

Coaching Managers to Coach Team Members

Developing a coaching mindset that starts with curiosity



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- 78% of employees worldwide are not engaged at work
- That is roughly \$8 trillion in lost productivity each year
- 1 in 3 Americans are showing signs of clinical anxiety and depression
- 7 out of 10 people globally are either struggling or suffering in their lives
- 61% higher likelihood of burnout often or always
- 48% higher likelihood of daily stress
- 66% higher likelihood of daily worry
- 2x rate of daily sadness or anger



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Coaching - What is it?

Coaching is one of the best methods managers can leverage to unleash the full potential of their direct reports. Coachable moments happen every day, and a manager with strong coaching skills can seize these moments and turn them into valuable learning experiences.

- According to Gallup research, only 3 in 10 employees “strongly agree there is someone at work who encourages their development.” This skill can go a long way in positively influencing employee engagement and productivity.
- Gone are the days of vague yearly reviews; employees today want feedback, motivation and guidance in real time, and managers must be able to effectively provide those things.

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Objectives:

- Empower managers to build engaged, productive, and profitable teams - with a focus on talent and retention
- Ensure healthy employee Wellbeing using open-ended coaching questions
 - Develop a coaching mindset that starts with curiosity and psychological safety
 - Encourage people to find their *red threads* (Buckingham) to perform at their best and to communicate with Strengths-based language
- Distinguish between recognition and appreciation
- Introduce research-based key findings for coaching inclusion and belonging in a diverse workforce
- Inspire authentic, strengths-based team culture: **a group of imperfect but talented contributors, who are valued for their strengths and who need one another for individual and team excellence**

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Empower People and Leverage Strengths by Discovering Talent:

Talents help us understand who we are

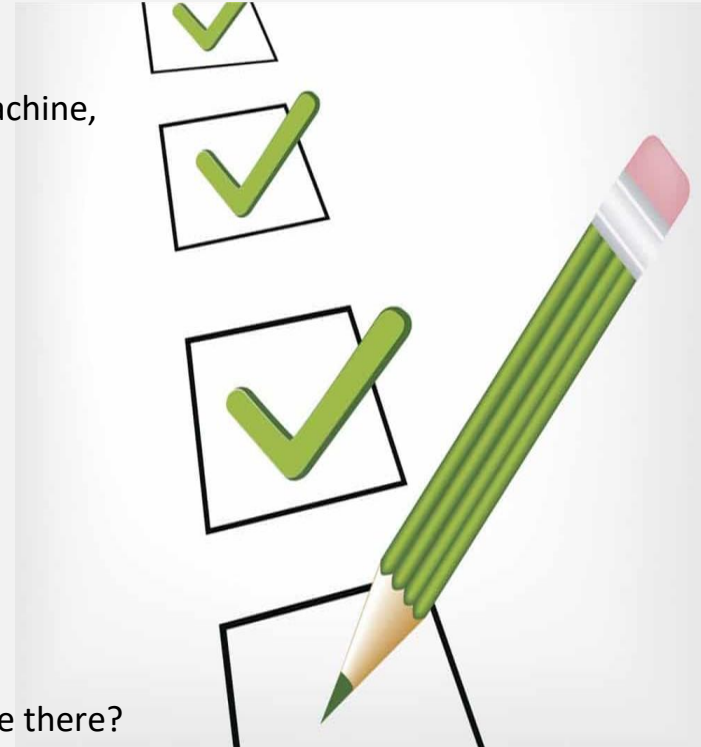
- They describe us.
- They influence our choices.
- They direct our action.
- **They explain why we are better at some things than others.**
- **They help us filter our world.**

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What do you know about your people?

- Who talks to people in the elevators, at the coffee cart, at the copy machine, and wherever they go?
- Who hopes no one talks to them in the elevators...
- Who has a color-coded or otherwise organized work-station?
- Who writes down a list of things to do, and sticks to it?
- Who creates team competitions?
- Who asks a lot of questions?
- Who is quiet in meetings or likes to think before they speak?
- Who pushes the elevator button to “remind” the elevator that they are there?



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TALENT (a natural way of thinking, feeling, or behaving)



INVESTMENT (time spent practicing, developing your skills, and building your knowledge base)



STRENGTH (the ability to consistently provide near-perfect performance)

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What will happen when we focus on what is **right** with people rather than fixate on what is **wrong**?

-Donald O. Clifton, Ph.D.

(1924–2003) psychologist, educator, researcher, business executive/entrepreneur, and bestselling author

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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS:



are **3x** as likely to report having an excellent quality of life



are **6x** as likely to be engaged in their jobs

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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS:



- Look forward to coming to work
- Have more positive than negative interactions with coworkers
- Treat customers better
- Tell their friends they work for a great organization
- Achieve more on a daily basis
- Have more positive, creative and innovative moments

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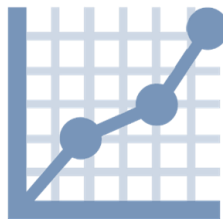
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PEOPLE WHO FOCUS ON USING THEIR STRENGTHS MAXIMIZE THEIR POTENTIAL FOR SUCCESS AND SATISFACTION:



Employees who learn to use their strengths every day have **7.8% higher productivity.**

Employees who receive strengths feedback have **14.9% lower turnover** rate than those employees who do not receive feedback.



Teams that focus on strengths every day have **12.5% higher productivity.**

Teams who receive strengths feedback have **8.9% higher profitability.**

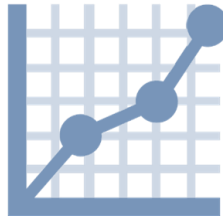
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Additional metrics:



Individual engagement improves **from 9% to 15%**, as does team performance and the company's **business metrics**.



Gallup studies have found **8% to 18% performance improvement** and **2% to 10% increases in customer engagement**.

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Guiding Principles of Coaching for Talent:

- Individual talents are neutral
- Talents are not labels
- Coach, lead, perform with positive intent
- **Differences are an advantage**
- **People need one another**

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Coaching Wellbeing: The Five Essential Elements

- **Career:** Do you love what you do everyday?
- **Social:** Do you have strong relationships in your life?
- **Financial:** Do you have enough money to do the things you want to do in life?
- **Physical (and Emotional):** Do you have good health and enough energy to do what you want to do in your life?
- **Community:** Do you feel safe and take pride in your community?

Rath, T. & Harter, J. (2010) *Wellbeing: the five essential elements*. Gallup Press.

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Guiding Principles for Coaching Wellbeing: The Five Essential Elements

Coaching Questions for Career Wellbeing: *Do you love what you do everyday?*

- What do you love most about your work?
- What would you like to be doing more of?
- What activities make you feel most energized and eager to come back to it?
- What do you most look forward to about your work?
- Is there anything you've been hoping to do but haven't had a chance yet?
- What new experiences are you challenging yourself with?

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Guiding Principles for Coaching Wellbeing: The Five Essential Elements

Coaching Questions for Social Wellbeing: Do you have strong relationships?

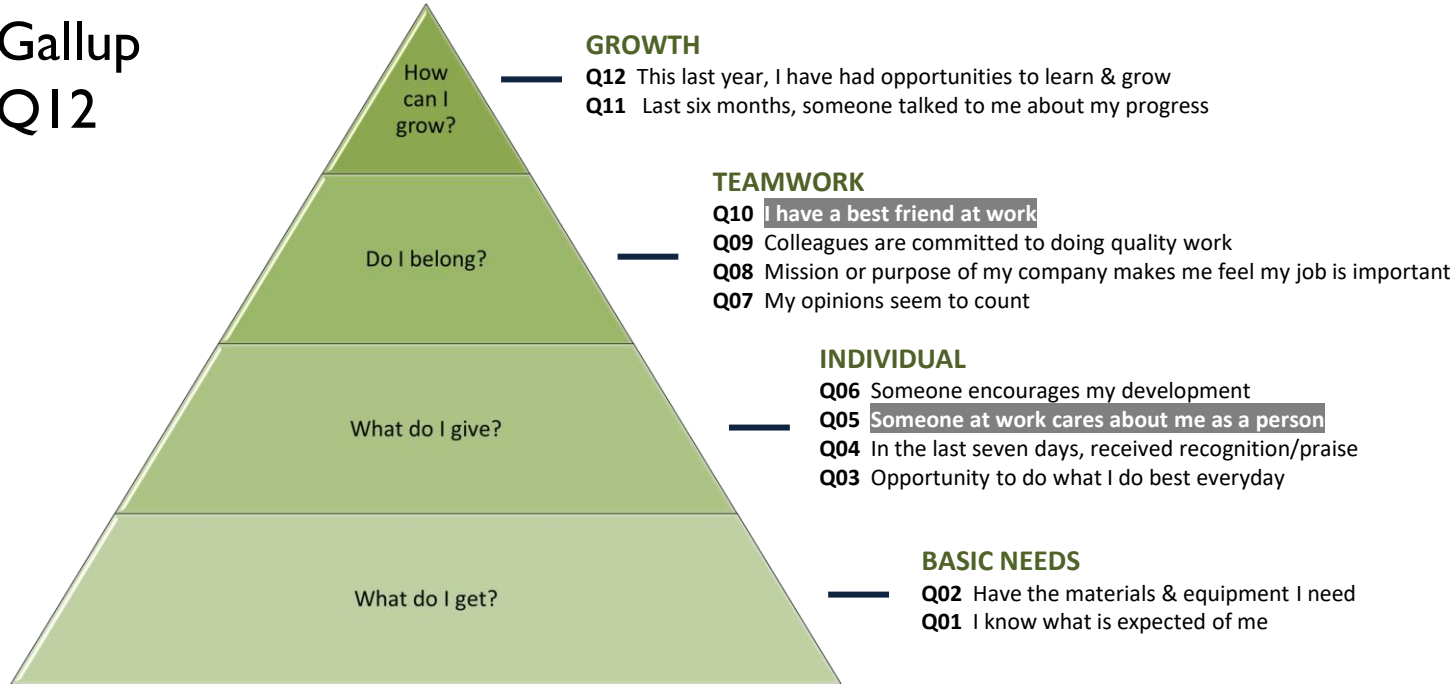
- Who do you like to partner with at work?
- How do you go about creating partnerships and positive work relationships with others?
- Tell me about a time at work when you felt that people cared about you as a person?
- What do you need from me / our organization to feel supported?
- How do the attitudes and actions of your teammates positively or negatively impact you at work?

Rath, T. & Harter, J. (2010) *Wellbeing: the five essential elements*. Gallup Press.

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Gallup
Q12



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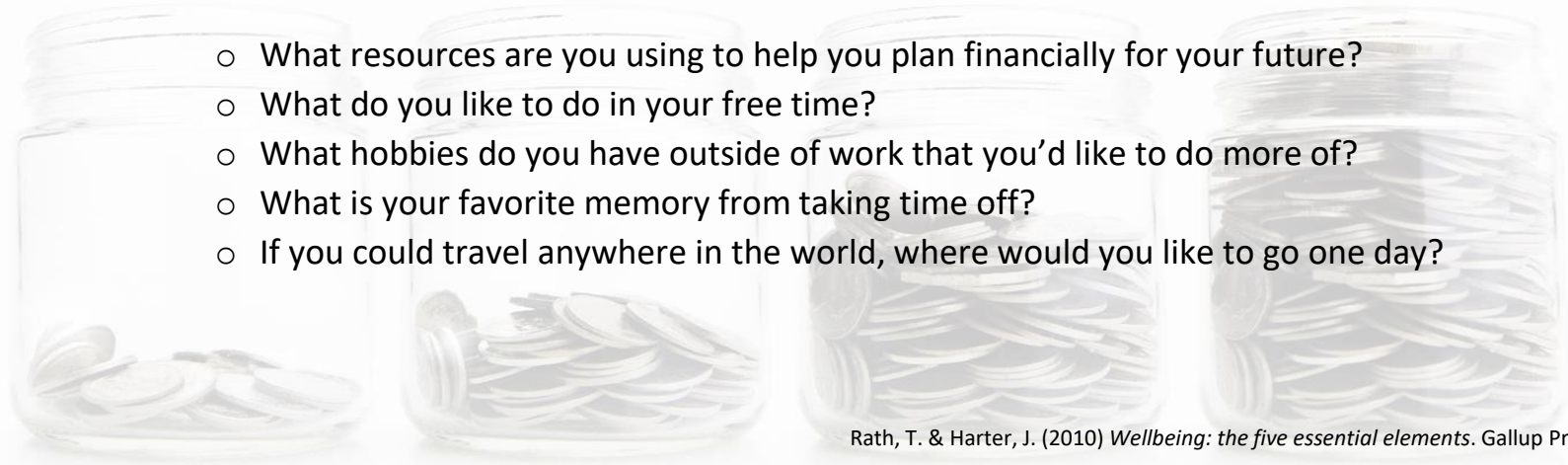
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Guiding Principles for Coaching Wellbeing: The Five Essential Elements

Coaching Questions for Financial Wellbeing:

Do you have enough money to do the things you want in life?

- What resources are you using to help you plan financially for your future?
- What do you like to do in your free time?
- What hobbies do you have outside of work that you'd like to do more of?
- What is your favorite memory from taking time off?
- If you could travel anywhere in the world, where would you like to go one day?



Rath, T. & Harter, J. (2010) *Wellbeing: the five essential elements*. Gallup Press.

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Guiding Principles for Coaching Wellbeing: The Five Essential Elements

Coaching Questions for Physical (Emotional) Wellbeing:

Do you have good health and enough energy to do what you want to do in your life?

- What do you do to eliminate stress or fatigue?
- What is your favorite activity to do for your wellbeing?
- Would you prefer a walking meeting today?
- What distractions might keep you from feeling productive?
- Are you feeling well-rested today?

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Guiding Principles for Coaching Wellbeing: The Five Essential Elements

Coaching Questions for Community Wellbeing:

Do you feel safe and take pride in your community?

- What are you most proud of working here?
- How would you describe our community?
- What causes do you care most about that we may support as a team?
- What concerns you most right now or what keeps you up at night?
- What suggestions do you have to strengthen our community?

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Guiding Principles for Coaching Recognition / Appreciation

- **Recognition:** focuses on achievement (achieving a goal, years of service for an organization, earning a certificate or degree)
- **Appreciation:** focuses on the *value* the individual employee contributes using talent, strength, skill, behavior.

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Guiding Principles for Coaching Recognition / Appreciation

DO discover people's languages of appreciation

DON'T assume others speak the same language as you

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Coaching Questions to ask to discover languages of appreciation:

- What mentors or supporters have meant the most to you and why?
- What is the best form of recognition or appreciation you have received, and what made it special?
- How do you like to receive praise?
- How do you like to show appreciation to your coworkers?
- What do you believe has been one of your greatest accomplishments or achievements? Why?

THE 5 LOVE LANGUAGES

Words of Affirmation: Your tacos are delicious.

Acts of Service: I made you tacos.

Receiving Gifts: Here's a taco.

Quality Time: Let's go out for tacos together.

Physical Touch: Let me hold you like a taco.

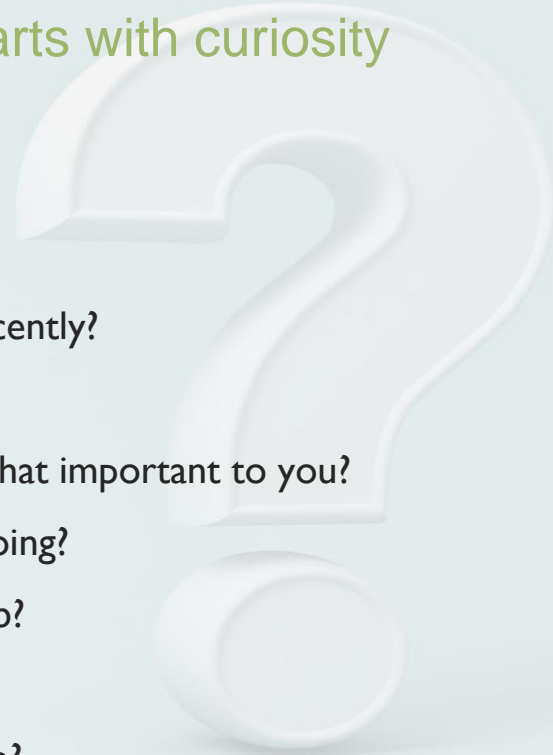


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Open-ended coaching questions:

- How have you had to demonstrate resilience recently?
- What did you learn about yourself?
- What are you prioritizing right now and why is that important to you?
- What are your thoughts about how things are going?
- How do you know when you're doing a good job?
- When do you feel your job is important?
- When do you feel like you're making a difference?



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DEI is the most important topic that has emerged for leaders as a **priority.**

Clifton, J. & Harter, J. (2019) *It's the manager*. New York, NY: Gallup Press.

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RACE

AGE

GENDER

Sampling of Diversity

religion, sexual orientation, socio-economic status, disability, lifestyle, personality characteristics, height, weight, other physical characteristics, family composition, educational background, tenure with an organization, political ideology, worldview, and the full spectrum of human differences.

Clifton, J. & Harter, J. (2019) *It's the manager*. New York, NY: Gallup Press.

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Define strategies for how to hire, develop, **and coach** a diverse group of people **and** standards for what behaviors the culture will and will not tolerate.

- **Diversity** is the distribution of people you bring into your organization.
- **Equity** is the level foundation for all and a freedom from bias or favoritism.
- **Inclusion** is how you involve and treat your employees.
- **Belonging** is the essential human need to be accepted for who you are; it is to feel connection within your community while being your authentic self.

Clifton, J. & Harter, J. (2019) *It's the manager*. New York, NY: Gallup Press.

Brown, B. (2018) *Dare to lead*. New York, NY: Random House.

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Define strategies for how to hire, develop, **and coach** a diverse group of people and standards for what behaviors the culture will and will not tolerate.

- **Belonging Uncertainty** is the term sometimes used to describe questioning one's social and professional belongings. Belonging uncertainty can be high among members of marginalized groups and can have real consequences. For example, among under-represented [people] at mainstream academic organizations, belonging uncertainty can have negative impact on motivation and achievement.

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3 leadership requirements must exist in order to elevate Diversity, Equity, Inclusion, and Belonging

1. “Treat me with respect.”
2. “Value me for my strengths.”
3. “Leaders will do what is right.”

Clifton, J. & Harter, J. (2019) *It's the manager*. New York, NY: Gallup Press.

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✓ Inspire authentic, strengths-based team culture: **a group of imperfect but talented contributors, who are valued for their strengths and who need one another for individual and team excellence**

✓ **A strengths-based workplace promotes employees' perceptions of inclusion.** Employees who strongly agreed their coworkers recognize and appreciate them for their strengths were far more likely to report high levels of inclusion along key dimensions of inclusive cultures, including **belonging, fairness and psychological safety** - an overall comfort with bringing what they have to offer to the table.

Clifton, J. & Harter, J. (2019) *It's the manager*. New York, NY: Gallup Press.

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Coaching in a strengths-based workplace promotes employees' perceptions of inclusion:

Win – Win – Win Scenario

- Improve employee engagement, productivity, and wellbeing
- Improve organizational profitability
- Cultivate a culture of diversity, equity, inclusion, and belonging



Thank You.
Any Questions?