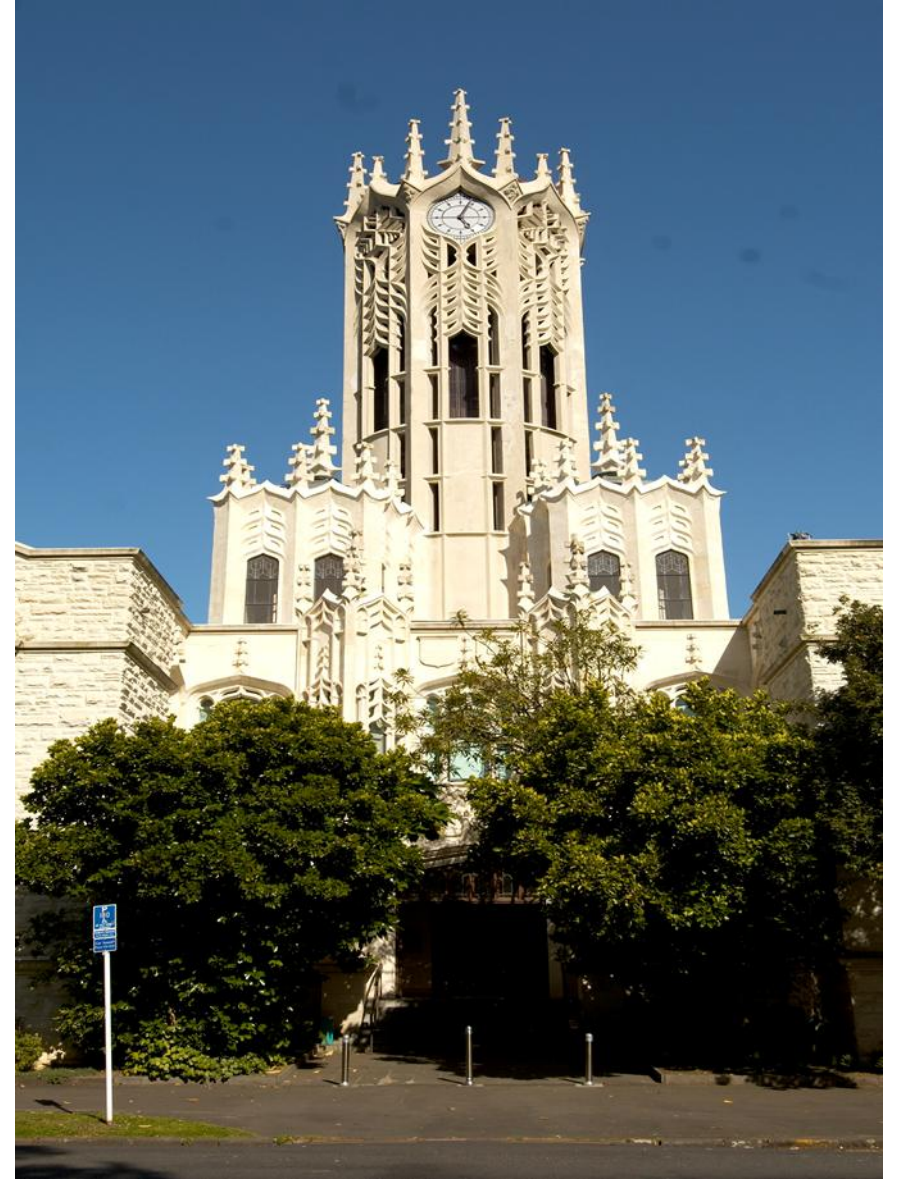# Coaching: A way forward through collaborative empowerment

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2 September 2015

Introduction

- Definitions and Purpose

- Setting context – Administration re-structure at the University of Auckland

- Tips and tools for team coaching

- Coaching and leadership

- Enabling and empowerment

- Benefits

- Future proofing

Definitions

- "The art of facilitating the performance learning and development of another" (Downey 2003)

- "…a powerful alliance designed to forward and enhance a lifelong process of human learning, effectiveness and fulfilment" (Whitworth et al 2007)

- "A professional partnerships between a qualified coach an individual or team that support the achievement of extra ordinary results based on goals set by the individual or team" (ICF 2005)

Team Coaching - purpose

What does a leader expect to see in a team?

- effectiveness in achieving challenging goals

- well developed interpersonal skills

- broad and innovative thinking

- ability to drive results

Coaching can deliver all those expectations and more

Through coaching the relationship becomes more reciprocal

Leaders learn how to value teams; team development is enhanced

A shared vision and set of values becomes more important

Setting context – at the University of Auckland

- A faculty administration re-structure implemented in two phases

- First phase – professional staff senior management re-structure (2013)

- Second phase –The remaining administration re-structure

- Development of new processes

- Long period of uncertainty

Building the team

- A strong management team was needed

- Many staff had not worked with each other before

- Responsible for implementing further change to process and systems

- Recruitment of over 25 new roles in two months

- A team coach was provided – external

- Coaching would help the managers to consolidate their own teams

The Coaching Process

Gather Performance Data

Development Activities

Personal Goals/Values

Business Needs

Feedback & Coaching

Agree Development Plans

Prioritise Development Needs

What is effective team coaching?

- Recognises the importance of teamwork

- Focuses on interpersonal skills

- Sets a strong foundation:
    - Understanding the dynamics of the team
    - Myers - Briggs
    - 360 Degree Evaluation

- Formalises expectations

- Links individual development to team outcomes
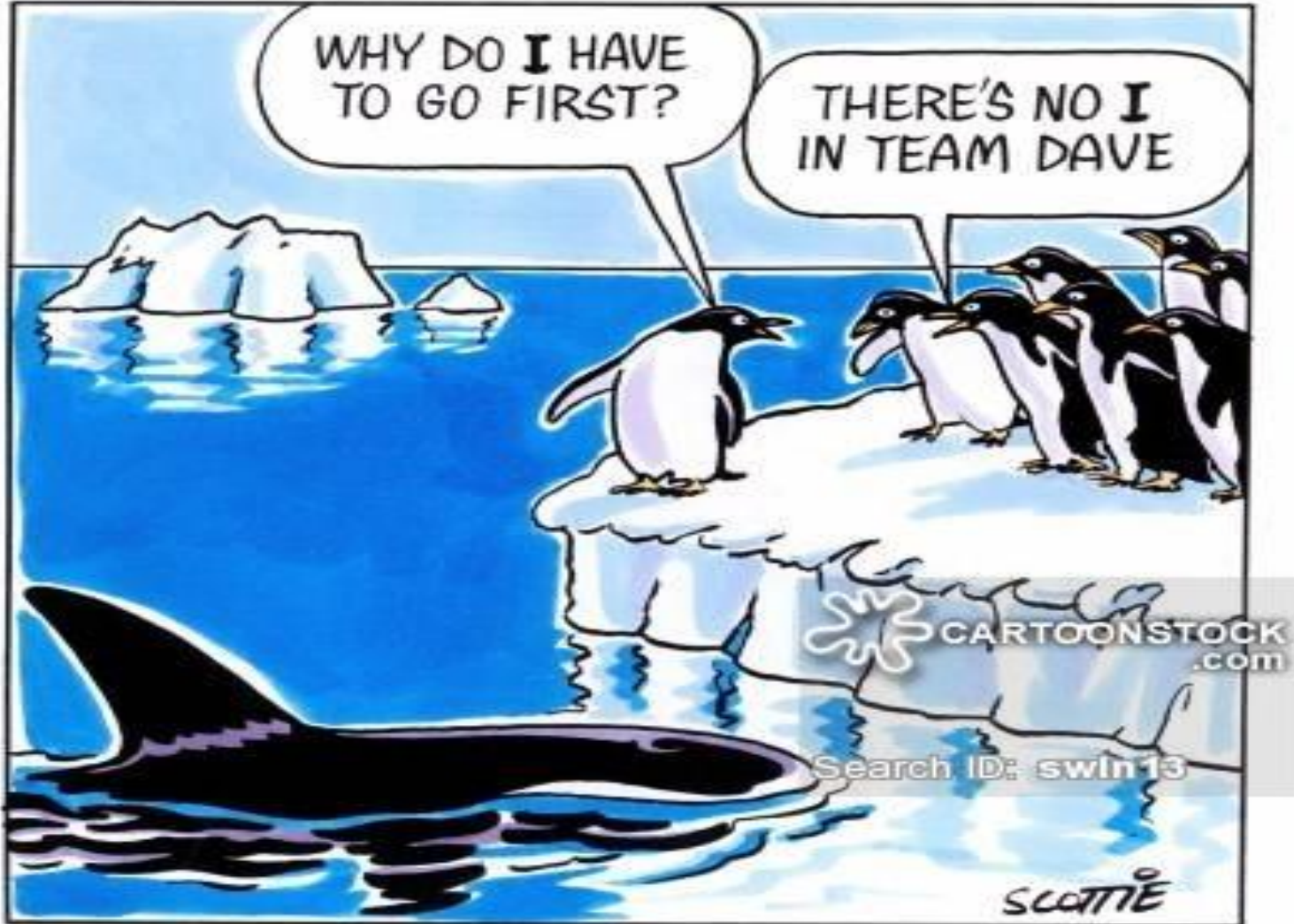
Tools of the trade

- Link purpose and results of coaching to the business

- Coaching takes time

- Good coaches:
  - Listen with their full attention

  - Ask, don't tell 'the coach's path is not the team member's path' (Valcour, 2014)

  - Create and sustain a developmental partnership

  - Understand that the path is also the goal

  - Build accountability

GROW – coaching model

Goal – what do we want to achieve? – Setting the expectations.

Reality – What is happening now? What is the issue? – Evaluation

Options – What can we do? What are the alternatives? – Strategies

Wrap up – What are we going to do now? – Agreements

(Whitmore, 1995)

The Learning Leader

- Provides an environment that delivers effective coaching (Robertson, 2004)

- Uses feedback to identify obstacles to success

- Focuses on genuinely reciprocal relationships

- Encourages teamwork

"…guides themselves first, and others second, in action and opinion" (ICA, 2015)
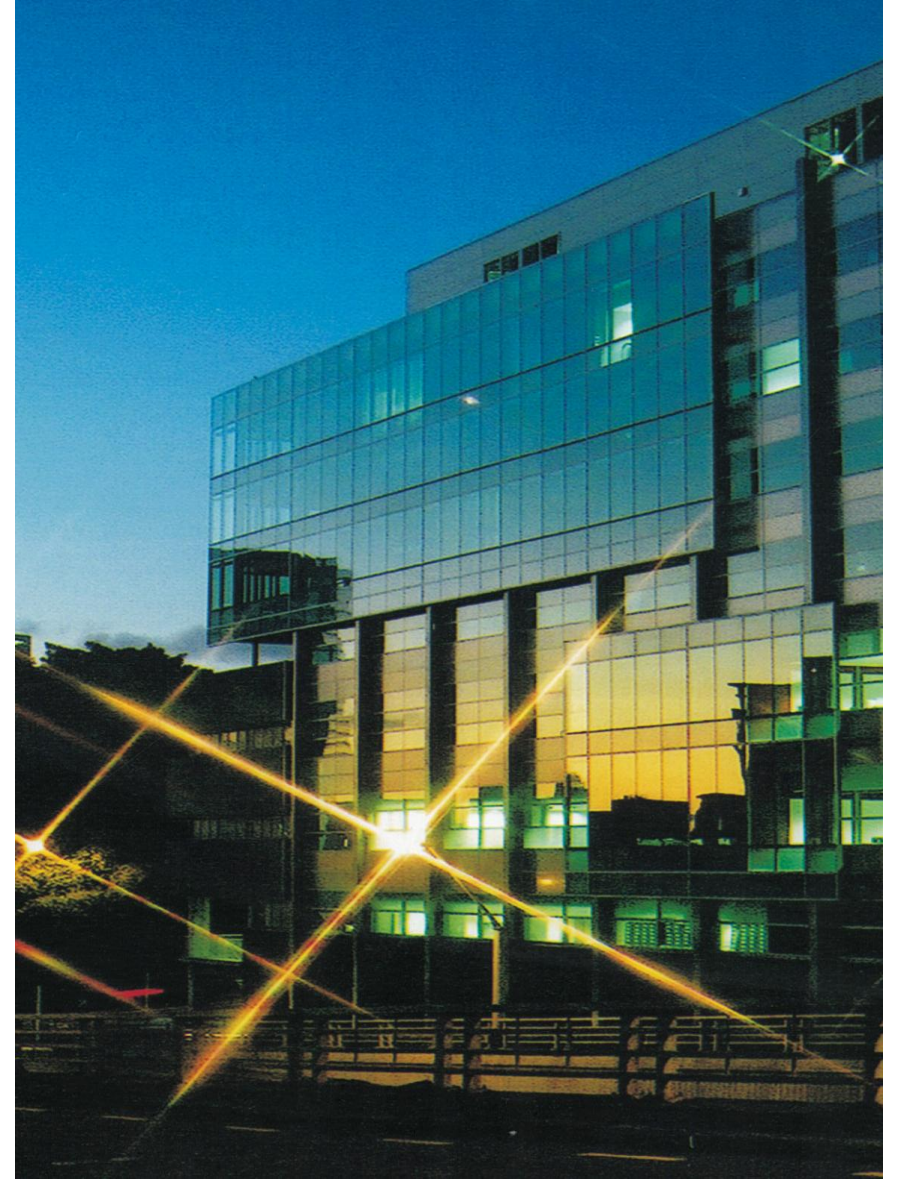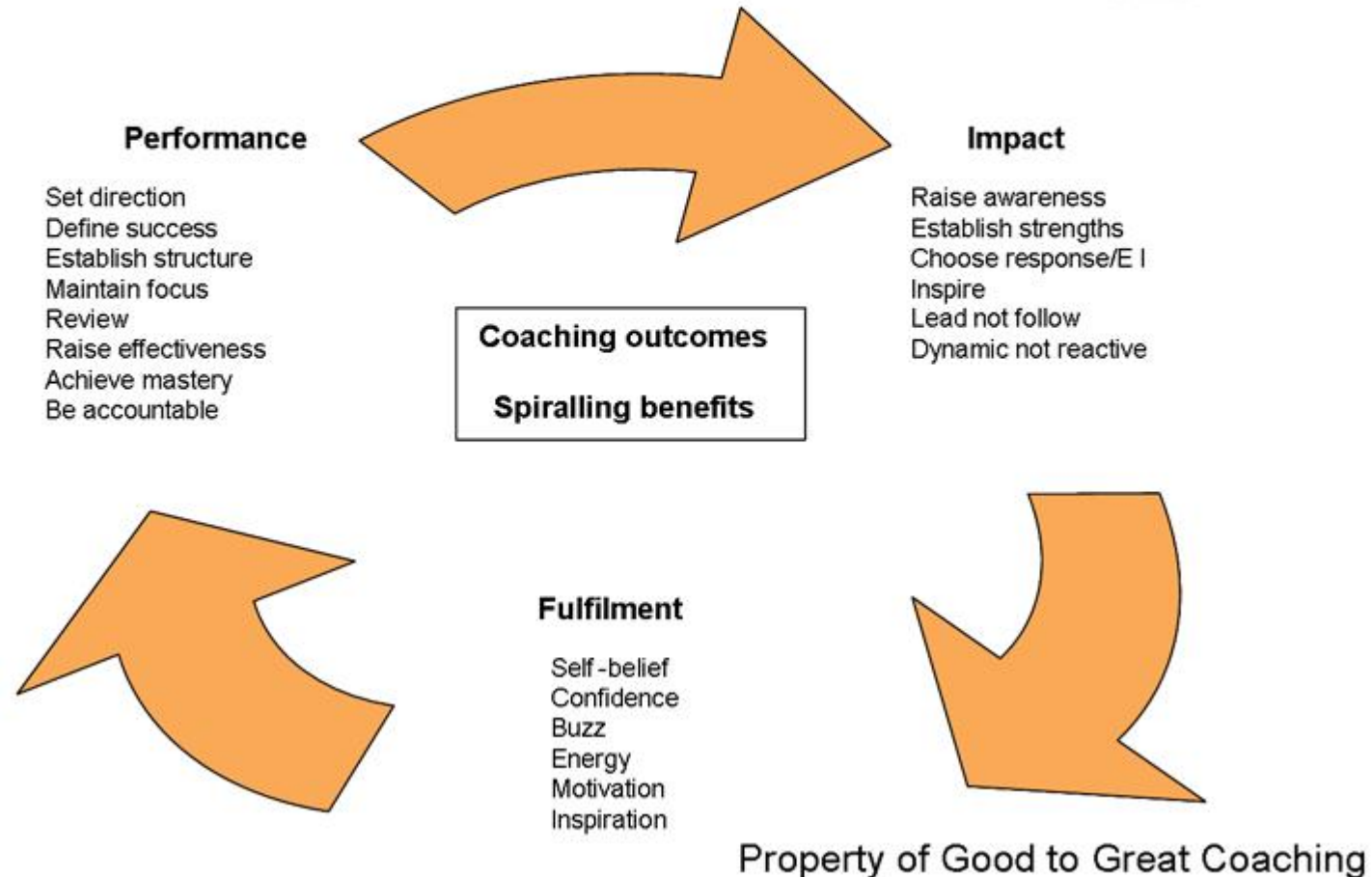
Leader as coach

- Coach and be coached

- Create a balance between the hard and soft aspects of leadership

- Adult learning principles are the basis of coaching model (Kolb, 1984):

  - Experiencing

  - Reflecting

  - Conceptualising

  - Experimenting

Enabling through team coaching

- Enabling is connected to empowerment

- Is empowerment a risk?

- Shifting the leader/staff member relationship

- Mutuality and consensus – is this possible?

- Influencing

- A learning environment

Benefits to individuals and teams

Performance
Set direction
Define success
Establish structure
Maintain focus
Review
Raise effectiveness
Achieve mastery
Be accountable

Coaching outcomes

Spiralling benefits

Impact
Raise awareness
Establish strengths
Choose response/E I
Inspire
Lead not follow
Dynamic not reactive

Fulfilment
Self-belief
Confidence
Buzz
Energy
Motivation
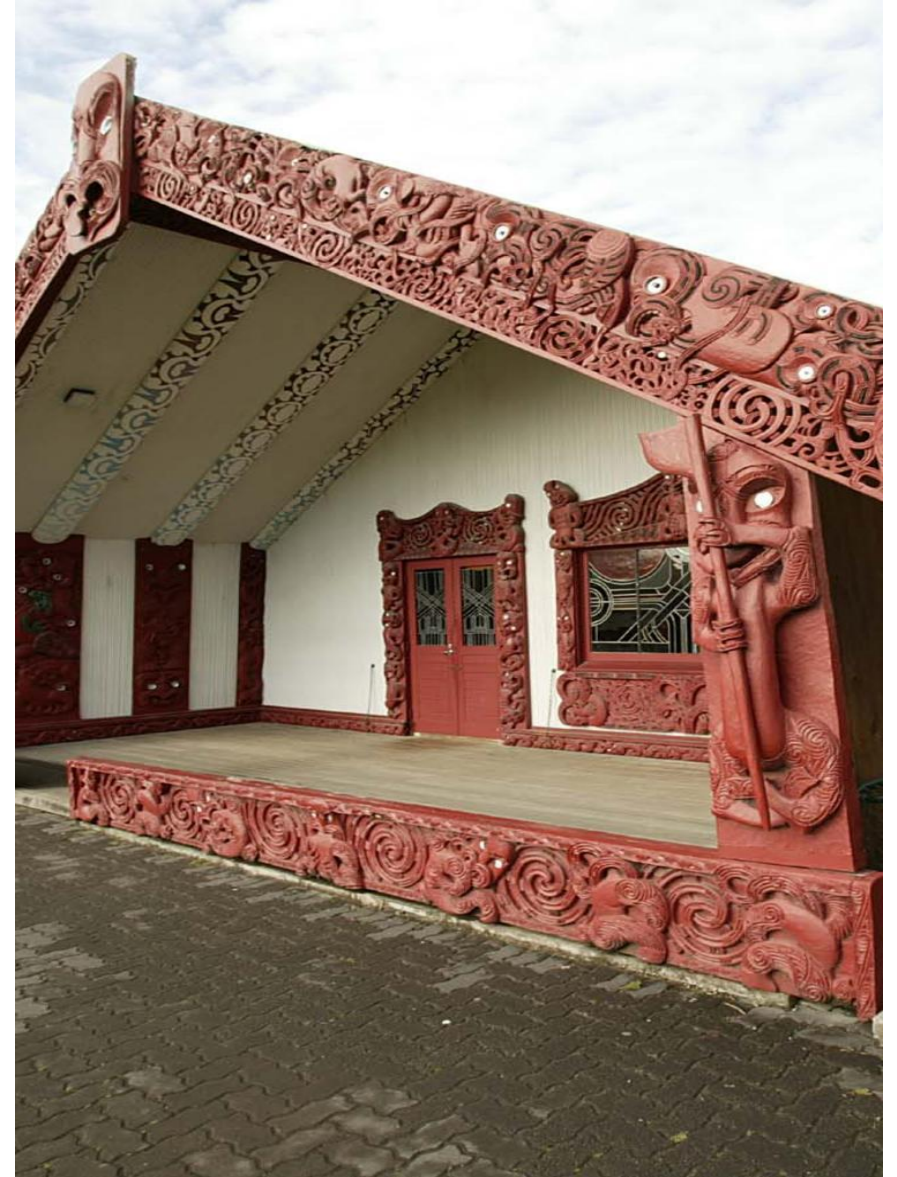Inspiration

Property of Good to Great Coaching

Benefits to team coaching

Team coaching is an act of leadership

- Motivational – builds shared commitment

- Consultative – addresses performance strategy

- Educational – fosters development of skills and knowledge; optimizes talent; promotes interpersonal skills

(Hackman & Wageman, 2005)

Where to from here?

- Remember the importance of team reward and recognition

- Recognize risk

- Recognize competing values

- Build connections between personal work and the organization's strategic objectives

- Recognize the need for team members to take ownership of their own learning and development

- Build in accountability

An interesting thought

'People don't quit companies, they quit people and managers' (Garvin, 2013)

He Tangata, He Tangata, He Tangata

It is the people, it is the people, it is the people