



Building a Coaching Culture

with Dr. Marcia Reynolds, Master Certified Coach

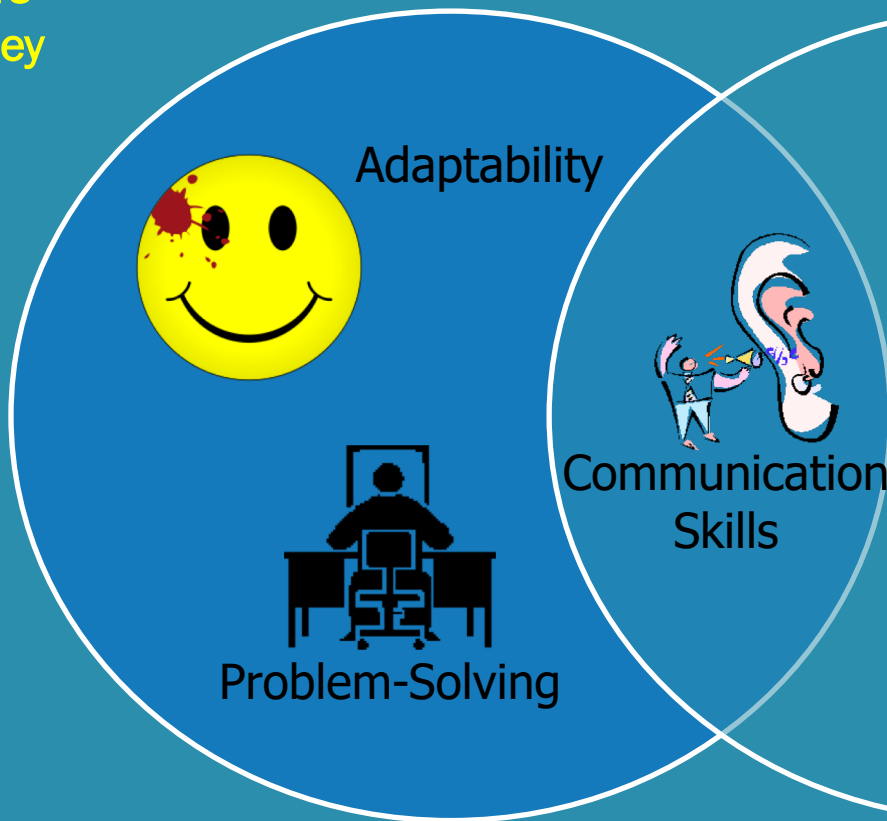
What people want and expect from their leaders is evolving with the changing world.



What are the key leadership skills now?

What
Managers
Think They
Need To
Develop

Managers



Employees

What
Employees
Want Their
Leaders To
Develop



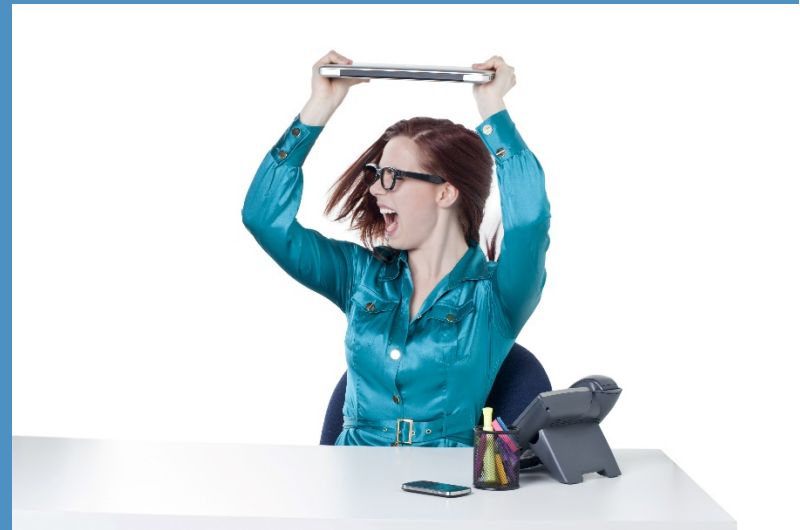
Today's employee wants a leader to talk to who cares about them and their future. If they are not listened to, there is...

High turnover

Fear of change

Lack of innovation

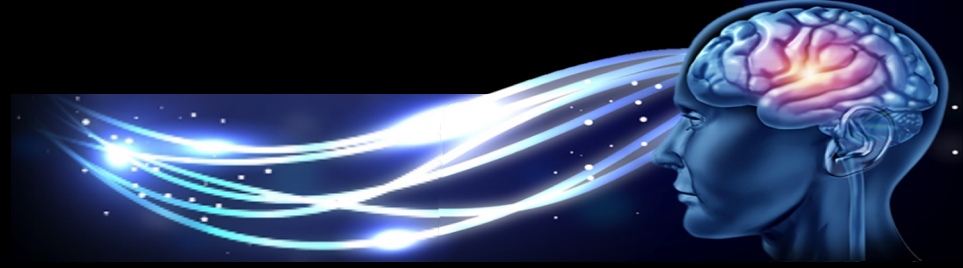
Burnout in high-achievers



**New
Leadership
Behaviors –
Being with, not
speaking to.**



Coaching or Mentoring?

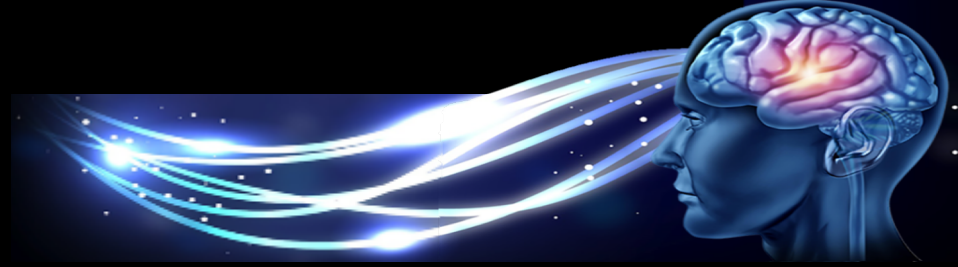


Developing People



Sometimes they need you to share what you know...

Coaching or Mentoring?

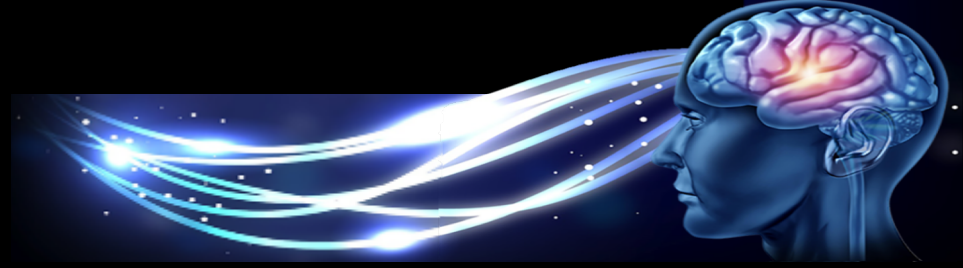


...but sometimes they don't
want or need your brilliant
advice.



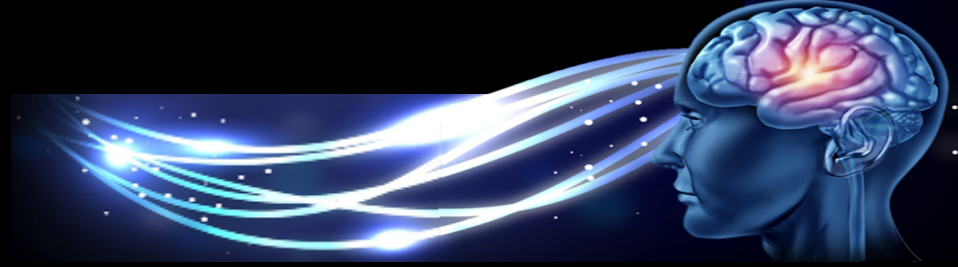
Coaching helps overcome resistance, reveal blindspots,
empower capabilities, and commit to new actions.

What do they know?



Especially
when a smart
person with
some
experience is
stuck...

Need for coaching



... they need a
transformational
(*shift in thinking*),
not a transactional
(*weighing known options*),
conversation with you.



Mentor



Presents information
Provides answers
Shares Experiences

Pacifies the Brain

Coach

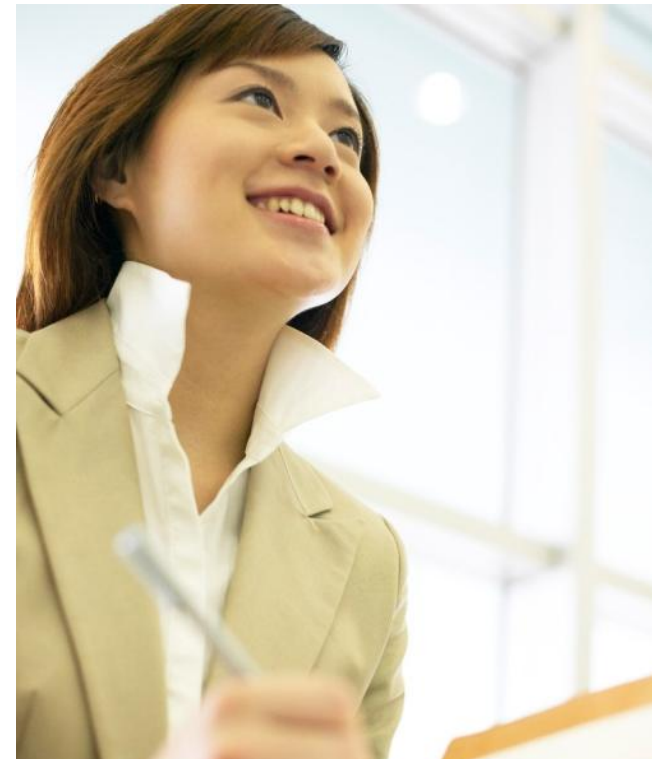


Guides reflection
Asks questions
Provokes
examination

Activates the Brain

COACHING =
RESULTS

But how does
it work?



How Humans Learn

Cognitive learning (teaching/telling) requires repetition or strong emotions to carry information into long term memory, especially in a busy world.

The brain needs to sense the information is vital, with the message,
“Look at me! Remember this!”



*But information
often
doesn't change
behavior.*

Neuroscience of Coaching

How Humans Learn

Mammalian/ Social Brain

Long-Term
Memory

EGO



Reptilian/Primitive Brain

Fear-based Learning
Motor Skills

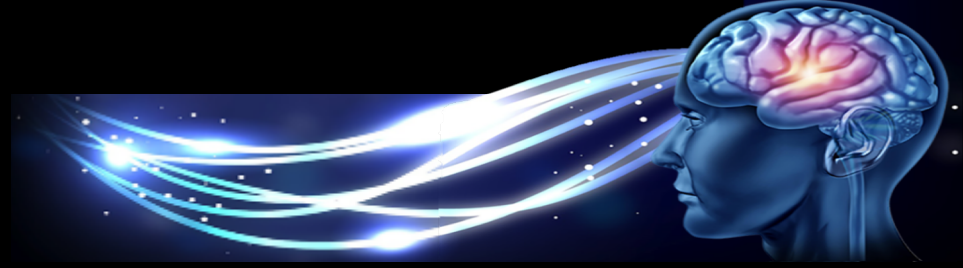
Neuroscience of Coaching

How Humans Learn



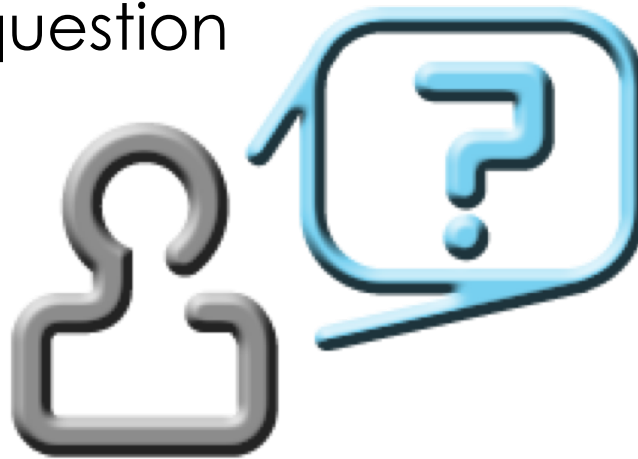
**Insight-Based
Learning
"Aha" moments**

What Triggers Behavioral Learning?



A surprising fact,
a disruptive reflection, or a
powerful question...

These break through the
walls and make us question
ourselves.



Transformation:
When the light of awareness breaks
through...

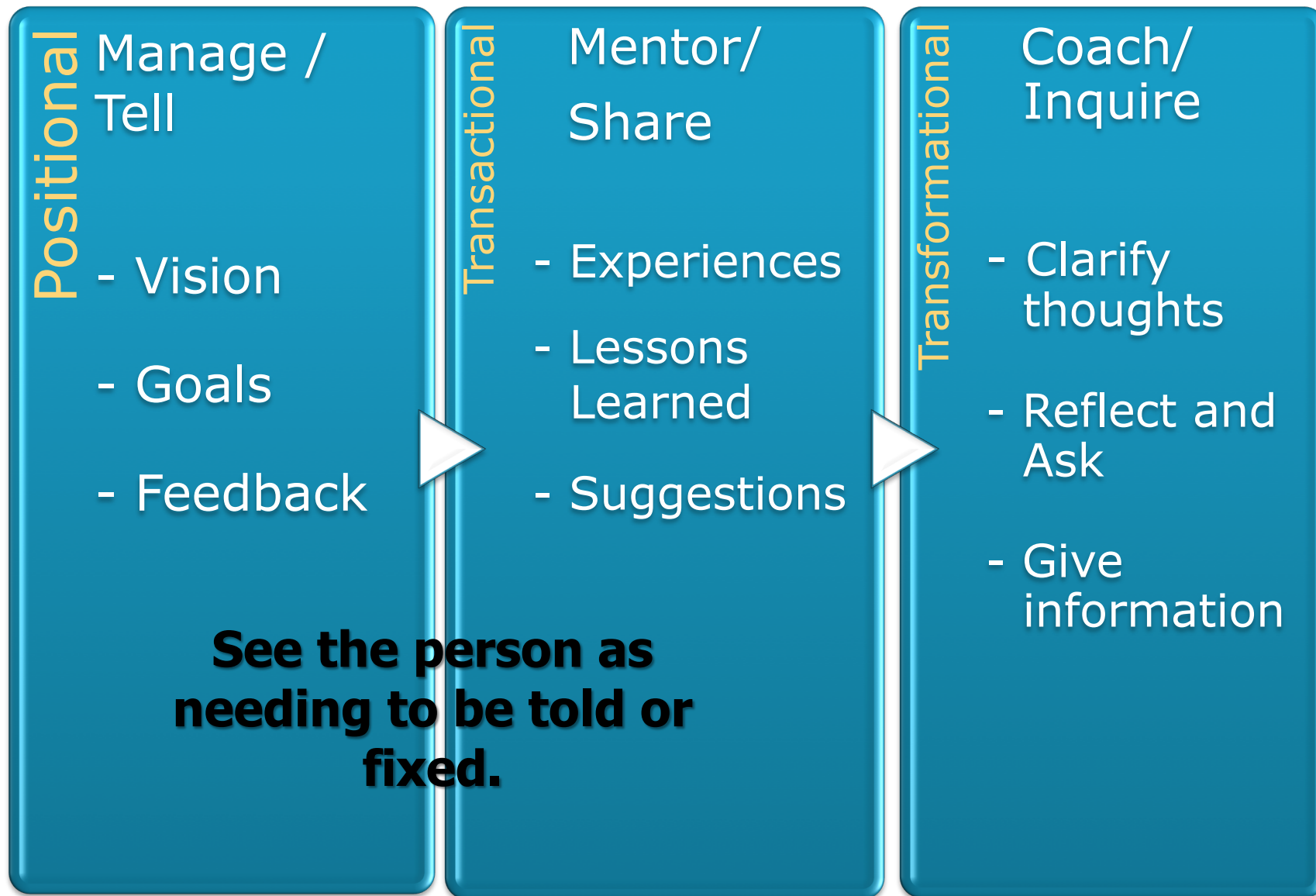


Transformation:

...you see a new truth or gain a new insight
about your self and the world around
you... prompting a change in behavior.



Leadership Development Hats



What Is Coaching?

The International Coach Federation (ICF) defines...

“Coaching is *partnering* with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential...

Coaches honor others as *creative, resourceful, and whole.*”



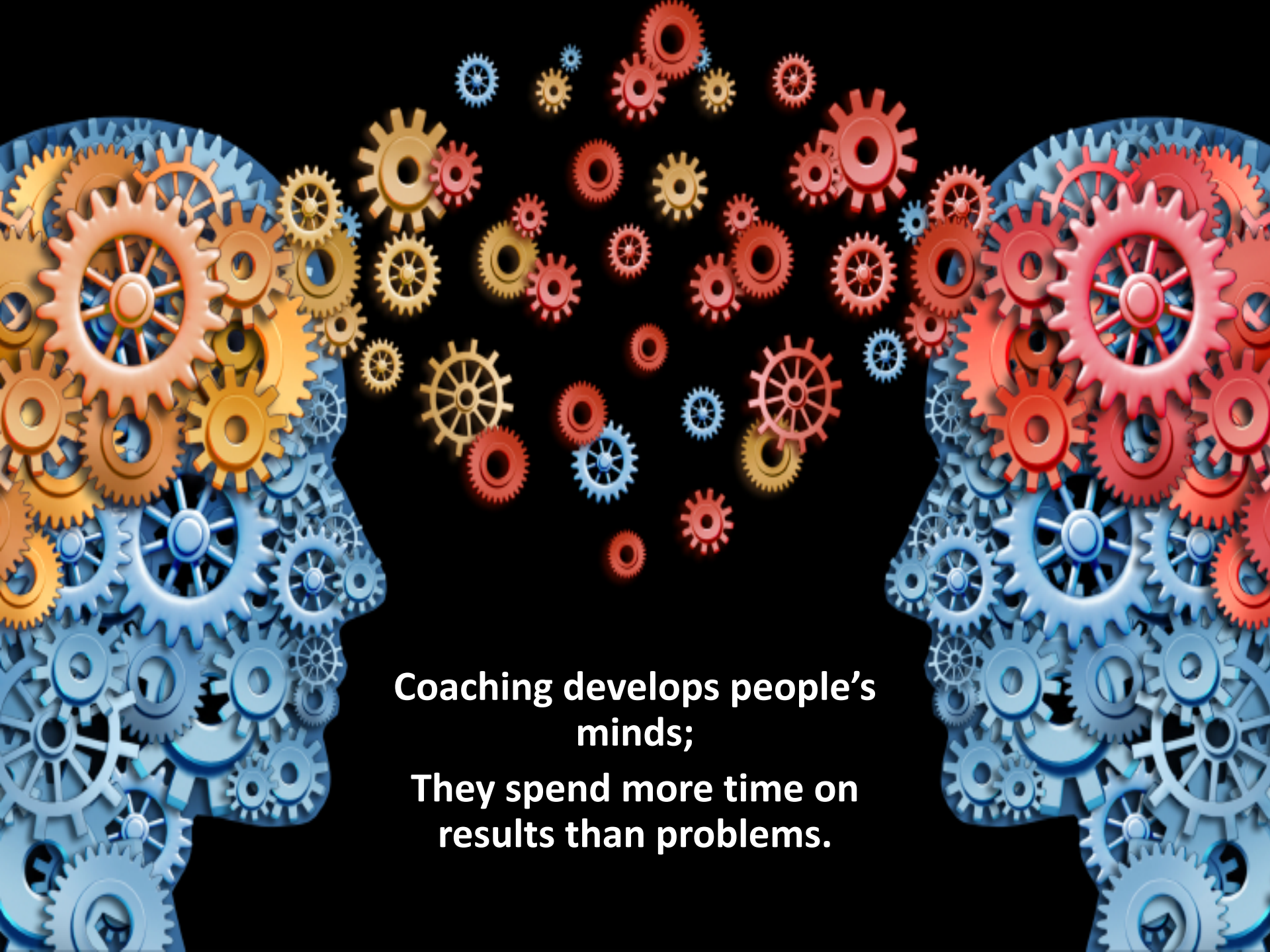


See me, understand me,
and let me know I'm
valued.



What must you believe about someone?

- Does the person have some knowledge and experience to build on?
- What is the person capable of discovering and achieving?
- Can you hold the person in high regard during your conversation, that they are creative, resourceful, and whole?



**Coaching develops people's
minds;
They spend more time on
results than problems.**

Analyze Your Leadership Conversations

1. Who does most of the talking?
2. Who finds the answers?
3. How much time do you spend looking toward the future vs. fixing what has happened?

ICF Studies Show Impressive Return on Investment

Improved team functioning by 57%

Employee engagement by 56%

Employee productivity 51%


Faster leadership development 36%

Employees' well-being 31%

Employee retention by 22%.

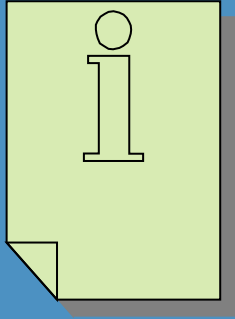
Customer satisfaction 22%

Gross sales volume 9%



How Other Companies Have Measured Coaching Return on Investment

- New products/services
- Faster onboarding of new hires
- Reduced health-related costs
- Increased efficiency



Coaching ROI Studies ICF Sponsored Search by Topic

<https://coachfederation.org/research/>

HOW TO SHIFT YOUR ORGANIZATION TO A COACHING CULTURE



The transition isn't easy. One training class will not shift minds and behaviors.



The solution requires a change in the company's culture – how people think and behave when they are together.

What does a strong coaching culture look like?

Employees value coaching

Senior executives value coaching

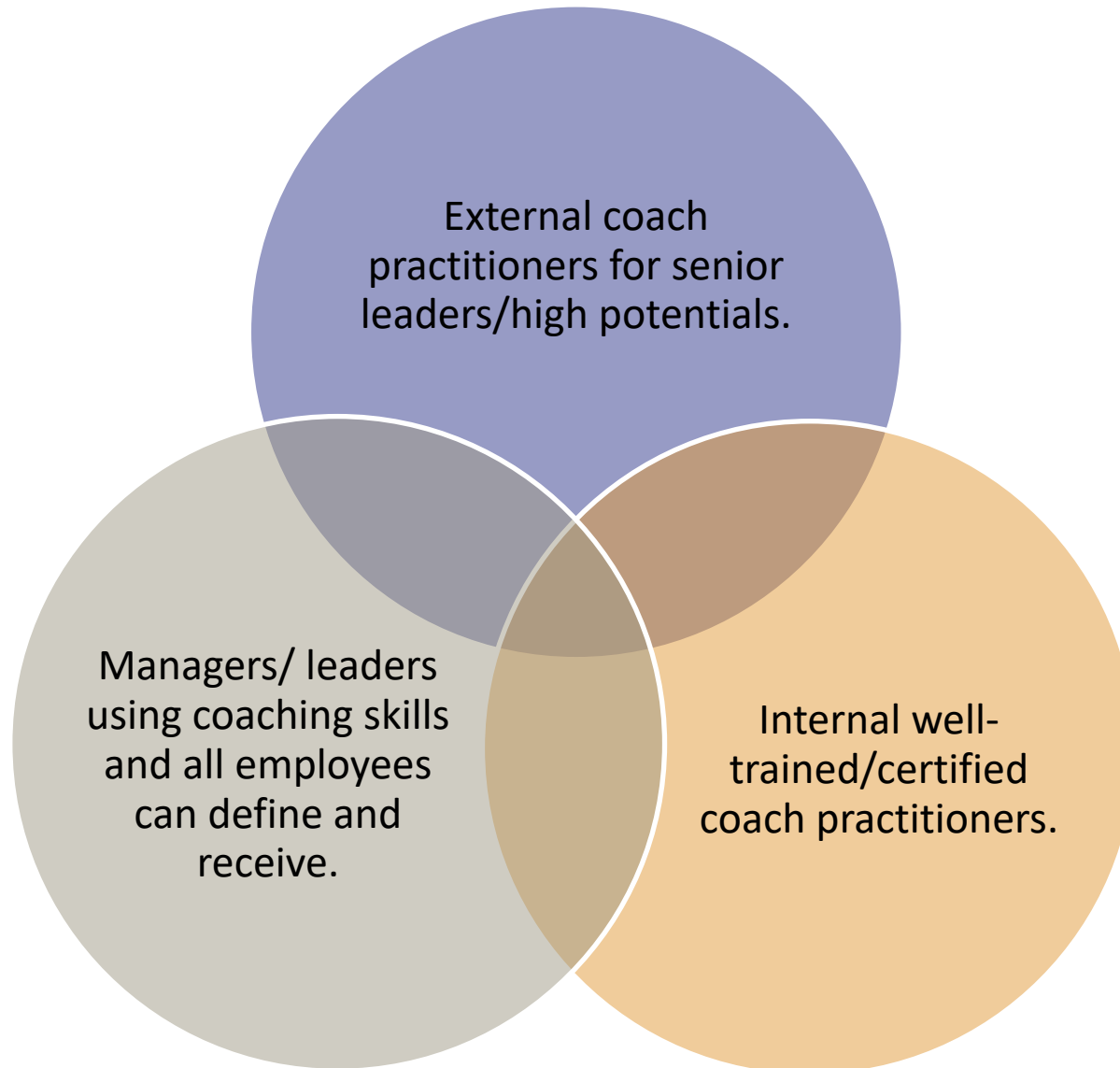
Managers, leaders, or internal coaches
receive accredited coach-specific training

There is a dedicated line item in all budgets
for coaching (internal or external)

Coaching is available to all employees

All three coaching modalities are utilized

Strong coaching cultures use all 3 modalities



QUESTIONS TO ASK

- What do you expect to accomplish by making the shift to a coaching culture (measurable results)?
- Is the organization ready to devote the time, energy, and money to making real changes?
- What will it take to create buy in before specific actions are taken?

QUESTIONS TO ASK

- What outcomes will be motivating for leaders to coach?
- What outcomes will be motivating for individuals to want coaching?
- How will we incorporate leadership and coaching goals into performance systems?

QUESTIONS TO ASK

- Who will be the change agents for coaching?
- How do we provide the necessary coaching skills across the organization?
- When should coaching occur?
- How can we make it common practice to coach?
- What are the milestones we want to set?



FIRST STEPS

Align with strategic
objectives

Find champions &
sponsors

Identify measurement
processes

Prism Award Companies –

Create a pool of certified internal coaches to support external coaches for top leaders and high potentials.

Develop a clear framework to provide executive coaching for Senior Leadership.

Deliver sufficient training to managers to empower them to coach well. Teach all employees what coaching is about.

Measure results. Share success stories.



How to build a coaching culture

All Leaders - Develop their coaching skills

Coaching Approach to Conversations/Mindset

1. Presence to create trust
2. Shifting to desired outcomes
3. Listening “for”
4. Using reflection and questions
5. Ensuring actions



How to build a coaching culture

All Leaders - Develop their supportive skills

- Emotional Intelligence
- Delegation
- Trust and Risk-Taking
- Team Leadership and Collaboration



How to build a coaching culture

Select and Promote the Right People for leadership

- Leadership/Work values that match
- Is respected by peers and direct reports
- Loves to develop others as well as achieve results



Barriers to building a coaching culture

- Feeling you have to tell people what to do
- Constant distractions
- Culture of fear
- Thinking you coach already



Barriers to building a coaching culture



**Can you give up being
the expert in order to
be the coach?**

Summary

Building an Effective Coaching Culture

Know what coaching is and isn't

Know how humans develop and grow

Know what values and attitudes are needed,
and what could get in the way

Align with strategic objectives and determine
measures

Train, coach, and share success stories



Fire up the
brains of all
employees

COACHING CULTURES

Coaching is not just a skill.
It is a way of connecting
and engaging minds
through powerful
conversations that can
happen anywhere.

LEADING TO

Enhanced:

Continuous Learning

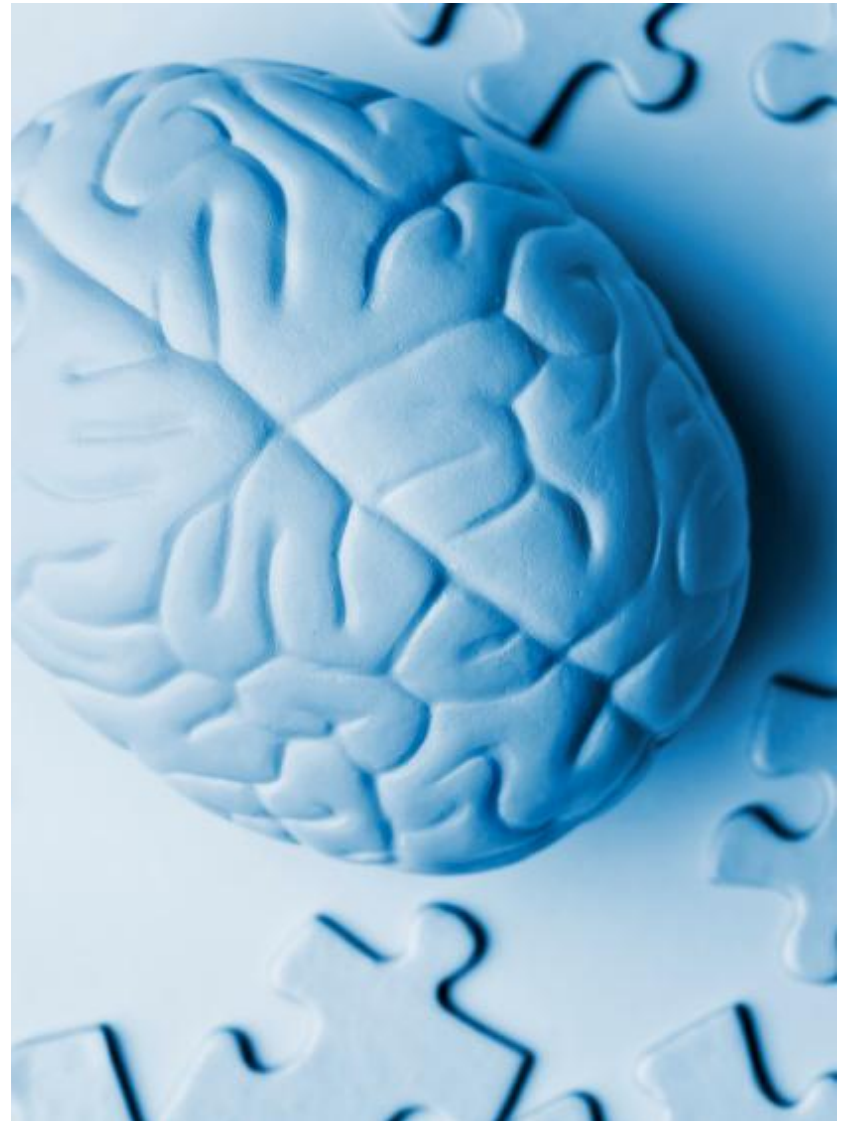
Independent Thinking

Creativity and Confidence

Calculated Risk-Taking

Alignment of Heart and Mind

BIG TIME RESULTS!!!





**Coaching is not a skill,
It's a way of being with
and leading people.**

**Look for resources and more
information**

www.OutsmartYourBrain.com

Or email

Marcia@outsartyourbrain.com