



UNIVERSITY of WISCONSIN
GREEN BAY

Coaching for Performance

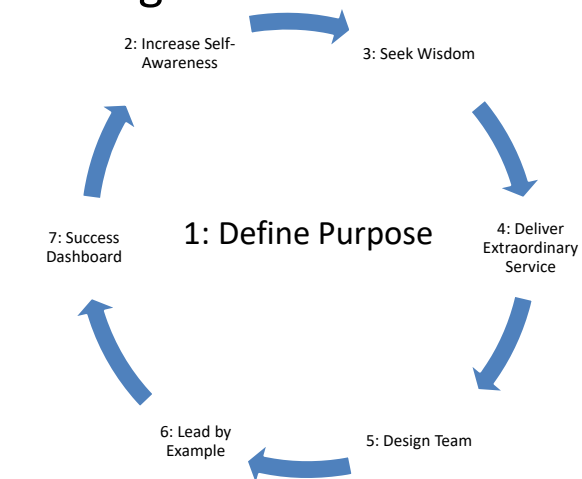
RISE
LEADERSHIP

Coaching for Performance: Agenda

Session I

- **Program Overview**
- **Coaching Challenges**
- **Communicating With Style**
- **Healthy Conflict**

Coaching Success Model: The 7 Stages of Service Leadership



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Development Process

Coaching for Performance

- Leadership Development
- Performance Management
- Team Engagement
- Individual Coaching

Interventions

Coaching

- Coaching is a training or development process via which an individual is supported while achieving a specific personal or professional competence, result or goal.
- Wikipedia

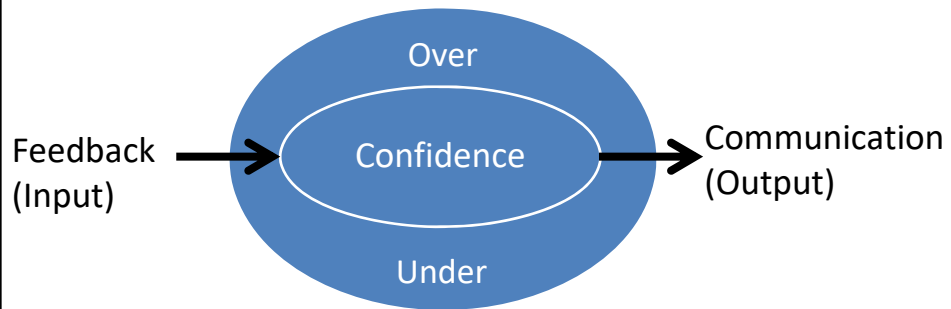
Coaching

- What are your biggest coaching challenges?

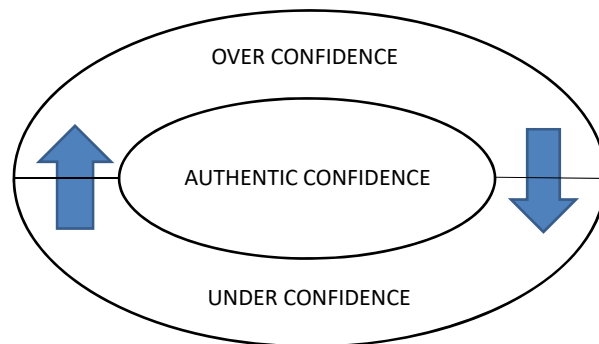
Coaching Success

- What is the greatest team you have ever been on and why?
- What is the worst team you have ever been on and why?

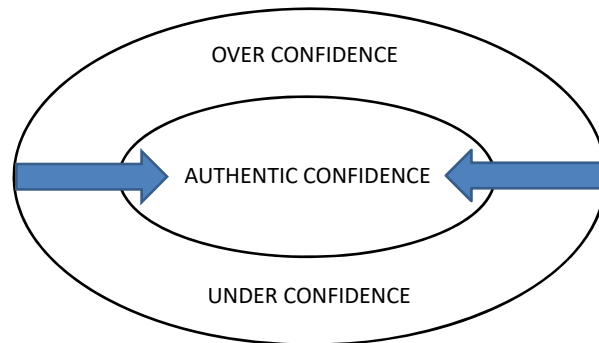
Authentic Confidence Model



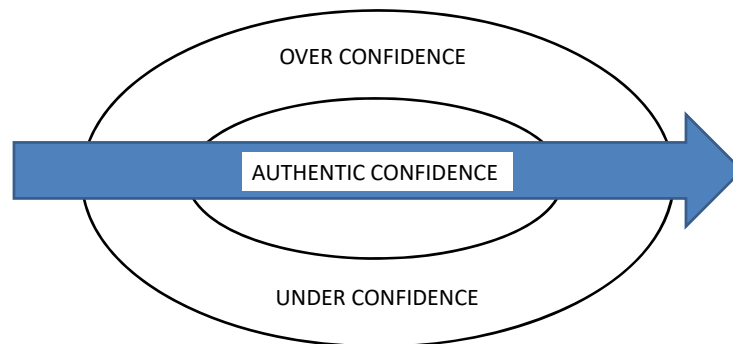
Reflect: The Cycle of Blame



Engage: The Cycle of Ownership



Ignite: The Cycle of Influence



Confidence Issues





Authentic Confidence Assessment

Coaching

- Why Self-Assessment?

Coaching

- The average NFL team has...
- 15 coaches
- Each team has...
- 11 players on the field

- Why?

- What is the purpose of coaching?
- Why are we spending time discussing coaching?

Coaching

- What is the best feedback/advice you have ever received in your career? Why?

- What if you had no access to feedback?

Why Engage?

- Average person spends over 75,000 hours at work
- Increase meaning at work
- Experience significance in serving others
- “Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.”

Vince Lombardi

Performance Management

- Why Employees Don't Engage?
- 89% of managers believe employees leave for more money
- 88% of employees actually leave for reasons having to do with the job, the culture, the manager or the work environment. (“The 7 Hidden Reasons Employees Leave”)
- 42% of Low Performers are MORE Engaged than High and Middle Performers (Wall Street Journal)

Service Leadership

- Demonstrate Your Investment
- Integration with Performance Management
- Individual Development Plans
- Improve Team Effectiveness
- Develop a Culture of Serving Leaders
- Attracting, Recruiting, Acquiring and Retaining Talent
- Increase Organizational Effectiveness
- Deliver Extraordinary Service to Customers

Why Engage?

- We engage because the mission matters.

Engaging Talent

- Gallup Management Journal (2011)
 - Research for 75 years
 - Interviewed 87,000 organizations
 - 1.5 million employees
- Engagement Index
 - **Engaged employees** work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
 - **Not-engaged** employees are essentially “checked out.” They are sleepwalking through their workday. They are putting in time, but not enough energy or passion into their work.
 - **Actively Disengaged** employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

Engaging Talent

- Engaged employees:
- Not-engaged employees:
- Actively Disengaged:

Engaging Talent

- Engaged employees: 29%
- Not-engaged employees: 54%
- Actively Disengaged: 17%
- What is the percentage of employees that are Not-Engaged or Actively Dis-Engaged?
- 71%

Engaging Talent

- World-class Organizations
 - Engaged to Actively Disengaged Ratio:
- Average Organizations
 - Engaged to Actively Disengaged Ratio:

Engaging Talent

- World-class Organizations
 - Engaged to Actively Disengaged Ratio:
 - 9.57 to 1
- Average Organizations
 - Engaged to Actively Disengaged Ratio:
 - 1.83 to 1

Engaging Talent

- What is the cost?
- What is the amount of lost productivity?
- Gallup estimates the cost to be more than \$300 billion in lost productivity alone.

Why Not Engage?

- Fear
- Work too hard
- It's not going to work
- It's going to work too well
- Don't know what I want
- No one understands what I've been through
- Hurt too much if I try and fail
- Right now I can do anything if I try I may prove myself wrong – then what?
- Give up the things I have now
- Don't see the point
- The rewards aren't compelling enough
- Things aren't bad enough for me to make a change
- Not my job...

Not My Job Contest: #5



Not My Job Contest: #4



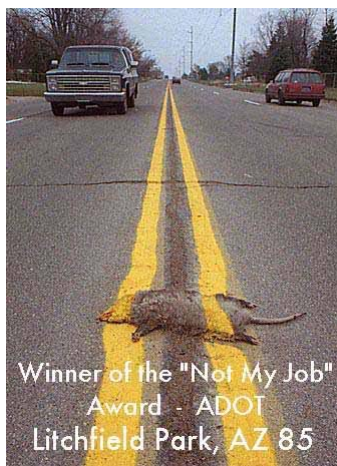
Not My Job Contest: #3



Not My Job Contest: #2



Not My Job Contest: #1



Customer Experience

- Over the past 15 years customer expectations have increased by about 24% in virtually all categories.

Customer Experience

- Almost 70% of the identifiable reasons why customers left typical companies had nothing to do with the product. The prevailing reason for switching was poor quality of service.

Increase Self-Awareness

- Service Leadership Stage 2: Increase Self-Awareness
- “Humility is an accurate view of oneself.”
- C.S. Lewis

Leadership Traits

- “What values, personal traits, or characteristics do you look for and admire in a leader?”
- Research – Kouzes and Posner

Leadership Traits

- #4 Competent
- #3 Inspiring
- #2 Forward-Looking
- #1 Honest

- Kouzes, J.M. & Posner, B.Z (2007). The Leadership Challenge (4th Ed.)

World-wide survey with over 1.3 million participants since 1987

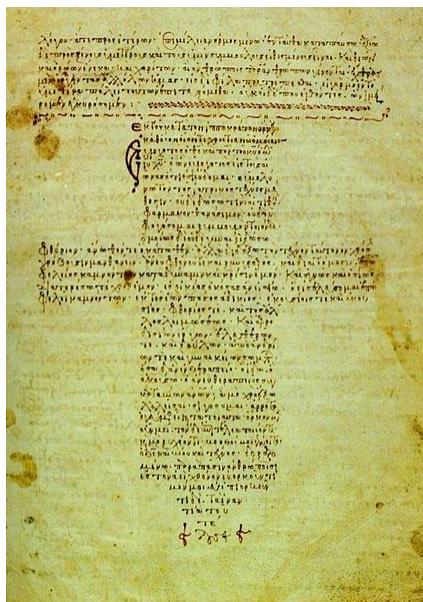
Communication Styles

- Hippocrates – Greece 3 A.D.

“father of medicine”

Hippocratic Oath

The Four Temperaments (Choleric, Sanguine, Phlegmatic and Melancholic)



Hippocrates

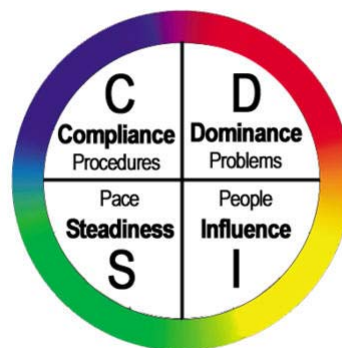
- I will prescribe regimens for the good of my patients according to my ability and my judgment and never do harm to anyone.
- A customized approach based on the Four Temperaments yielded the greatest results.

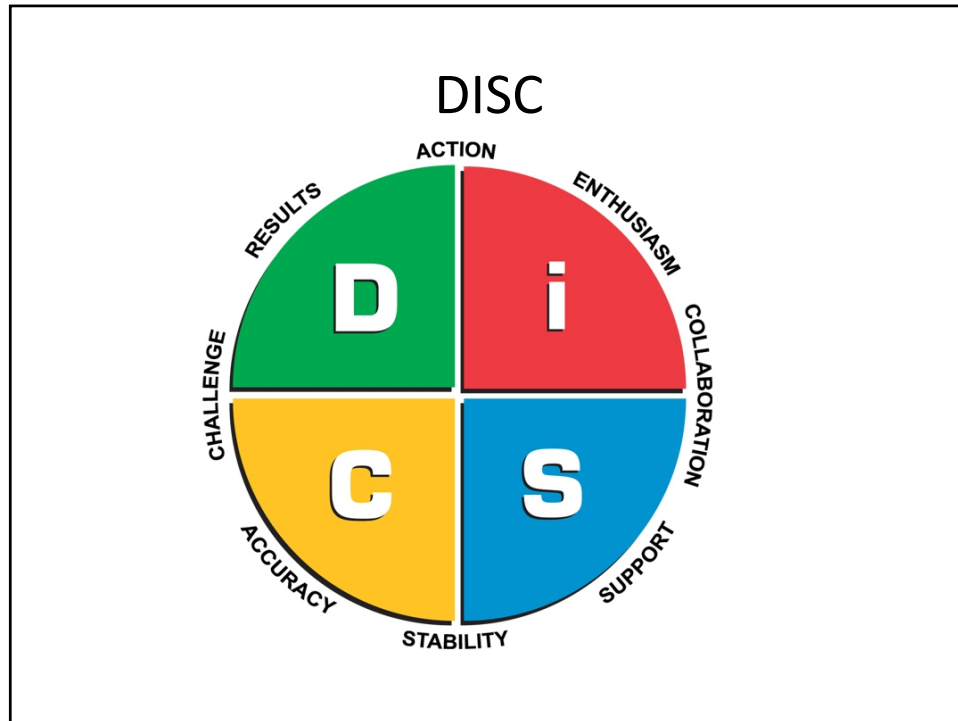
DISC

William Mouton Marston, a physiological psychologist with a Ph.D. from Harvard.

- *Emotions of Normal People*, 1928.
- Marston theorized that the behavioral expression of emotions could be categorized into four primary types.
- Explaining and understanding our own style and the style of others led to drastically improved communication.

DISC





D: Dominance

Described as...

- Forceful
- Egocentric
- Strong willed

Or...

- Driving
- Determined
- Ambitious
- Aggressive
- Pioneering
- Get Things Done!

Dominance

- Donald Trump
- David Letterman
- Hilary Clinton
- Robert DeNiro
- Michael Jordan
- Jerry Seinfeld
- Tiger Woods
- Cher
- Charles Barkley
- Roseanne Arnold
- John McEnroe

I: Influence

Described As...

- Chameleons
- Sales Oriented
- Chatty
- Storytellers
- Emotional

- **Or...**
- Convincing
- Enthusiastic
- Trusting
- Engaging
- Optimistic
- Good with People

Influence

- Jay Leno
- Bill Clinton
- Andre Agassi
- Tony Danza
- Richard Pryor
- Will Smith
- Robin Williams
- Oprah Winfrey
- Carol Burnett
- Steve Martin

S: Steadiness

Described As:

- Slow to Change
- Predictable
- Possessive
- Peacemakers

Or...

- Calm
- Relaxed
- Patient
- Consistent
- Reliable
- Steady

Steadiness

- Charlie Brown
- Barbara Bush
- Ted Danson
- John Denver
- Michael J. Fox
- Mother Teresa
- Gandhi
- Jimmy Stewart
- Mr. Rogers

C: Compliance

Described As...

- Rules
- Regulations
- Right and Wrong
- Structure

Or...

- Do it Right, or Else
- Quality
- Careful
- Exacting
- System Builders

Compliance

- Tom Brokaw
- Columbo
- Kevin Costner
- Bill Gates
- Allen Greenspan
- Diane Sawyer
- Henry Kissinger
- Albert Einstein

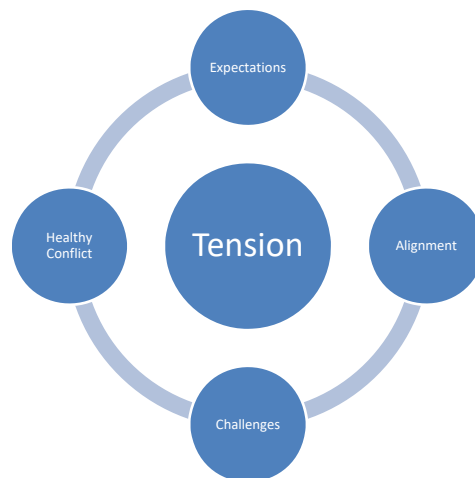
DISC

- What is your primary and secondary style?
- What are your do's and don't of communication?

Communication

- Communication is shared meaning.
- Responsibility is the communicators.
- Values are not flexible, style is...
- The goal of two-way communication is to increase understanding on both sides.
- How can we improve communication?

Team Communication Model (TEACH)



Team Communication Model

Tension Definition:

The state of being stretched tight.

- Tension
- Expectations
- Alignment
- Challenges
- Healthy Conflict

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Team Communication Model

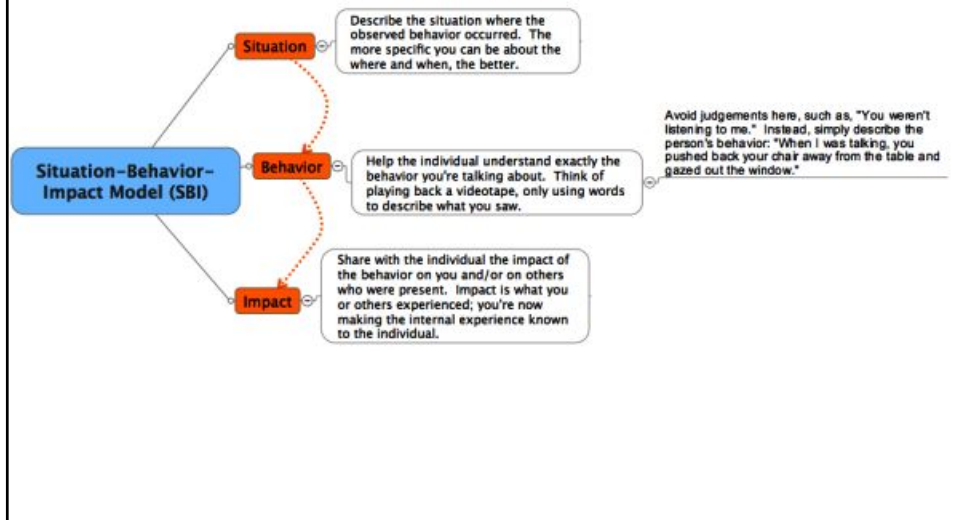
Tension Myth

- Tension = Stress
- Stress = Bad
- I don't want tension

- TED Talk: Kelly McGonigal
- Stress Research

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Center for Creative Leadership



The Art of Coaching

- Positive Experience
 - Situation
 - Behavior
 - Impact
- Negative Experience
 - Situation
 - Behavior
 - Impact

Feedback

- Feedback Sandwich
 - Positive
 - Constructive Feedback
 - Positive

Generational Leadership

- Generational Leadership
 - Generation Z (2001 to present)
 - Generation Y or Millennials (1980 to 2000)
 - Gen X (1965 to 1979)
 - Baby Boomers (1946 to 1964)
 - Silent Generation (1925 to 1945)
 - GI Generation (1900 to 1924)
- Results and Relationships

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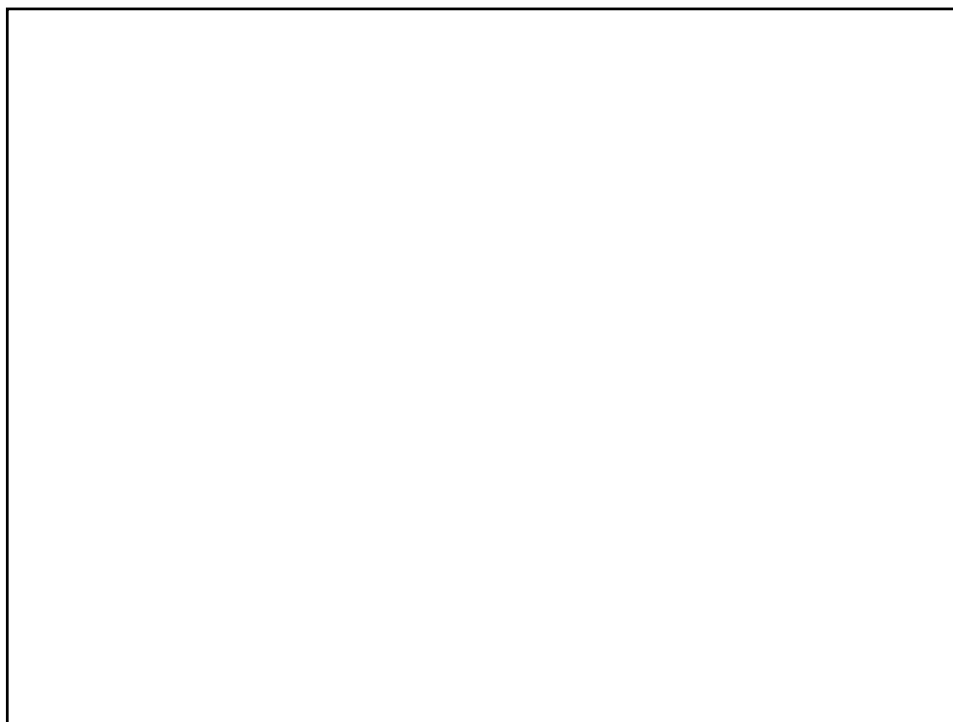
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Coaching for Performance: Agenda

Session II

- **Core Competencies**
- **Strategic Objective Setting**
- **Performance Management**
- **Talent Development**

Core Competencies

What are Core competencies?

The skills, characteristics, and assets that set your organization apart.

Core Competencies

Why are core competencies important?

- They are the skill sets your organization possesses that set it apart from its peers.
- They are what make your organization unique.
- They are sources of competitive advantage.
- They are the building blocks to future opportunities.
- Long term strategy involves constant innovation. Core competencies provide a market position that allows an organization to influence what products/services will be available in the future.

Core Competencies

- “Strategy is about stretching limited resources to fit ambitious aspirations.” C.K. Prahalad

Author “The Core Competence of the Corporation” 1990 Harvard Business Review

Team Discussion

- Exercise:
 - What is the mission of your organization?
 - What is the vision?
 - What are the values?
 - Why did you decide to join the organization?
 - Why does the mission matter?

What are greatest problems or opportunities in the organization?

What are the skills needed to address those problems and opportunities?

Deliver Extraordinary Service

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The Art of Coaching

- “The key to successful leadership is influence, not authority.”

— Kenneth H. Blanchard

SMART Goals

“According to research, goal setting is the single most powerful motivational tool in a leader’s toolkit.

Why? Because goal setting operates in ways that provide purpose, challenge, and meaning.

Goals are the guideposts along the road that make a compelling vision come alive.

Goals energize people.

Specific, clear, challenging goals lead to greater effort and achievement than easy or vague goals do.”

- Ken Blanchard

SMART Goals

- S – Specific
- M – Measurable
- A – Achievable
- R – Realistic
- T – Timed

Performance Management

- Technical Competencies
- SMART Goals - Individual
- What?
- 50%
- Integrate with Strategic Plan

- Leadership Competencies
- Leadership Category
- How?
- 50%

Performance Management

- Succession
- Career Development
- Individual Development Plan
- Performance Management
- Performance Improvement Plan
- Last Chance Agreement
- Separation Agreement

Succession

- What are the crucial skills?
- Who has those skills?
- Who wants those skills?
- Who is dominant in current position?
- Who wants the next level?
- What is the development plan for all candidates?

Career Development

- What is the dream career in the organization?
- What is the gap in skills?
- What is the plan to close the gap?
- What is a realistic timeline?
- What are the next steps?

Individual Development Plan

- Strengths
- Growth Opportunities
- Learning Strategies
- Training and Development Plan
- Professional Goals and Objectives – current role
- Personal Goals and Objectives

Performance Management

- Annual Review
- Quarterly Conversations
- Notes
- Rating
- Compensation
- Training Outcomes

Performance Improvement Plan

- Specific behaviors and deficiencies in current role
- Timeline and clear outcomes
- Consequences of positive and negative outcomes

Last Chance Agreement

- Tight timeline
- Communication with others in the organization
- Plan for positive and negative outcomes

Separation Agreement

- Protection for employee and organization
- HR/Legal Support
- Finish well
- Outplacement options

Service Driven Leaders

- Focus on Significance
- Coaches
- Developers
- Builders
- Equippers
- Honest
- Competent
- Forward Looking
- Self-Aware

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