The Power of Coaching

Building Program Loyalty & Confidence Through Coaching

Wronski Associates

Q1: How many times have you attended the LDP Summit whether onsite or virtually?

A.) First time attending

B.) Twice

C.) 3-4 times

D.) 5-7 times

E.) 8-10 times

F.) All 11 times

Loyalty & Confidence

Why do we come to this conference?

- Get new ideas
- Ask for help/perspective
- Something to share that can benefit others
- Comradery with peers
- Quest to improve program (job performance)
- Benchmark with others
- Safe-space to collaborate
- Opportunity to reflect
- Chance to set new goals
- Personal Development

Traditional Definition of Coaching

- Assists you in identify goals

- Builds awareness of your current abilities or reality

- Provides direction & feedback

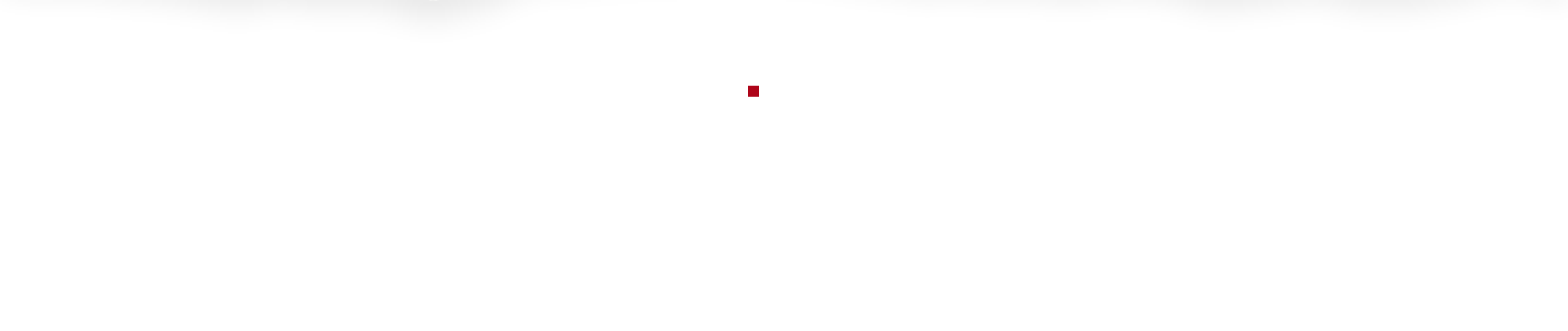- Helps you identify actions for achieving your goals or performance

My Story

Her Story

Why Doesn't Everyone have an Executive Coach?

?

# Why Doesn't Everyone have an Executive Coach?

- External coaches can be expensive
- Requires lots of coordination and oversight
- Not always easy to find a great match
- Utilizing internal coaches is resource intensive
- A lack of quality coaches within the organization

LDP Connect Survey Statistics

- According to the most recent LDP Survey 59% of your programs provide Internal coaching, while only 14% include external coaching.

Type of program	Internal / External Coaching	Offered %	Unique to program %
All Programs	Internal	59%	59%
	External	14%	47%
General Management	Internal	52%	45%
	External	29%	33%
Finance	Internal	46%	75%
	External	4%	0%
Human Resources	Internal	36%	50%
	External	18%	100%
Information technology	Internal	74%	50%
	External	16%	33%
Sales & Manufacturing	Internal	55%	83%
	External	0%	0%
Manufacturing	Internal	88%	29%
	External	38%	33%
Logistics & Supply Chain	Internal	67%	75%
	External	33%	100%
Engineering	Internal	38%	50%
	External	13%	50%
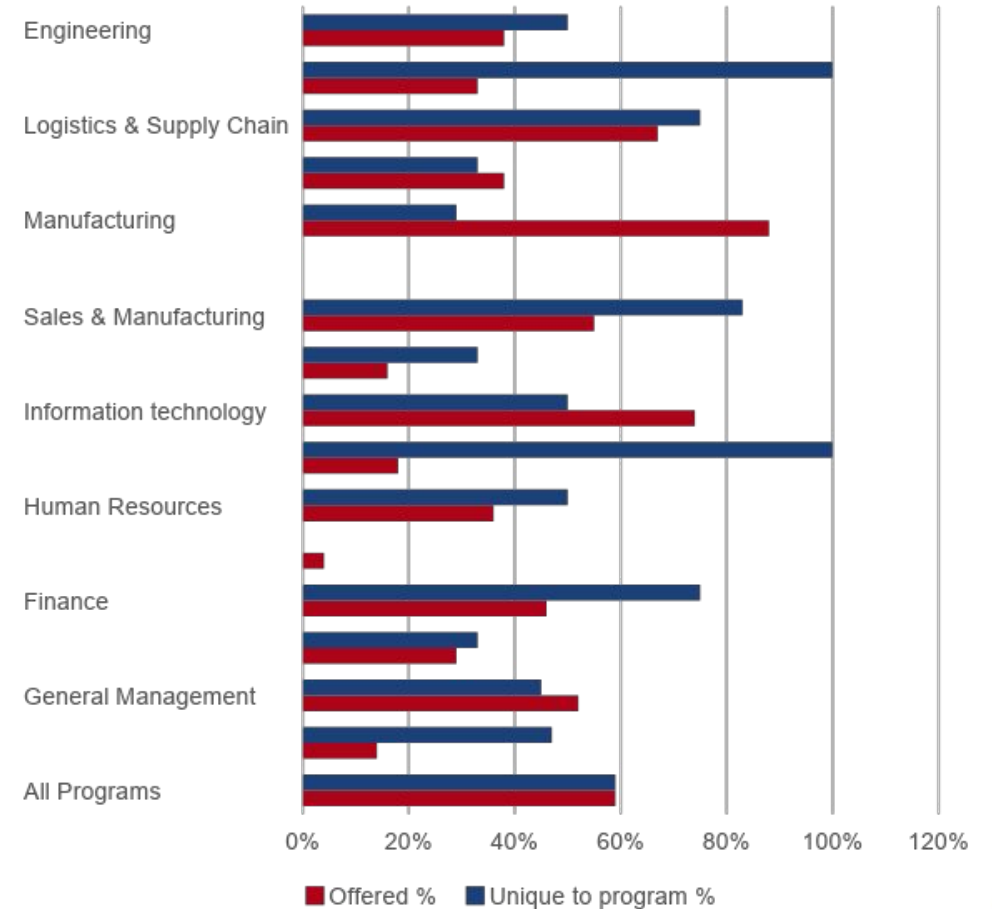
LDP Coaching Usage Poll

- Q1 - What type of coaching does your program offer? (select all that apply)

   A.) Skill Coaching

   B.) Performance Coaching

   C.) Business Coaching

   D.) Career Coaching

   E.) Life Coaching

   F.) Mentoring

LDP Coaching Usage Poll

- Q2 – Who serves as your LDP Coaches (select all that apply)

   A.) Assignment Leaders
   B.) Program Office
   C.) Executives / Senior Leaders
   D.) LDP Alumni
   E.) Peers
   F.) External Coaches
   G.) Other Talent Mngt / L&D Resources

LDP Coaching Usage Poll

- Q3 - What format for coaching do you utilize? (select all that apply)

    A.) One-on-one Coaching

    B.) Group Coaching

    C.) Peer Coaching Circles

LDP Coaching Usage Poll
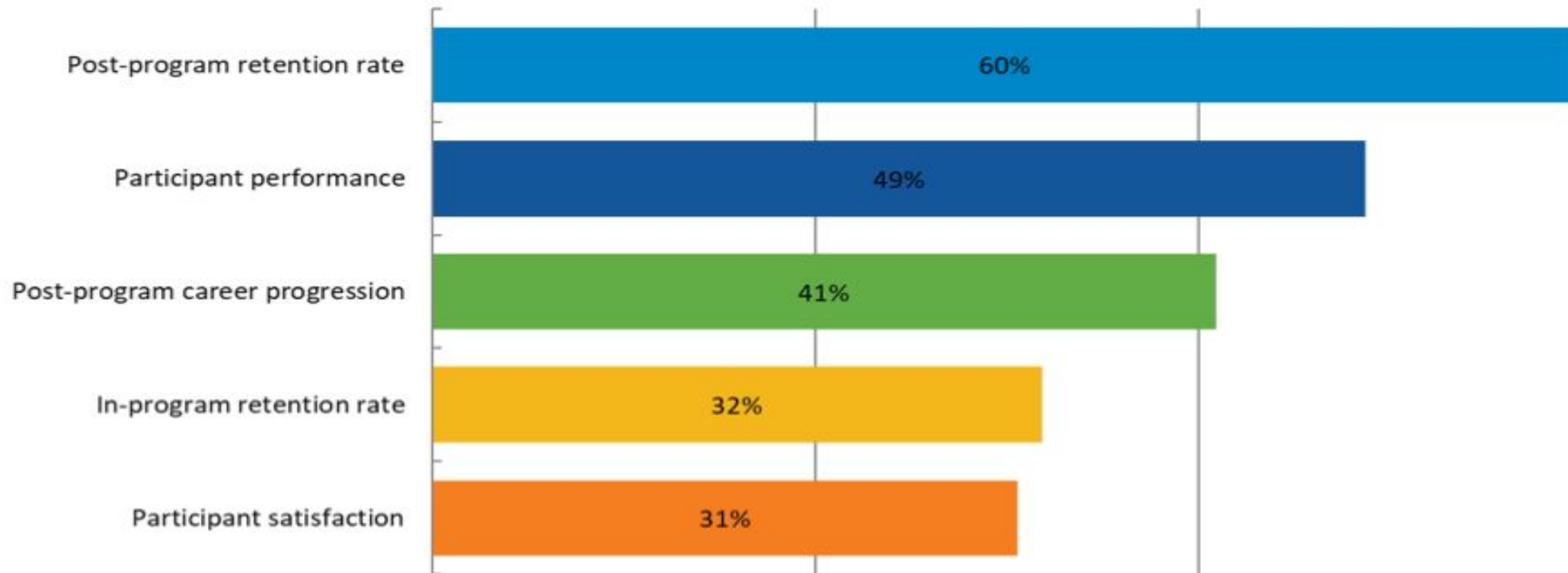
- Q4 – Duration & Frequency? (select all that apply)

  A.) As needed
  B.) One session
  C.) 3 - 4 sessions
  D.) 6 sessions
  E.) 9 sessions
  F.) 12 or more sessions

Program Success = Post Program Retention

- When asked on the LDP survey to identify the 3 most important measures for determining success of your program the top 5 were:

52. Please indicate the three most important factors you measure to determine the success of your development program. (N=154)

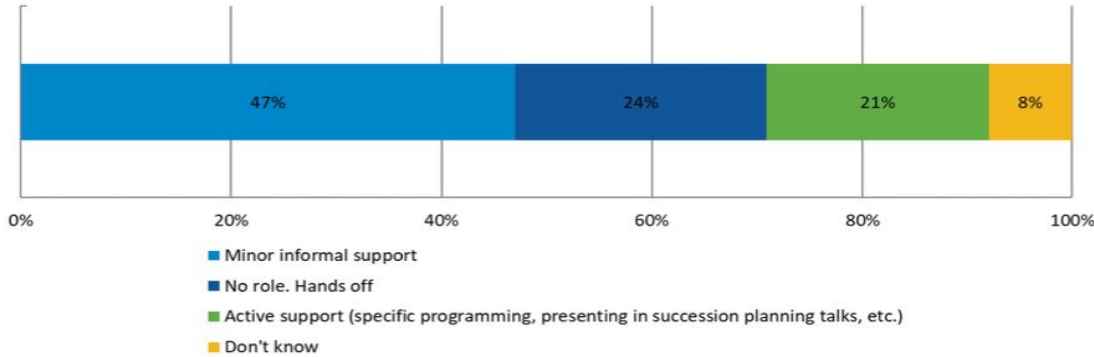| Factor	Percentage
Post-program retention rate	60%
Participant performance	49%
Post-program career progression	41%
In-program retention rate	32%
Participant satisfaction	31%

Top Reason for Voluntary Termination <u>After</u> Program

61. What is top reason for voluntary termination after completing the program?
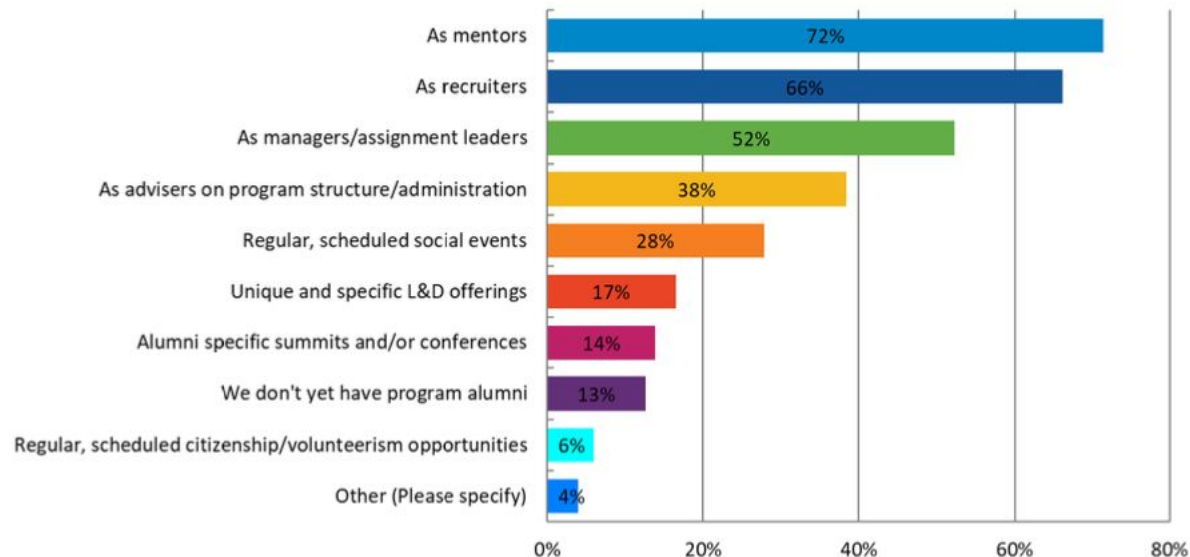**(N=151)**
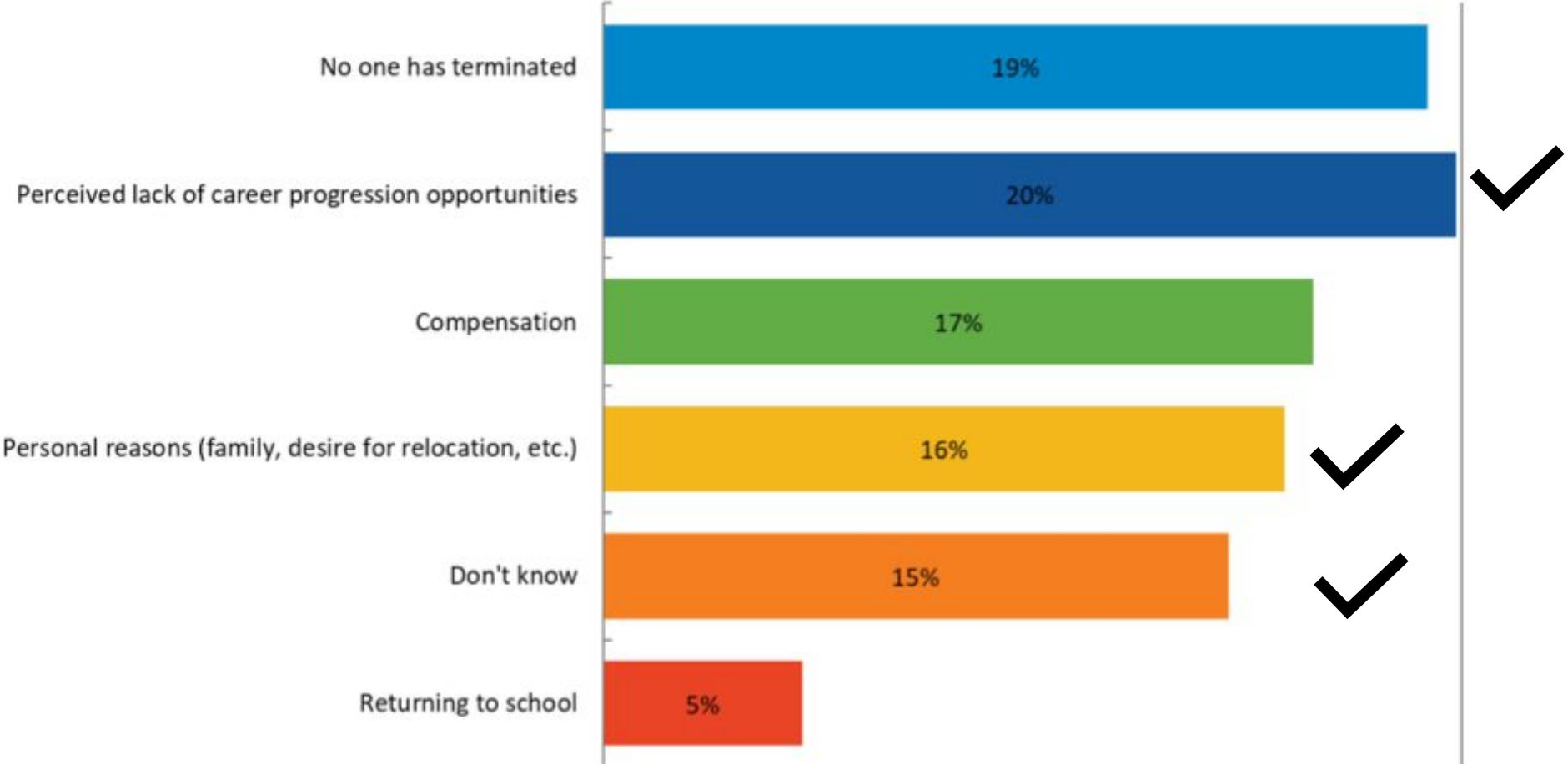
Current Incentives to Improve Retention

64. Which of the following best describes your program's role in promoting the acceleration of your program alumni? (N=151)
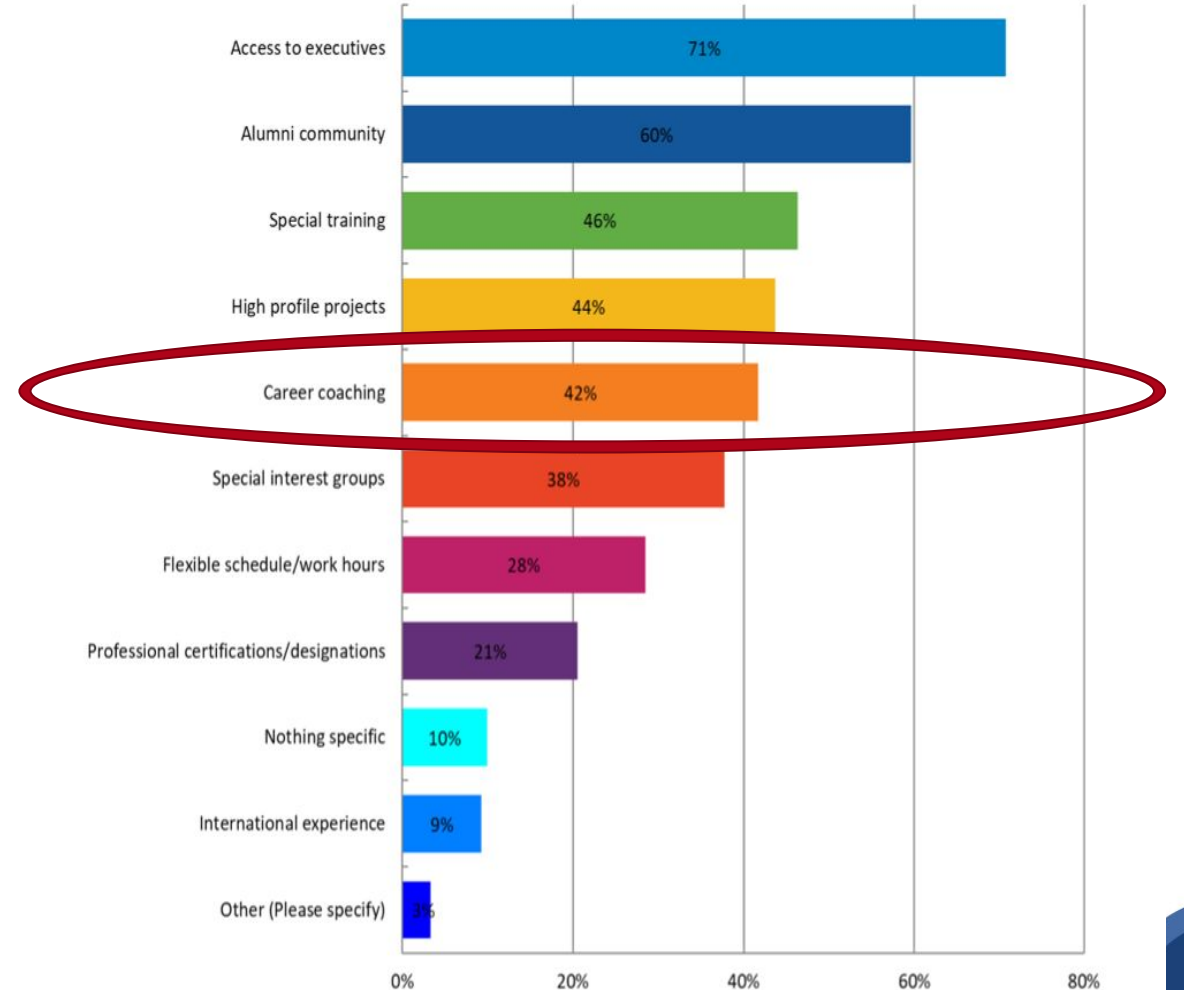
| 47% | 24% | 21% | 8% |

- ■ Minor informal support
- ■ No role. Hands off
- ■ Active support (specific programming, presenting in succession planning talks, etc.)
- ■ Don't know

63. How do you engage your program alumni? (Check all that apply) (N=151)

Category	%
As mentors	72%
As recruiters	66%
As managers/assignment leaders	52%
As advisers on program structure/administration	38%
Regular, scheduled social events	28%
Unique and specific L&D offerings	17%
Alumni specific summits and/or conferences	14%
We don't yet have program alumni	13%
Regular, scheduled citizenship/volunteerism opportunities	6%
Other (Please specify)	4%

Because multiple answers per participant are possible, the total percentage may exceed 100%.

62. Other than compensation, what program-specific incentives do you provide to retain participants? (Please only include items that are not available as incentives to the general employee population of the organization.) (N=151)

Category	%
Access to executives	71%
Alumni community	60%
Special training	46%
High profile projects	44%
Career coaching	42%
Special interest groups	38%
Flexible schedule/work hours	28%
Professional certifications/designations	21%
Nothing specific	10%
International experience	9%
Other (Please specify)	3%

My Suggestion…
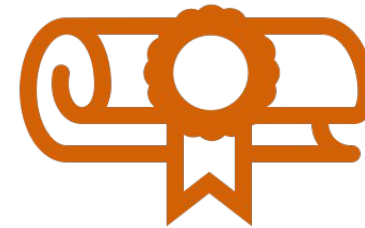
Career Coaching

and

Life Coaching

via

Group Coaching

and

Peer Coaching

Group Coaching & Peer Coaching

Both types can be *implemented and delivered while on program…*

but the benefits and impact last well beyond associates' program graduation date.

Peer Coaching Circles

Peer Coaching Circles are a powerful tool for several important applications of leadership & organizational development. Including:

- Reinforcing the investment in training
- Coaching skill development
- Leadership problem solving
- Support during times of transition and change

_____

"Peer coaching works particularly well for the millennial generation. They don't feel intimidated by it…Structured peer coaching…ensures learning and feedback beyond specific educational events and gives participants an opportunity to share their work and career experience in a way that is not afforded by a manager/subordinate relationship"

What are Peer Coaching Circles?

A group of 4-5 diverse peers, focused & committed to learning, who use a <u>structured approach</u> of *reflective questioning and listening*, along with a *commitment and accountability for action*, to coach one another.

<u>Peer Coaching Cycle:</u>

1. Problem Owner Introduces the Problem/Challenge
2. Get clarity on the Problem
3. Develop options
4. Problem Owner's Commitment to Action
5. Team Reflects on the Learning

PEER COACHING GUIDE — Wronski Associates

1 LEADER'S ROLE
Schedule the meeting and remind folks of the date. At each session, each of you will have the same amount of time (15-20 minutes depending on size of group and time allotted) to get help from your peers on an important priority you have.

2 PRIORITIES OVERVIEW
Have each person take 30 seconds to headline the priorities or concerns they will be bringing to the group.

3 TIME SLOTS AND ROLES
The facilitation role shifts for each individual slot. Thus, one person is the "priority owner" and one person is the facilitator. Both the facilitator and the other members act as coaches for the priority owner.

4 HELP
Describe in less than 2 minutes the Priority or Challenge you want to share with your peers.

- What's my priority?
- Why is it important to me?
- What does success look like?

Clarify what kind of help would be most valuable.

- Clarify my core issue
- See my issue from different perspectives
- Uncover any biases I may have
- See opportunities in the challenge
- Develop new ideas to solve my challenge
- Prioritize the steps I need to take

5 DIALOG
Begin a dialog and provide the help requested by your peer. About half way thru, check in and ask the priority owner if they are being helped and if not, what the group can do to provide the help needed.

Commitment to Action
Within one minute of your allotted time, tell the group the action(s) you will take as a result of the conversation.

6 CLOSE
Step 1: Commitment
Write down commitments to action and completion date. During the sharing, the facilitator asks if the commitments are realistic?

Step 2: Reflection
What insights am I taking away from the session (e.g. about me, my priority, my organization)

Step 3: Value to Me
Rate the value you got from the session (1 to 5 with 5 = Very high value) Then write down what you will do better at the next session to improve the value of the session to you.

Step 4: Next Meeting
When is our next meeting and where?

Peer Coaching Best Practices

- **A Committed Group** – Desire to participate rather than being voluntold (this occurs overtime)

- **A Diverse Group** – brings multiple perspectives

- **Psychological Safety** – A successful group spends time developing norms that ensure peoples voices are heard and valued while remaining confidential.   Psychological safety promotes the efficacy of creative problem solving

- **Use of Powerful Question-** Preference is given to questions that both clarify an issue as well as generate ideas.

- **Focus on Action and Reflection** – Commit to trying something new…report back on reflection on what they learned.

- **Evaluation and Continuous Improvement** – Rate the value of each session make commitment to improve at next meeting.

Everyone serves as coachee, coach & facilitator.

Engagement is consistently strong when everyone gives and receives help.

Peer Coaching Benefits

- Gain a powerful learning tool that they can pass on to peers and direct reports.
- Practice inquiry and active listening
- Practice visual thinking
- Learn to focus on clear distinctions between objective reality, subjective perceptions, and assumptions
- Learn to reframe challenges
- Understand the importance of confidentiality and integrity
- Articulate goals and address potential obstacles through action plans
- Builds accountability to self and others
- Learn to give and receive feedback.
- Initially inexpensive and no ongoing costs.

Personal Board of Advisors
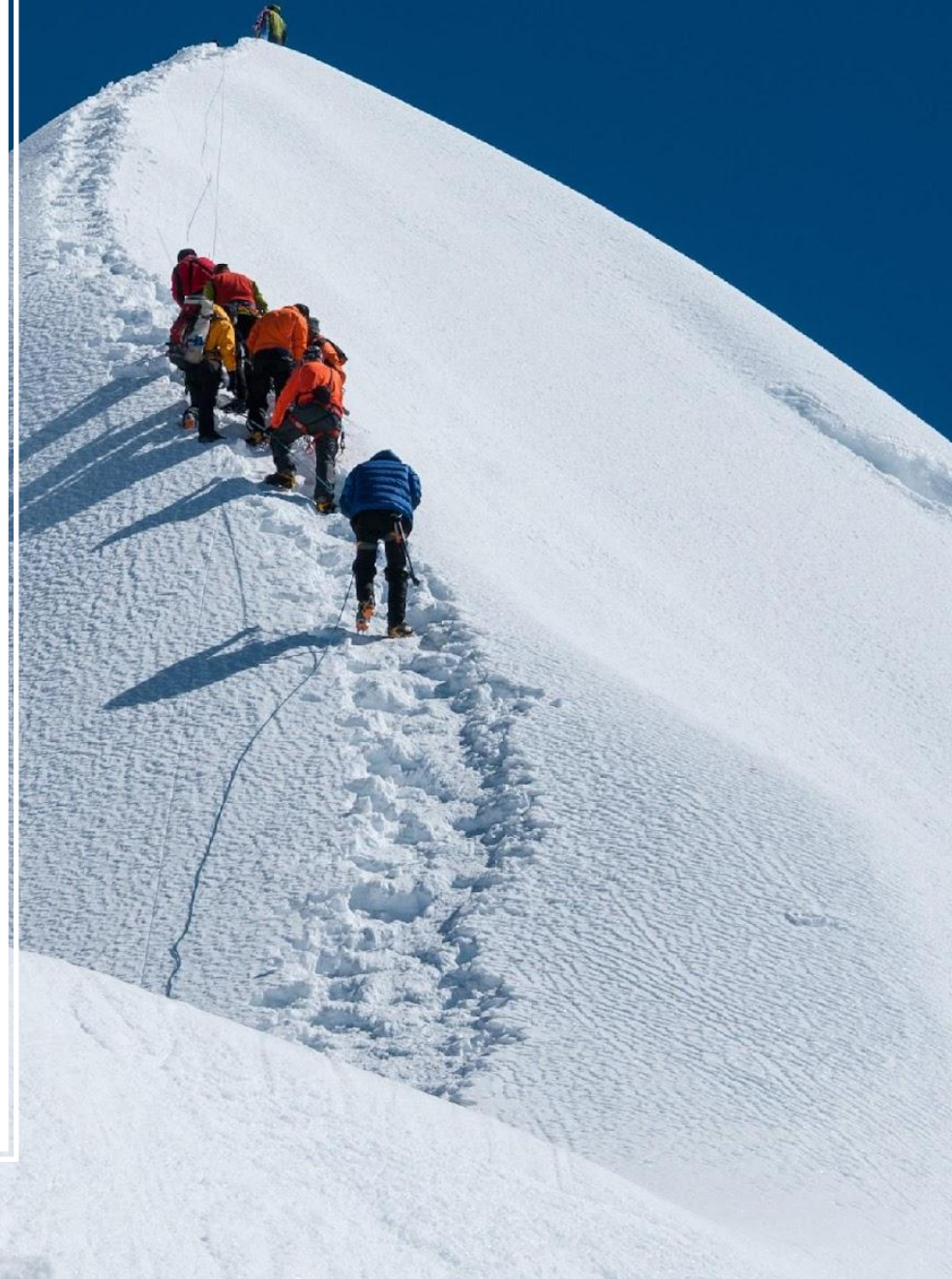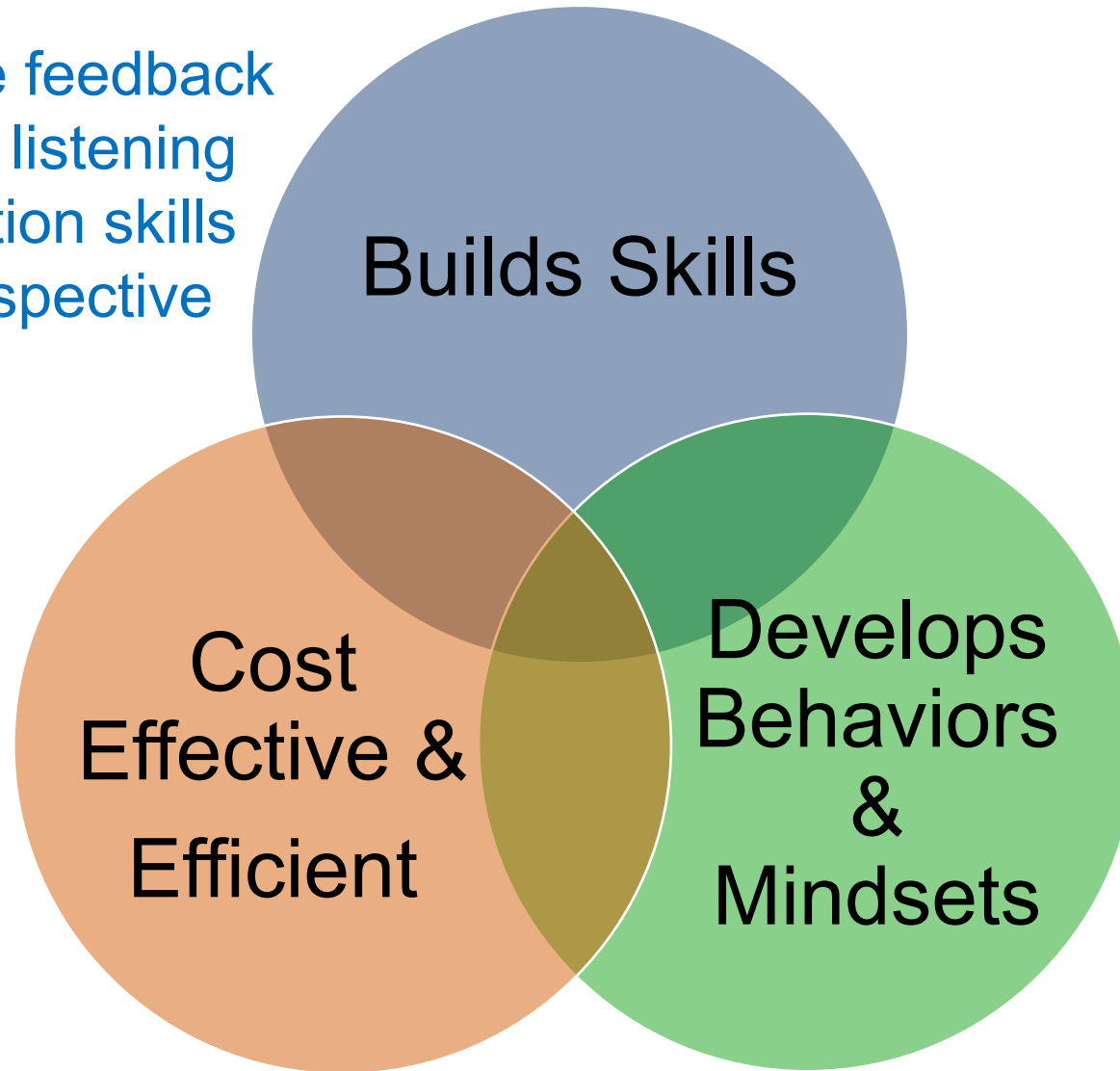
Group Coaching

The goal of group coaching is for participants to elevate their thinking about leadership, which then elevates their behavior and ultimately increases their business impact.

When participants feel safe enough to ask for guidance around issues that they need support with the most, they can work through relevant obstacles.

Group Coaching - General Benefits?

1. Provides Real-time feedback
2. Encourages active listening
3. Builds communication skills
4. Invites diverse perspective

1. Less expensive than one-on-one executive coaching
2. Easier management than one-on-one coaching.

Builds Skills

Cost Effective & Efficient

Develops Behaviors & Mindsets

1. Promotes collaborative attitudes
2. Promotes a culture of trust and creates a network of support with an external coach and peers
3. Increases accountability
4. Invites vulnerability
5. Creates deep connection

CoThrYve Group Coaching Model – A Step Above

- A group of 6 to 10 diverse peers, with an external coach.

- 10 -12 Group coaching sessions (once per month) coupled with a tailored curriculum.

- We start with WHY, and help participants articulate what drives them as humans, connecting their personal purpose to your company's higher purpose and mission.

- We use a strengths-based approach to growth that helps leaders identify, own and maximize their unique gifts allowing them to grow as leaders and navigate their careers at your company.

- Through content delivery and coaching we support participants in applying the Growth Formula (CIA):

  - Clarity – get Clarity on Why, and the areas you want to grow to be the best version of you

  - Intentionality – Be intentional by making plans, and scheduling your priorities

  - Action – take consistent action to execute your plans alongside built-in success partners who help keep your momentum going.

CoThryve Group Coaching Benefits for LDP?

- Collective Leadership development – A structured forum where LDPs can pursue the best version of themselves *together*

- By tapping into the collective energy, experience (or lack thereof) and expertise of their peers they harness the power of the peer group with the candor, external perspective and fresh ideas of an external coach.

- Larger programs can gain insight into challenges, fears, aspirations etc. of associates without risking the loss of confidentiality.

- Implementation of a structure, systems and accountability that provide a formal reoccurring opportunity to connect at a deeper level with peers.

- Fosters the utilization of current assessments and the regular use of individualized leadership and personal growth plans.

Growth Groups Curriculum

COTHRYVE

Curriculum Summary
### 12 months, 12 impactful modules for real-world results

The Increase – Lead Yourself

- **Building Your Leadership Brand**: Foundations for leadership success; the Leadership Growth Formula; initiating your Leadership Growth Plan
- **Think Macro, Invest Micro**: thinking big picture and acting in the micro; routines & habits for success
- **Boundaries & Balance**: prioritizing healthy boundaries; recognizing capacity, communicating tradeoffs, and being more productive by being healthy
- **Radical Ownership**: 3 steps to growing your ownership and instilling an ownership mentality in your team
- **Filtering Urgency**: 4 tiers of effectiveness; achieving tier 1 priorities
- **The Art of Energy Management**: time vs. energy management; fueling productivity and unlocking "flow"

The Overflow – Lead Others & Scale Impact

- **Leading From the Middle / Leading UP**: Confidence & humility; building trust quickly; 3 keys to growing influence
- **Multiplying Leaders**: how the best leaders create leaders; scaling your impact via diversity & inclusion
- **Giving & Receiving Feedback**: practical insights for giving and receiving praise, recognition, and constructive feedback
- **Bias for Action**: develop a bias for action in your organization
- **Innovating & Smart Risk**: cultivating an appetite for smart risk in your organization; creating a culture of innovation, selecting risk and making it smart
- **Managing Change**: the rule of thirds; bringing people with you, creating and sustaining momentum

Growth Groups – Additional Key Components
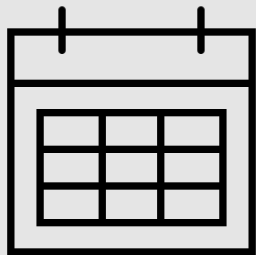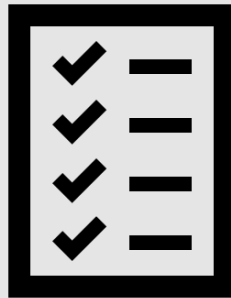
- Individualized Leadership & Personal Growth Plans

- Twelve, 75-minute sessions combine customizable quick-hit curriculum with coaching.

- 4x4 Goals Dashboard

- Project on Purpose (POP)

" A Peer-coaching relationship can be less expensive than professional executive coaching, often is more intimate and honest when compared to a boss-subordinate relationship and provides a more diverse perspective to issues and needs.

It places coaching at a collegial level and builds coaching skills as part of the developmental experience"

– Dr. Robert M. Fulmer & John E. Brock (Duke Corporate Education)

Growth Groups leverage the power of intentionally crafted mastermind groups *within* your program to develop strong leaders.

They build synergy and loyalty while connecting each participant's personal WHY to your company's purpose and mission.