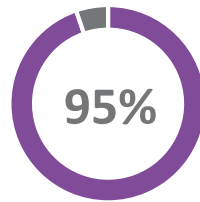
Impact of coaching on FlashPoint clients:



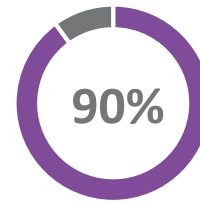
“I improved my skills within the area(s) of focus.”



“I believe others have noticed positive changes in me as a result of the coaching I received.”



“The coaching engagement was a valuable development opportunity for me.”



“I would recommend this process to a colleague or friend.”

**Effective
Communication**

**Conflict
Resolution**

**Developing
Others**

**Insight/Self-
Awareness**

**Effectively
Influence**

**Enhanced
Confidence
in Skills**

**Fostering
inclusive
environment**

**Greater
Career
Clarity**

**Teamwork/
Collaboration**

**Building
Trust**



Ways You Can Leverage Coaching



Ways to Leverage Coaching

1

Stand-alone coaching

2

Coaching within a broader program

3

Group coaching

4

Team coaching

5

Outsourced provider of coaching

6

Coaching as a part of a new leader assimilation

7

Coaching skill development for leaders

8

Coaching certification for super-users

9

Coaching with action learning projects

Poll #3: How is your organization leveraging coaching?

1. Stand-alone coaching
2. Group and team coaching (e.g. new leader assimilation, action learning projects, etc.)
3. Coaching skill development or certification for leaders
4. Outsourced provider of coaching model
5. Coaching within a broader development program

Coaching Within a Broader Program

Benefits of including coaching:

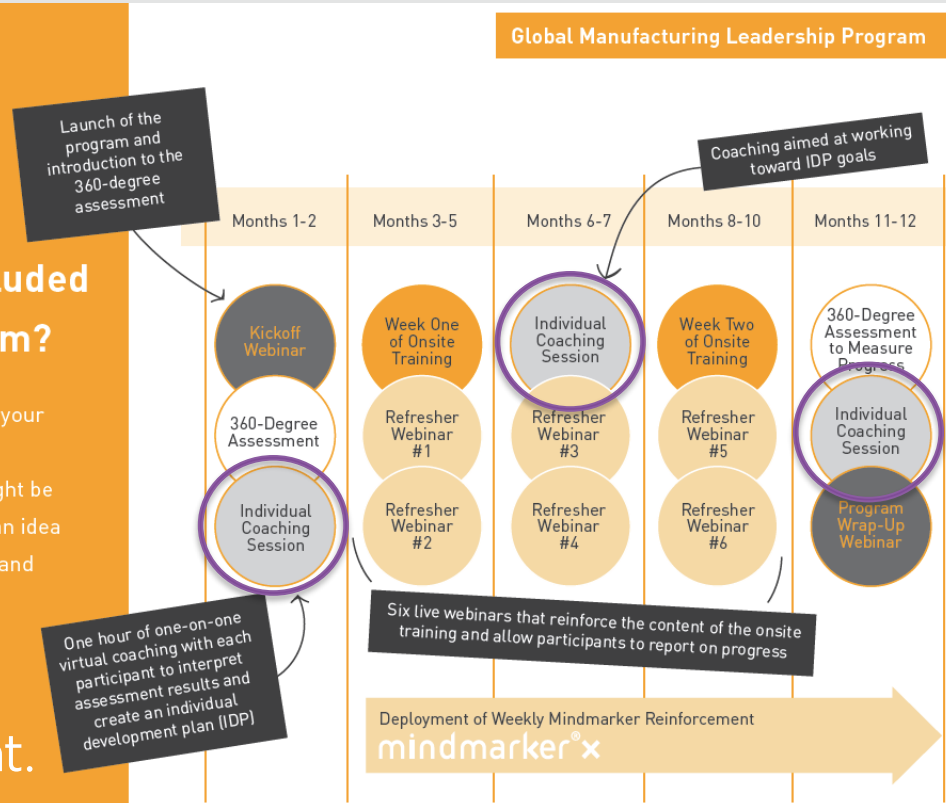
- Results in faster and sustained outcomes
- Supports learning retention/behavior change
- Provides real-time feedback on application
- Focuses attention on development plans
- Offers support on unique challenges
- Drives accountability
- Helps connect the dots

Coaching Within a Broader Program

What components would be included in the program?

This is a sample of how your global manufacturing leadership program might be structured, to give you an idea of timing, components, and rhythm.

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Group Coaching

Benefits of group coaching:

Allows participants to explore issues, generate ideas, and share resources with others

Enhances the leaders' network

Breaks down silos

Lets leaders learn from others

Allows leaders a chance to lead

Is efficient and has built-in accountability

Group Coaching

6-8

Participants
(Max 15)

ANY

Group or
Intact Team

6-12

Months in
Length

1-2

Hours per
Session

VIRTUAL

or In-Person

COACH

As Guide

INTEGRATED

or Stand-alone

Outsourced Provider of Coaching

Benefits of centralized, outsourced process:

One *common approach/process* across all participants and coaches

Outsourced firm gains *institutional knowledge* over time that adds value to participants

Saves the organization *time and energy* recruiting and managing a diverse group of coaches

Aggregate *data reporting on outcomes* from all participants across a development time period

Outsourced Provider of Coaching

Benefits of centralized, outsourced process:

Partner firm can help you:

Select the right type of engagement for each unique situation

Connect coaching to other leadership development or succession processes

Able to adjust quickly and respond to just-in-time needs as they arise



Critical Considerations to Maximize Impact

*Or, what makes a participant
successful in a coaching
engagement?*

What makes a participant successful in coaching?

#1 Highly
Motivated to
Change

#2 Good Chemistry
with the Coach

#3 Strong
Commitment from
the Top

Source: David B. Peterson, "Does Your Coach Give You Value for Your Money?," in Harvard Business Review Research Report: The Realities of Executive Coaching (Boston: Harvard Business School Publishing, 2009)

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#1

Highly
Motivated to
Change

- Ensuring coaching is the correct intervention
- Framing and focusing the coaching engagement
- Involving the participant in selecting the coach
- Stressing desired growth/behavior
- Showing how the participant will be supported in the process
- Providing self-awareness through assessments

#2

Good Chemistry with the Coach

- Involving participants in selecting their coach; providing options
- Working with highly qualified and experienced coaches (*credible, authentic, certified, committed, passionate*)
- Clear confidentiality parameters for all players
- Focused roles and agreements between the coach and participant

#3

Strong Commitment from the Top

- Involving the boss in the kick-off and periodic check-ins (*set goals and provide feedback*)
- Ensuring the one-up doesn't use the coach as a surrogate manager
- Clearly defining what success looks like (*show evaluations of coach and coachee up front*)
- Providing tools to support coaching focus areas (*assessments, coaching action plans, and access to other training offerings*)

UPCOMING EVENTS

Webinar: Top Trends

- November 28, 2018

The Leadership Challenge[®] Workshop, Facilitator Training, and LPI Coach Training

- November 5-9, 2018 in Scottsdale, AZ

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