

*Developing a Coaching Strategy
to Support Growth
through the Recession*



Toledo Human Resource Associations'

C o n f e r e n c e

*Perrysburg, OH
November 16, 2010*

**The Flourishing Company**
Growing People - Driving Results

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An effective coaching strategy
will accelerate the
development and readiness
of human capital




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Our objectives today...

- ✓ key elements of an effective coaching strategy
- ✓ natural synergies with existing HR processes
- ✓ coaching, mentoring and manager as coach
- ✓ different foci for the coaching and when to use each.
- ✓ measuring the effectiveness of coaching to support

The challenge of retention

Perhaps the most striking finding in the August survey is that **nearly half (49%) of all surveyed employees are considering leaving their jobs** and just 45% expect to stay with their current employers (Figure 1). In fact, **30% are already actively seeking new employers**—a figure that could rise as more employees venture into the job market once the recession ends.

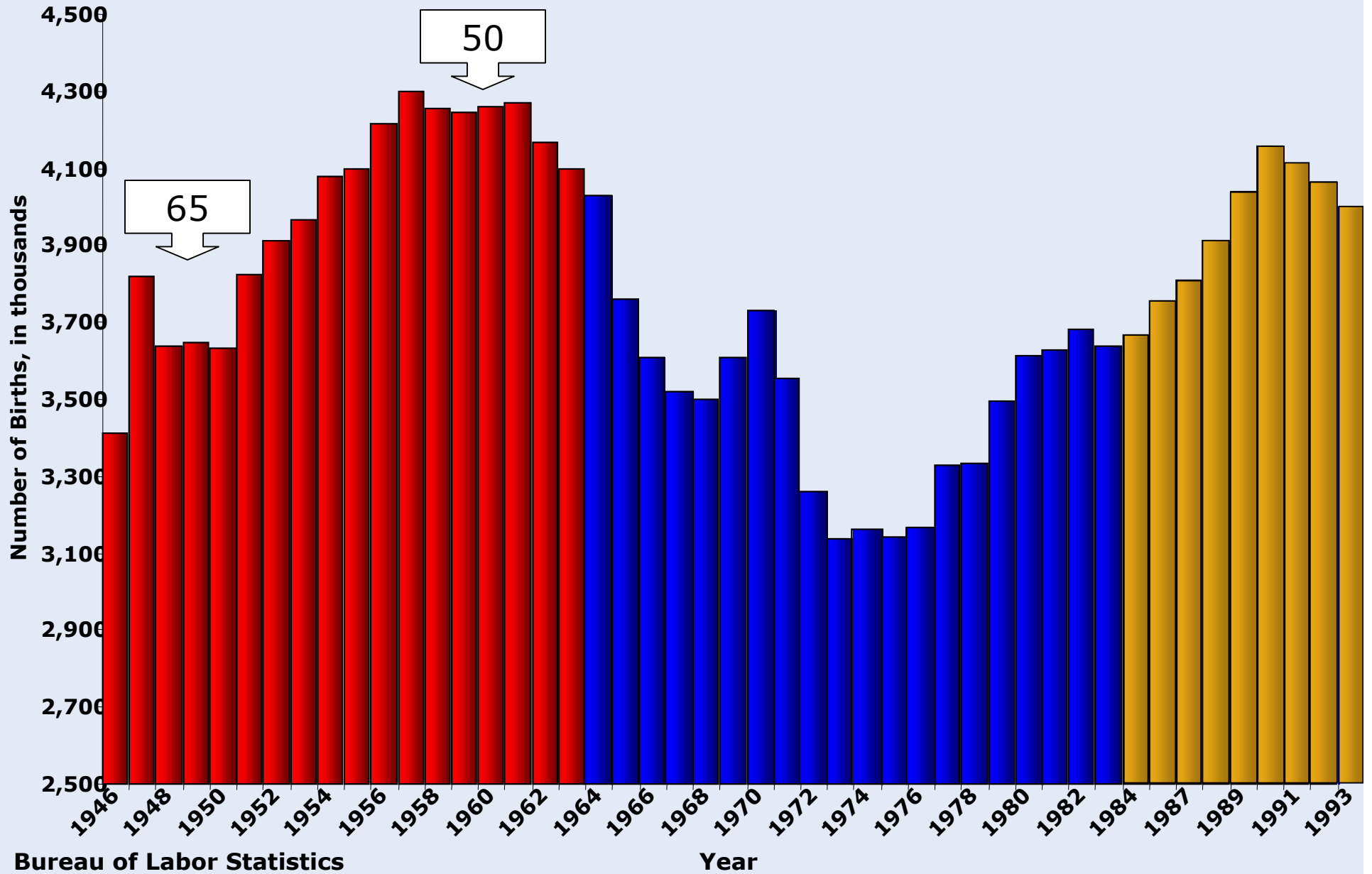
Deloitte
Managing talent in a turbulent economy
Keeping your team intact
Special Report on Talent Retention
September 2009




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Composition of the Workforce



Bureau of Labor Statistics

The Differences

Coach

- Focus on client's performance
- Most frequently selected by the organization
- Specific agenda or coaching plan
- Dealing tasks and responsibilities

Mentor

- Focus on the individual
- Most frequently selected by the individual seeking a mentor
- Offers support, advise, and suggestions.

Manager as Coach

- Ask powerful questions
- Encourage staff to come to their own conclusions
- Delegate more and supervise less
- Provide regular feedback
- Challenge staff to stretch by modeling

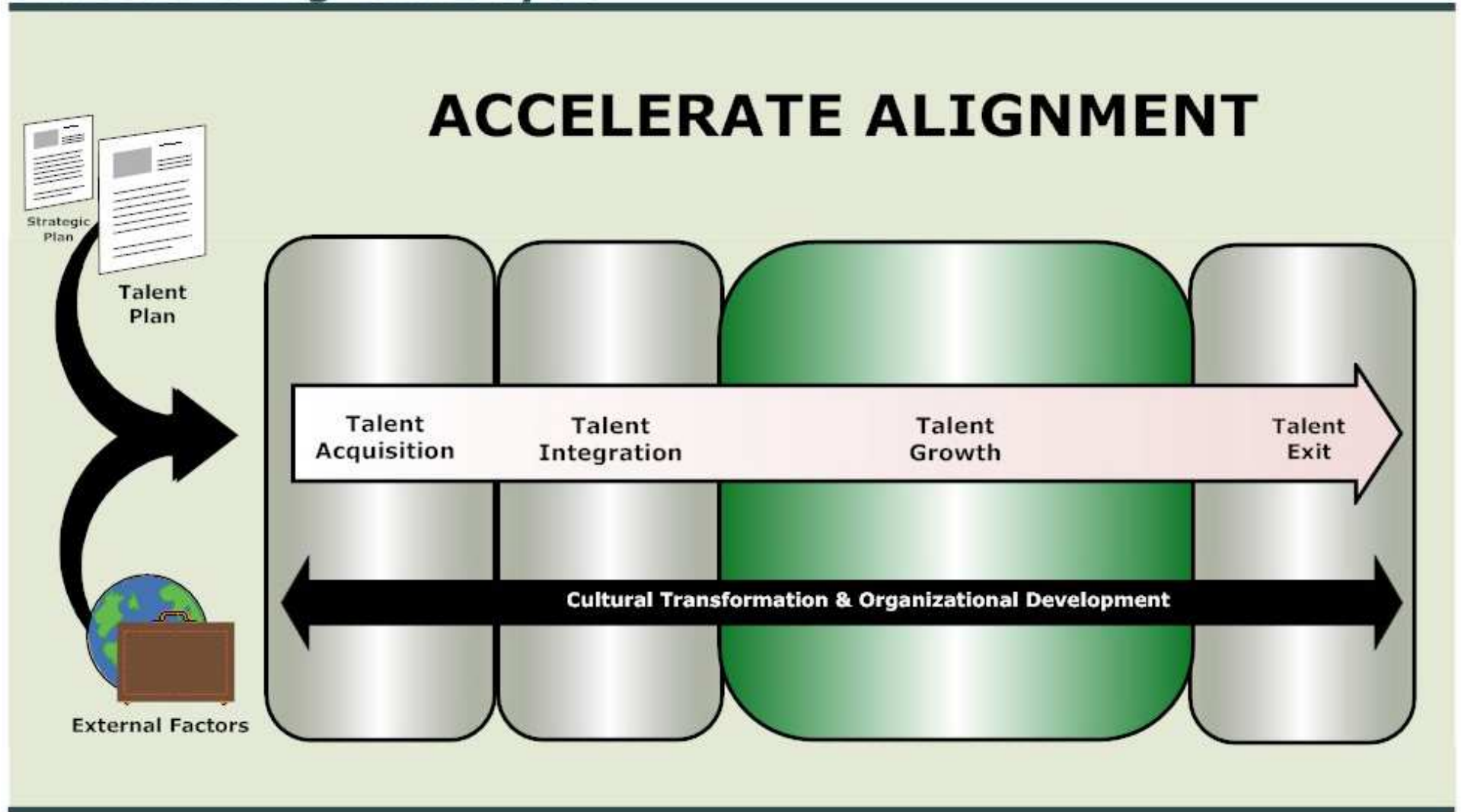
Key Element #1

Alignment



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The Flourishing Talent Cycle™



Key Element #2

Integration



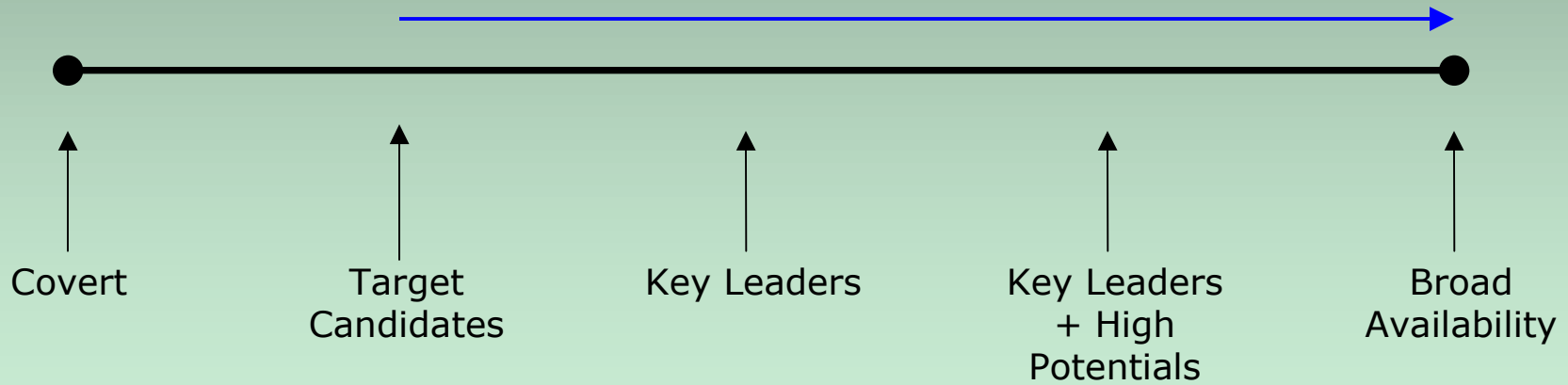
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Key Element #2 - Integration



National Aeronautics
and Space Administration

<http://nasapeople.nasa.gov/training/coachmentor/>



<http://nasapeople.nasa.gov/training/coachmentor/>

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NASA'S Coaching Program

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Coaching

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COACHING

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HR POLICIES & PROGRAMS

NASA JOBS

LIFE EVENTS

NASA WORKFORCE PROFILE

TRAINING & LEADERSHIP DEV.

Coaching

In addition to technological advancement, NASA is also committed to excellence in human development. The Agency has embraced coaching to improve the efficiency, creativity, and capabilities of its employees. Each coaching program is a distinct means of building unique and mutually beneficial relationships to develop, expand, and enhance the performance of employees in personal and professional endeavors. The programs involve strategic planning, the setting of concise goals, and consistent interaction in a variety of situations and relationships to ensure that the experiences and characteristics of all participants yield a maximum benefit and measurable results. Through different approaches to improvement, coaching makes the best use of the contributions of NASA employees.

- ["Coaching Philosophy and Guidance" presentation](#)
- ["2010 Coaching Strategy" presentation](#)
- [Coaching Action Plan and Final Check-In](#)
- [Coaching Agreement Form](#)
- [Coaching Application Form](#)
- [Coaching Application Companion](#)
- [Coaching Engagement Process Steps](#)
- [NASA Coaching Process](#)

National Aeronautics and Space Administration



NASA Training and Leadership Development

Agency Coaching Program

Coaching Philosophy and Guidance

September 2009

www.nasa.gov



NASA Coaching Philosophy

Coaching is an intensive one-on-one professional relationship that is structured toward accelerating the development and effectiveness of high potentials in the Agency. Coaching is targeted at key roles within an organization in support of mission success.

The overarching goal is to produce results that are observable, measurable, and commensurate with the performance requirements of the person being coached.

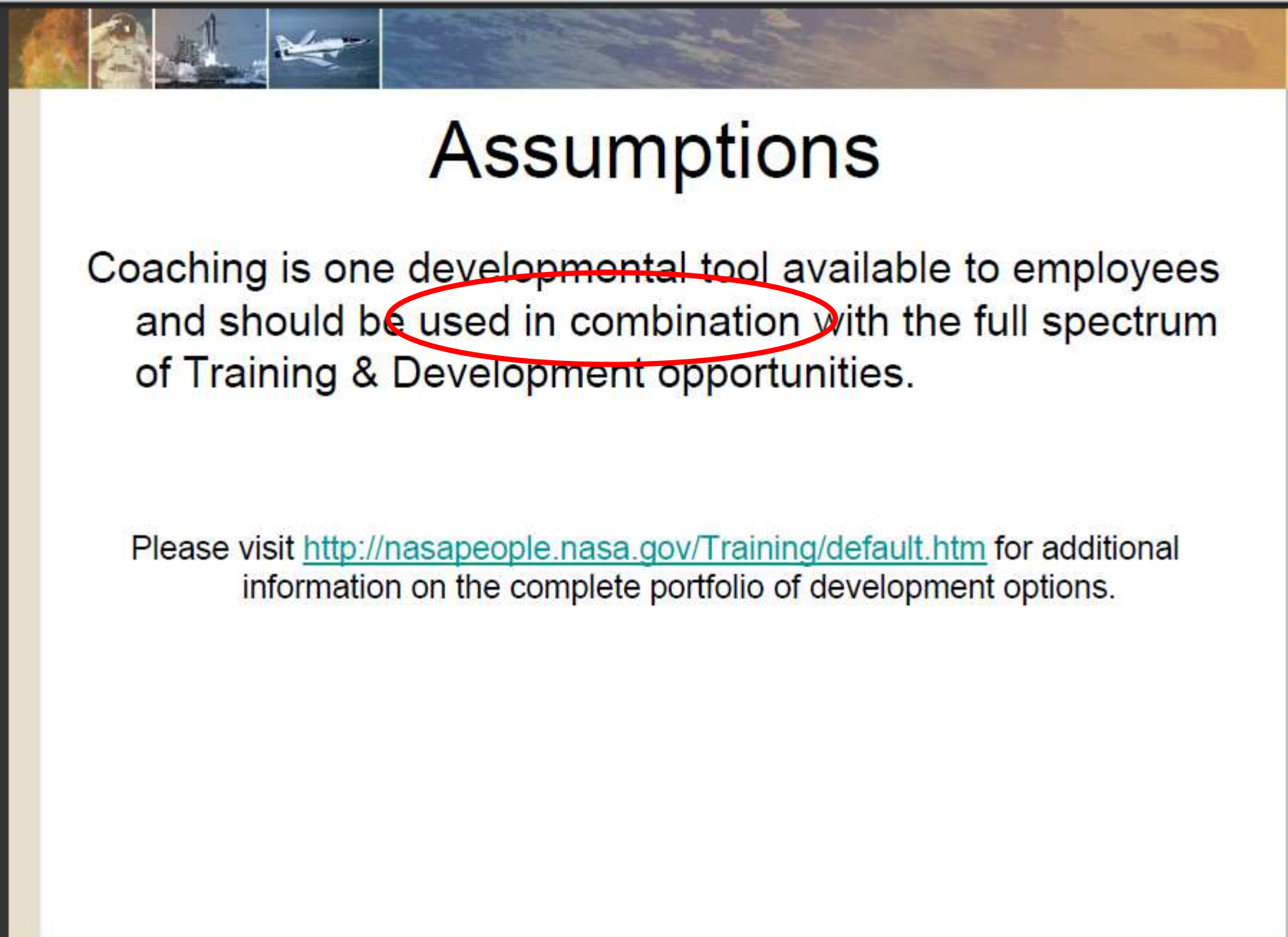
A primary focus is placed upon increased awareness, accelerated development, and alignment of the individual and organizational goals.

Assumptions

- The coaching relationship focuses on a specific topic or area of development.
- The coaching relationship takes place over a defined period of time commensurate with the coaching topic.
- At the end of a coaching relationship the coachee will:
 - Have an increased capability to work more broadly and productively around the topic.
 - Be able to sustain his/her learning around the topic beyond the coaching relationship.
 - Show results that positively impact the organization.

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Assumptions

Coaching is one developmental tool available to employees and should be used in combination with the full spectrum of Training & Development opportunities.

Please visit <http://nasapeople.nasa.gov/Training/default.htm> for additional information on the complete portfolio of development options.

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Strategic Coaching Options

- **High Potential/Key Roles**
 - Coaching for Supervisors
 - Coaching for Senior Leaders
 - Coaching for Executives
 - High Potential Leadership Development
- **Accelerated Learning & Development**
 - Systems Engineering Leadership Development Program (SELDP)
 - Leading Through Effective Communication (LEC)
 - Mid-level Leader Program (MLLP)
- **Transition**
 - Coaching for New Supervisors
 - Coaching for New Executives
- **Targeted**
- **Skill/Topic**

<http://nasapeople.nasa.gov/training/coachmentor/>

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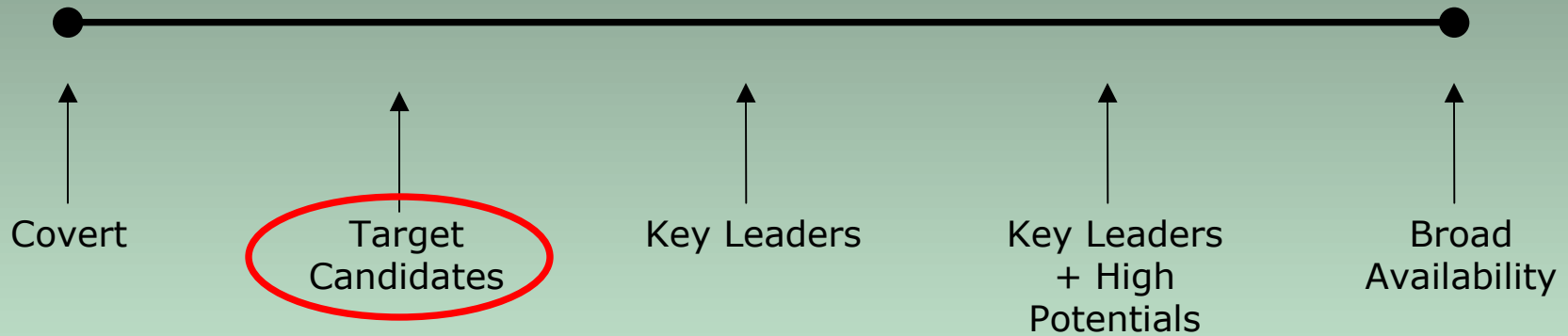
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Key Element #2 - Integration



<http://www.opm.gov/fedcdp/>



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Senior Executive Service Federal Career Development...

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U.S. OFFICE OF PERSONNEL MANAGEMENT

Recruiting, Retaining and Honoring a World-Class Workforce to Serve the American People

Advanced Search

SES Federal Candidate Development Program

- Introduction
- Job Announcement
- Applicant Guide and FAQs
- Goals
- Application/Selection
- Educational Components
- Program Funding
- Timeline
- Resources
- Download Brochures

Introduction

The Senior Executive Service (SES) Federal Candidate Development Program (Fed CDP) will help Federal agencies meet their succession planning goals and contribute to the Government's effort to create a high-quality SES leadership corps. The information contained on this site provides information about the program and the educational model used to develop the candidates. This model includes feedback-intensive and mentoring components to further assist candidates in their developmental journey. The program will introduce candidates to the best leaders in the Federal Government.

People who complete the program and obtain certification by an SES Qualifications Review Board (QRB) may be selected for an SES position anywhere in the Federal Government without further competition.

Individuals interested in this program can start preparing to apply for upcoming opportunities by reviewing the competencies covered by the [Executive Core Qualifications](#).

Agencies interested in participating in this partnership program should review our [Fostering Future Agency Leadership brochure](#) [223 KB] and [contact us](#).

Fed CDP opportunities are posted on [USAJOBS](#) during the application period. See the left

Internet Explorer browser window showing the URL <http://www.opm.gov/fedcdp/FFALbrochurefinal.pdf>. The browser interface includes the menu bar (File, Edit, Go To, Favorites, Help), a toolbar with navigation and printing icons, and a status bar at the bottom indicating page 1 of 8 and a zoom level of 66.7%.

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
CENTER FOR LEADERSHIP CAPACITY SERVICES

THE SENIOR EXECUTIVE SERVICE
FEDERAL CANDIDATE DEVELOPMENT PROGRAM

FOSTERING FUTURE AGENCY LEADERSHIP





COMPREHENSIVE LEADERSHIP TRAINING

The Fed CDP draws from the latest research on learning and leadership development. The program offers an ongoing cycle of assessment, feedback-intensive training, challenging work and learning opportunities, as well as support from mentors. Through a combination of classroom, hands-on projects, and interagency experiences, candidates will experience a powerful mix of learning methodologies to prepare them for the variety of challenges they will face as executives within the Federal Government.

PROGRAM CURRICULUM DETAILS

Classroom Learning

Program Orientation

Candidates and supervisors will be invited to a program orientation. This two-hour session will include a welcome from OPM, a briefing on the program, Q&A, and an informal networking social.

Executive Leadership Assessment Experience

Prior to attending the first week of residential classroom training, candidates will complete skills assessments and targeted readings on values-based leadership. The focus for this initial week will be fivefold:

- 1) Engaging participants in an active and supportive learning community, including a participant-led and -managed Leadership Forums Committee (formed during the first week of training);

Program Highlights

- Personalized Executive Development Plans
- Residential, Classroom, Field, and Web-based Training
- Executive Learning Teams
- Team Leadership Projects
- Individual Coaching and Mentoring
- Cabinet-level and White House Speakers
- Developmental Assignments with Leadership Responsibility
- Policy Seminars and Leadership Visits
- Field Experiences Outside Government
- Reading Groups

Key Element #3

Focus

Key Element #3 – Focus

Developmental Coaching	Process Coaching	Systems Coaching
Increase readiness for promotion	Strengthen interpersonal skills	Strengthen alignment
<ul style="list-style-type: none"> • Strategic thinking • Process orientation • Problem-solving • Influencing culture • Strategic networking 	<ul style="list-style-type: none"> • Conflict management • Effective time management • Effective delegation • Effective networking • Giving effective feedback • Life balance 	<ul style="list-style-type: none"> • Teams • Work Groups • Change Management • Transformation • Acquisitions • Silo busting

Key Element #4

Delivery



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Key Element #4 – Delivery

Internal Coach	External Coach
Benefits <ul style="list-style-type: none">• Reliability• Consistency• Financial constraints• Quicker, more efficient integration	Benefits <ul style="list-style-type: none">• Confidentiality• Not caught up in the company politics• Expertise• Paid only for the hours used
Challenges <ul style="list-style-type: none">• Role clarity and differentiation• Accountability issues• Maintaining confidentiality and information boundaries	Challenges <ul style="list-style-type: none">• Time to understand the true culture of the organization• Consistency when using multiple coaching firms

Key Element #4 – Delivery

Internal Coach vs. External Coach?

Consider the importance of -

- Political neutrality
- Objectivity in the coaching effort
- The need for expertise not available internally
- The importance of high confidentiality
- Internal integration with other organizational programs
- Cost constraints of the organization

Key Element #5

Certification



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Key Element #5 – Certification

- Licensing not currently required
- International Coach Federation (ICF)
 - Ethics
 - Accredit coaching schools
 - Accredit specific training programs
 - Credential individuals
- RFPs more commonly cite credentials

Key Element #6

Measurement



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Key Element #6 – Measuring the effectiveness of coaching

- **Organizational expectations for ROI calculations**
- **Identify existing performance metrics**
- **Ability to isolate the cause and effect of coaching**

Key Element #6 – Measuring the effectiveness of coaching

Corporate Learning Strategies: The Fallacy of ROI Calculations, Daniel R. Tobin, Ph.D. (1998)

Executive Coaching Yields Return of Almost Six Times its Cost!, Work/Life Solutions, Inc., Manchester, Inc. (2001)

Measuring Snowflakes? Calculating the Return on Investment of Executive Coaching, Dr. Sabine Dembkowski and Fiona Eldridge, The Coaching and Mentoring Network (2003)

Measuring ROI in Coaching Relationships, Amy Selwyn (2005)

The ROI of Leadership Coaching: Three Key Insights for Value Creation, Dianna L. Anderson and Merrill C. Anderson, Ph.D., MetrixGlobal (2005)

Building the Business Case for Coaching, Dianna L. Anderson and Merrill C. Anderson, Ph.D., MetrixGlobal (2006)

Executive Coaching: An HR View of What Works (Summary of Research), Dr. Gavin R. Dagley, Australian Human Resources Institute (2007)




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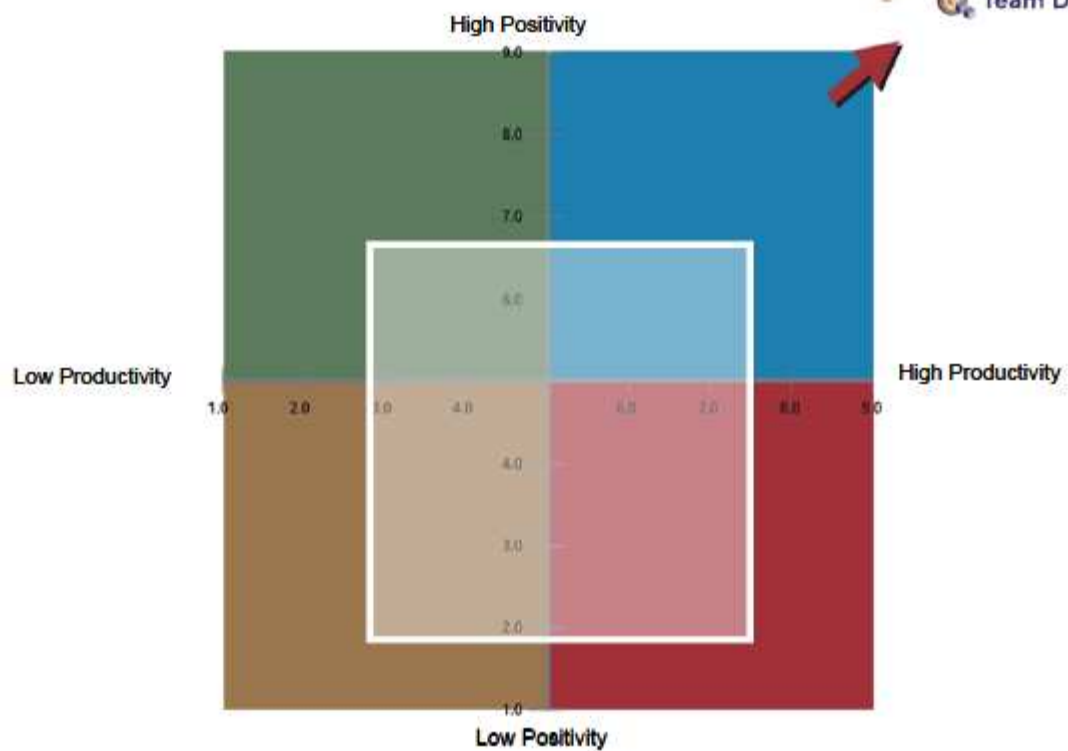
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Toolbar: Print, Save, Copy, Paste, Home, Back, Forward, Stop, Refresh, Find (input: Find), Zoom (59%), Page, Safety, Tools.

Team Matrix Position



Team Diagnostic™
ASSESSMENT

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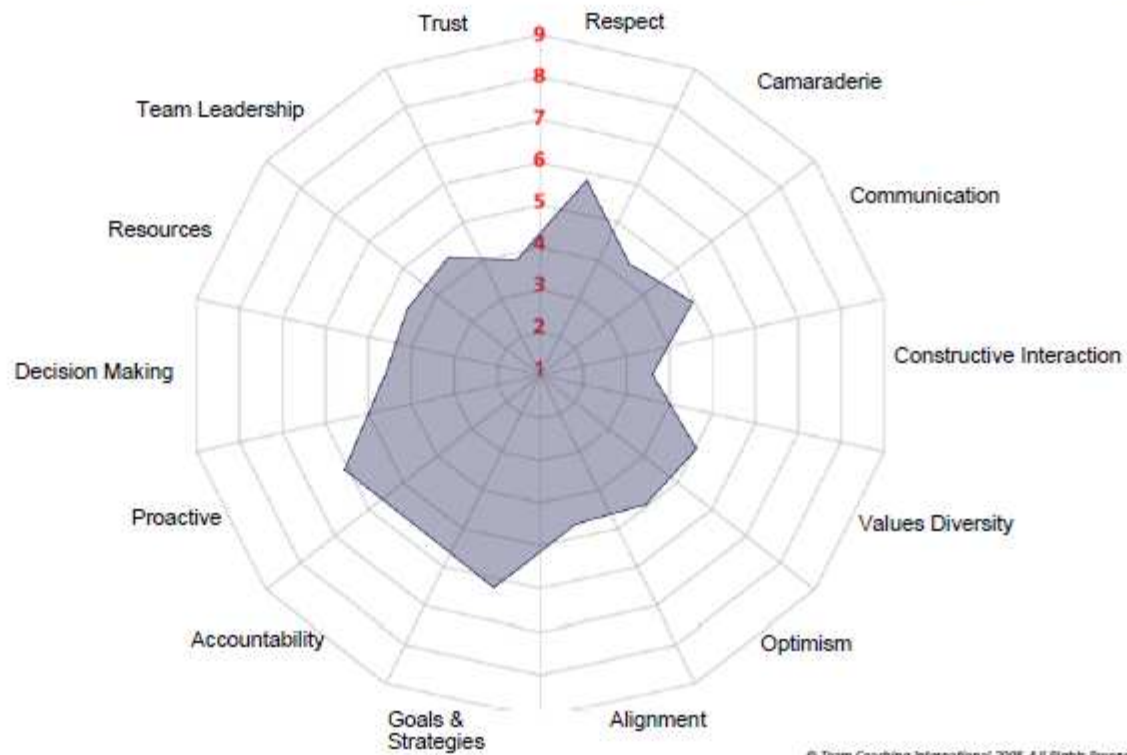
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Polar Diagram

Team Diagnostic™
ASSESSMENT

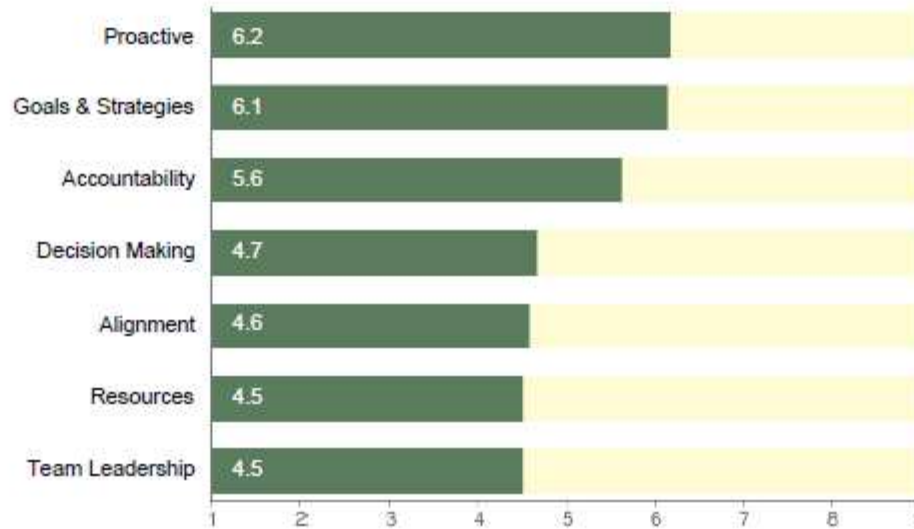


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Productivity Strengths



Productivity Strengths Rating



"1" = Does Not At All Describe Our Team

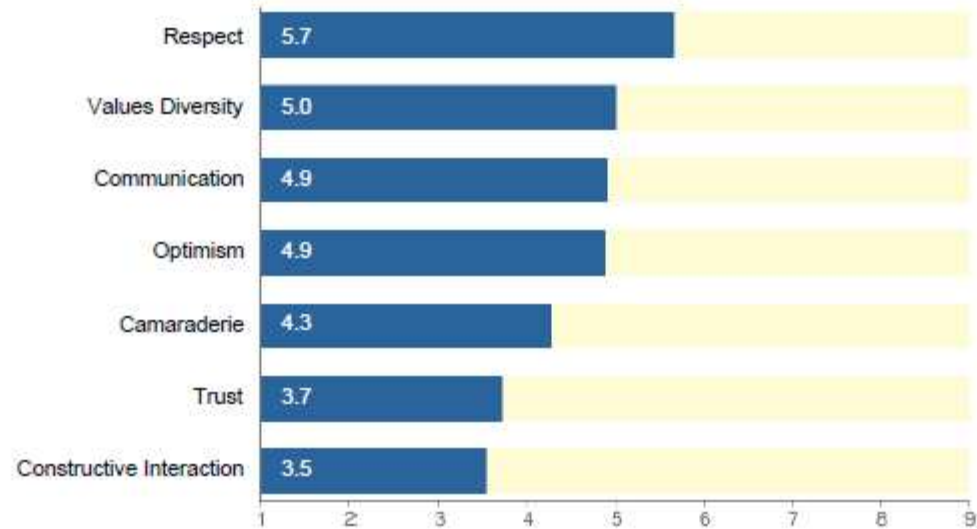
"9" = Completely Describes Our Team

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Positivity Strengths

Team Diagnostic
ASSESSMENT

Positivity Strengths Rating



"1" = Does Not At All Describe Our Team

"9" = Completely Describes Our Team

Key Element #7

Program Evaluation



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National Aeronautics and Space Administration



NASA Training and Leadership Development

Developing People To Accomplish the Vision

Building Leaders

Helping Individuals Across NASA to Become Leaders at all Levels

- Agency Residential Courses
- Long-Term Development Programs
- Center Leadership Programs
- Coaching
- Mentoring

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Building Technical Excellence

Helping Individuals Achieve Mission Success Through Technical Expertise

- Academy of Program/Project and Engineering Leadership (APPEL)
- NASA Functional Areas
- Technical Certifications
- Technical Conferences
- Center Technical Courses and Programs

Training Operations

Career Pathing/ Career Development/ NSSC/Training and Development Systems/ Evaluation/Assessments

Foundational Plans

Leadership Framework/Leadership Model/Succession Planning

NASA Strategic Plan

MSIP/Governance Structure/Agency and Center Policies

Building Effective Organizations

Helping Organizations Transition from Their Present to Desired State

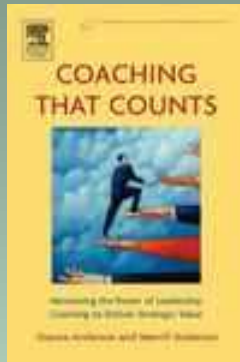
- Organization Development
- Team Building

www.nasa.gov

Major Updates

Expansion of coaching to all levels of leaders

- Proactive vs. reaction selection of coaching clients
- Stronger, more intentional link of coaching to the NASA Leadership Model
- NASA standards around structure, length of time within engagements, and delivery of coaching
- Use of the Metrics that Matter (MTM) tool to evaluate engagements
- Inclusion of coaching in SATERN, recorded on participant learning history
- Change in funding strategy
 - Agency priorities -Program funded engagements
 - Center slot allocations
 - Center funded engagements



Coaching That Counts
Harnessing the Power of
Leadership Coaching to
Deliver Strategic Value
Dianna Anderson and
Merrill Anderson

- how coaching adds value for individuals and organizations.
- distinguish how coaching differs from other development interventions
- process for creating effective measurement programs. how to design, deliver, measure and evaluate coaching that adds real value

SUMMARY

Coaching can be integrated to ensure organizational

- preparedness
- alignment
- retention

7 key elements influence the design and implementation of a successful coaching strategy

- Alignment
- Integration
- Focus
- Delivery
- Certification
- Measurement
- Evaluation

Questions?

For more information
contact Heather
heather@TheFlourishingCompany.com



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