



Coaching for Improved Performance

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- How many of you are good coaches?
- What would your employees say?

Coaching for Performance

What are some reasons for lack of job satisfaction?

If it's a discrepancy, then coaching can help!

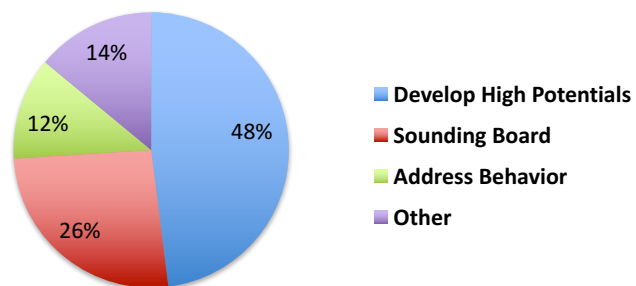
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Overview

One of the top 5 methods for leadership development in larger organizations (Underhill, 2005)

Top 3 Uses for Coaches (HBR, 2009)

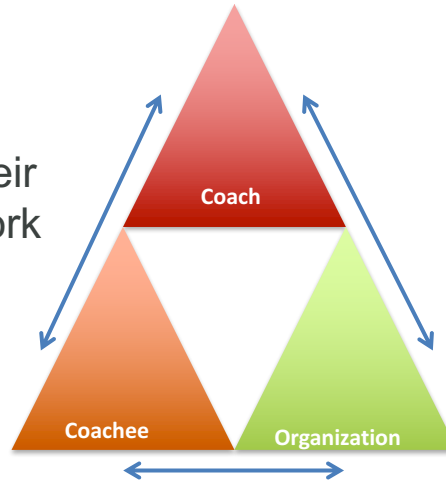


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Overview

The coach, individuals being coached, and their organizations work in partnership to help achieve agreed upon goals.



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Coaching for Performance

Counseling	Consulting	Mentoring	Coaching
<ul style="list-style-type: none"> • Medical Model • Problem focused • Past issues • Diagnosis and treatment • Return to "normal" • Licensure required for treating vulnerable or at risk people 	<ul style="list-style-type: none"> • Expert Model • Success depends on doing what the expert tells you to do 	<ul style="list-style-type: none"> • Experience Model • Mentor is the expert • Sharing and guiding • Future oriented • Transfer or knowledge and function 	<ul style="list-style-type: none"> • Performance Model • Coachee is the expert • Coach facilitates • Future oriented • Accomplishing goals is the focus • No licensure necessary for helping healthy people achieve healthy goals

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Coaching for Performance

Traits of Effective Coaches

- Engage!
- Set clear expectations and goals
- Ask vs. Tell
- Agreements & Clarity
- Recognition and Rewards
- Feedback, feedback, feedback!
- Structure
- Intuition

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Should you be a coach?

Let's find out.

Complete the "Should You Be a Coach" quiz.

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Aligning Coaching and Organizational Goals

- Coaching must achieve specific business-related outcomes, support strategic initiatives and develop leadership competencies
- Organizations often do not prioritize coaching for strategic business needs

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Measuring Business Results

- **Money**
 - sales, revenue, profit, absenteeism, retention
- **Time**
 - project length, production time, down time, first-to-market innovation
- **Quality**
 - standards, defects, customer satisfaction, (social) media visibility
- **Quantity**
 - production, service volume, customers, market share

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Measuring Team Interactions

- Improved **communication**
- Give opinions, raise concerns
- Seek **clarity**
- Manage conflict
- Hold peers accountable for mutual **agreements**
- Own mistakes
- Align teams

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Measuring Leader/Manager Interpersonal Behavior

- Clear **goals** and **expectations**
- Communication
- Ensure commitment
- Give **feedback**
- Uphold expectations/**accountability**
- Acknowledge **achievements**

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Coaching Cultures

Traits of Coaching Organizations

Does your organization:

- Approve of coaching as a necessary segment of an employee development plan?
- Leverage the collective knowledge of coaches to address strategic goals?
- Link business goals and coaching goals?
- Build problem-solving and critical thinking skills?
- Involve managers in a coaching “action plan” for employees?

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Coaching for Performance

What are some barriers to effective coaching?

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What's Your Learning Style?

Knowing how you prefer to learn will help you devise ways to help others learn. Remember, just because you like to learn one way, doesn't mean the coachee likes to learn in the same way. Adapt your coaching style to their learning style.

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Coaching for Performance

Complete The Coaching Scale Self-Assessment.

How do you measure up on
Sociability?
Dominance?
Openness?

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COACH

- Contract
- Observe and Assess
- Constructively challenge
- Handle resistance

A four-step approach can provide a structured approach to management and leadership development. Each step addresses a key performance issues targeting employee development.

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The Coaching Engagement Equation

- Align _____ with individual _____ and _____ applied towards a worthy _____ or _____.

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The Coaching Engagement Equation

- Align passion with individual skills and abilities applied towards a worthy project or goal.

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Tomorrow...

- What are you going to do to create a culture of coaching?

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That's it! Any questions?

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