



Coaching from Values

Coaching for Performance

Coaching focuses on behavior change in the workplace, skills development, building confidence and motivation for all team members. To be effective, coaching must be a fundamental part of an institution's culture.

The UNT Health Science Center is on a journey of transitioning to a values-based coaching culture. Coaching will be one of the core building blocks in the foundation of our values driven culture.

In this session, we will focus on what it means to become a coaching culture. Our objectives include developing an understanding around:

- * What is Coaching
- * Purpose of Coaching
- * What is a Coaching Culture
- * Types of Coaching
- * Benefits of Coaching

Participant Guidebook

What is Coaching?

To truly understand coaching, we need to start with the basics. That means gaining an awareness of how you already view coaching. This will lay the groundwork that will help us further define coaching as it fits into a values-based coaching culture.

Write down some of the ways the rest of the group defined coaching.

What are the first three things you think of when you hear the word *coaching*?

1

2

3

"A coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you have always known you could be."

The Overall Purpose of Coaching

Opportunity Analysis

Key Terms: Actual Performance Potential Performance Opportunities

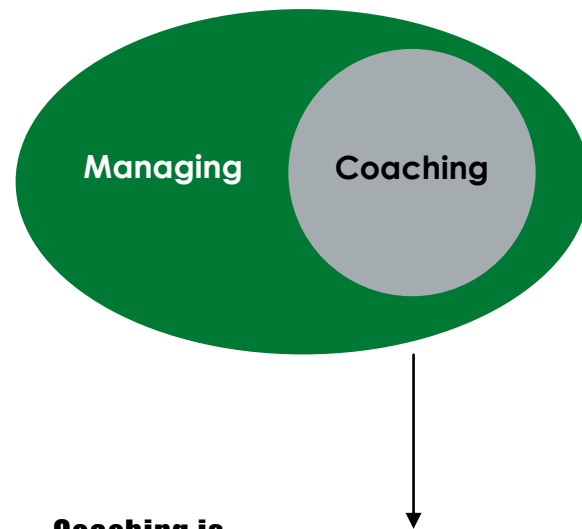


Coaching Culture Goal:

Coaching Defined

Clarifying your understanding of coaching is essential to achieve coaching's full range of benefits.

- Coaching is one component of managing, but not the same thing. When this distinction is blurred, supervisors often fail to look beyond the end-result, assuming that *directing* or *telling* is coaching. Instead, coaching is focused on developing team members.



Coaching is not...

Coaching is...

Assessing past performance	▶ Focusing on improving future performance
Usually delivered biannually or annually	▶ Ongoing
Supervisor-led with little input from the team member	▶ Equally driven by coach and team member
Generic content applied to all team members	▶ Tailored to individual development needs
Teaching a new concept	▶ Encouraging the team member to build on what they already know
Mentoring from past experience	▶ Collaborating for team member growth

An ¹**ongoing** and ²**dynamic** series of ³**job-embedded**
interactions between a ⁴**supervisor** and his or her team members,
designed to **identify strengths and growth opportunities**
⁵
and based on observations provide guidance
and reinforcement **specific to that individual.**
⁶

- 1** Coaching is not a single event or even a series of events, but a focused, continuous improvement effort. The person being coached never “graduates.”
- 2** Coaching evolves over time as team member needs and organizational situations change.
- 3** Coaching is integrated in real time with day-to-day workflow and is directly relevant to organizational goals, personal goals, and customer interactions.
- 4** While supervisors may offload some coaching to others (e.g. specialist, peers), they do not relinquish responsibility for the team member’s overall development.
- 5** Coaching is about development and growth of skills and knowledge to improve performance and create opportunities.
- 6** Coaching is completely customized to the individual. It targets only relevant development opportunities and is tailored to the team member’s short and long-term goals.

When do You Coach?

A successful coaching culture is a balanced act between integrated coaching in the day-to-day environment and scheduled coaching sessions. A balance between these two types of coaching is essential to ensure productive development of team members.

Integrated Coaching:

Creating real-time learning opportunities out of everyday interactions on a regular basis.

Scheduled Coaching:

Planned time for 1:1 meetings that occur on a regular basis and serve as an opportunity to level, set and refine developmental focus.

Integrated coaching is not...

Integrated coaching is...

Giving instruction



Collaboration and discussion

Based on a standardized coaching approach



Highly dynamic depending on the situation and individual

Measured by quantity of interactions



Measured by quality of interactions

"Another activity on my list"



"Part of nearly everything I do"

Team Member	Day	What did the team member and I talk about?	What questions could I have asked to make this a coaching opportunity?
M. Jones	Monday	<i>Mike asked me the best way to approach a very demanding customer, and I immediately answered his question.</i>	<i>I could have asked Mike what action he was considering first and his reservations about why it wasn't the best course of action. Then we could have discussed strategies together.</i>
S. Lee	Thursday	<i>We met for an unscheduled project check-in.</i>	<i>I could have not only focused on process and timelines but asked what she was most excited about or what she learned in the past week.</i>

Source: CEB HR Leadership Council © 2011 All Rights Reserved.



Coaching Culture Goal:

Integrated Coaching

If you're like most people, you may view coaching as a fairly formal activity; you set time aside in your calendar to coach a team member around a new skill or procedure, provide formal or informal feedback, or review a recently completed project.

By taking advantage of the daily interactions you have with your team (e.g., project updates, questions regarding next steps), you can blend coaching into your daily routine. Most importantly, you can improve the quality of your interactions and strengthen your relationships.

To help you recognize future unexpected coaching opportunities, use the coaching tool below to identify opportunities you may have missed in the past. What interactions have you had over the past two weeks that would have served as opportunities to coach your team?

Team Member	Day	What did the team member and I talk about?	What questions could I have asked to make this a coaching opportunity?



What are the benefits of integrating coaching into your day-to-day interactions?

Integrated Coaching Opportunities



Use this sheet to review where you may have missed an unexpected opportunity to coach or reinforce critical lessons across the past two weeks. By recognizing these missed coaching opportunities, you're improving your ability to recognize and capitalize on them in the future.

Team Member	Day	What did the team member and I talk about?	What questions could I have asked to make this a coaching opportunity?

Scheduled Coaching

A scheduled coaching session provides an opportunity to set and refine developmental focus. This involves providing guidance to your team members as they set goals. In essence, identifying where they are today (*actual performance*) and determining where they want to be in the future (*potential performance*).

Scheduled coaching should not be used as the only means of coaching your team. The best approach is a balance between integrated and scheduled coaching opportunities to ensure coaching efforts are effective.



How does scheduled coaching fit in with what you learned about opportunities?

Hint: Think about the Opportunities Analysis!



What are the benefits of scheduled coaching sessions?



Coaching Culture Goal:

Quick Reference: Developing Effective Coaching Plans

1 Look at the Overall Picture

- ▶ Start with the purpose, mission, vision, values and goals already available.
- ▶ Determine which ones your team can affect.

ASK What are the HSC Key Objectives and where does my unit fit into the overall picture?

2 Determine Unit Objectives

- ▶ Identify or create unit objectives that impact HSC Key Objectives.
- ▶ Focus on accomplishments of the unit, not activities.

ASK What are the actions, projects or focus of our team that support the Key Objectives?

3 Determine Individual Goals That Support the Unit Objectives

- ▶ Identify individual contributions to the unit objectives.
- ▶ Identify accomplishments (results or outcomes), not activities (tasks, duties, work responsibilities).

ASK What must be achieved/accomplished to support this particular unit objective?

4 Set Individual Measures

- ▶ Create measures to track progress and motivate your team towards success.

ASK Which types of measures are important?

5 State Current Progress

- ▶ Determine the current state of progress towards the goal.

ASK What steps have already been taken towards achieving this goal?

6 Identify Resources Needed and Action Steps/Plan

- ▶ Write action steps that identify the day-to-day activities to be completed to achieve the goal.
- ▶ Identify resources needed. This might be equipment or people who will provide support.

ASK How will the measures be achieved?

7 Recognize Connections to Our Values

- ▶ Identify how goals, strengths, accomplishments, and growth opportunities relate to Our Values.

ASK How do you support or affect our values-based culture?

8 Specify Strengths/Accomplishments and Growth Opportunities

- ▶ Identify how Our Values are supported by individual strengths and accomplishments.
- ▶ Explore growth opportunities for exhibiting behaviors consistent with Our Values.

ASK How must we behave in order to achieve our vision?

9 Clarify Personal Interests/Aspirations to Focus Coaching on the Right Skills

- ▶ Discuss long-term career, personal and educational aspirations.
- ▶ These might be true personal goals, or interests for developing skills that impact current or future roles.

Factors of Performance

What does it really mean to coach for development and growth opportunities? Coaching involves assessing and guiding performance through two key factors:



* **Ability**

* **Motivation**

Do you think you can motivate team members? Why or Why Not?

What might you need to know about each individual team member to understand what motivates them?

What might you want to find out to better understand what makes your team tick?

There are four points to consider when looking at motivation and applying it to goals and skill development.

1

Coaching Should Build Skills that Directly Impact Performance

As a coach, your efforts should target skills that a team member needs to successfully perform his or her job. These skills are often referred to as critical skills or competencies.

2

Coaching Needs to be Collaborative

Even if you do all of the work up front—identify developmental goals—it's still up to your team member to reach the milestones and hit the goals. If they don't agree with the goals you've identified, your coaching efforts will be wasted. In order to ensure your coaching efforts yield the maximum benefit, you should collaborate with team members to ensure they will put effort into building skills that benefit the individual, team, and organization.

3

Coaching Should Focus on Strengths, Not Just Weaknesses

Supervisors often coach their team to correct performance weaknesses. While this is critically important, it should not be the only time you coach, as it implies coaching only occurs when a team member does something "wrong."

By focusing your coaching efforts on a team member's strengths, you reinforce positive behaviors and further develop strengths that directly benefit your team.

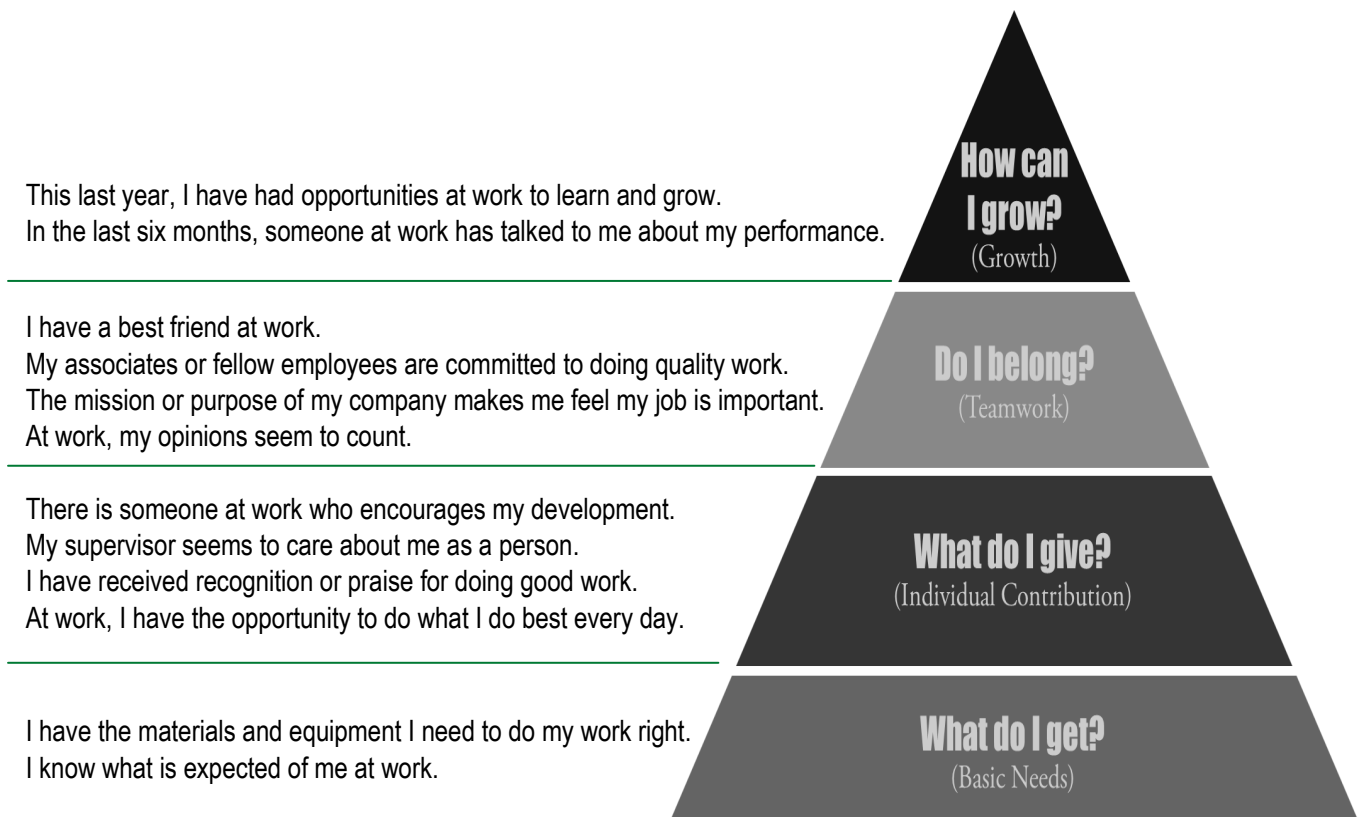
4

Coaching Should Take Into Account Long-Term Career Plans

You have a team member you think would be perfect for a managerial position. You spend countless hours coaching him or her on people management, influencing peers, and project management. Then you find out your team member has no interest in becoming a manager. By having career planning conversations with your team early, you not only ensure that your efforts are focused on the right skills, but you send the message that you are investing in their long-term goals.

What Does a Good Job Look Like?

Four Dimensions of Employee Engagement



Source: Gallup, Inc.

What's Next?

Here's a look at the next steps you need to take to start on the values-based coaching culture journey.

- Put together a plan to grow the values-based coaching culture with your team.
- Plan your scheduled coaching sessions.
- Identify ways to integrate coaching into your day-to-day interactions with your team.
- Partner with your supervisor (coach) to develop your coaching skills!

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