

SUMMARY

Topic: Coaching that Gets Results

Date: August 9, 2007

Participants:

There were representatives from the following 7 companies on this call:

Administaff
Broadridge
Chase Paymentech Solutions
DHL
Humana
Kimberly-Clark
Tokio Marine

Introduction:

A recent poll by ASTD found that 47% of all respondents ranked coaching and feedback as most critical to their organization's success in the next three years.

A recent Bersin & Assoc. study showed that 67% of organizations that are very effective at driving business results and increasing employee retention use coaching always or most of the time.

Coaching is one of the highest impact, yet most overlooked, ways to achieve goals.

Even the best organizations struggle with how to deliver effective coaching that builds associate morale and performance. It is not enough to simply tell supervisors/team leads to coach.

We have observed four key success factors for ensuring Coaching that Gets Results:

Time Commitment:

- Make time a priority for supervisors/team leads to coach AND make time for associates to receive coaching.

Alignment with Corporate Vision and Values:

- Work to create a culture that sustains outstanding service. The focus of the coaching should be aligned with organizational needs/priorities, values and vision.

Developmental Approach:

- The effective practice of coaching is developmental—in the form of a dialogue where there is more listening and exploration and a focus on individual growth and development. It is less about being directive and more about collaboration.

Process Orientation:

- Coaching is an ongoing process, not an event. It is a clear process that is repeatable, relevant and sustainable.

Discussion

The following is a summary of the comments made on each of the four key success factors.

1. Time Commitment

- There's not enough time in the day.
- All of our calls are recorded, but we just can't find the time to listen to them. We just do what we can.
- One company was required by senior management to coach at least an hour a day.
- Coaching is in our job descriptions, yet other responsibilities have been added too.
- When the expectations for coaching are not clearly defined, it usually "sits on the back burner".

2. Alignment with Corporate Vision and Values

- Coaching is so much a part of our culture it has never been questioned as part of my job description. It is modeled from the top down. One of our values is described as: "Servant Leadership". We look at everything we do with those words in mind. For example: It's the way I serve my team by being proactive in their development versus being punitive

Each supervisor is modeling "Servant Leadership" when their "open door policy" creates more on-to-one opportunities, when we intentionally collaborate on ideas and when we strategize together. In company meetings our founder and chairman talks passionately about "Servant leadership."

- We engage our employees in the mission, vision and values. The results have been that employees are more productive because they have common goals, they treat each other as internal customers and we attract the people to work with us who have the same values.

3. Developmental Approach

- The most important thing is making the rep. feel comfortable when you are talking with him or her. We keep the broader picture in mind of developing the rep. not just measuring him or her.
- We are there to build them up by showing what they did well in their calls. We also ask them what they are aware of that could be done differently.
- We have one-to-one meetings that are modeled after the MAGIC programs. We use a lot of the same techniques in the way we give feedback. We focus on their strengths and where their development can go from there.
- We are putting less emphasis on scoring and using a checklist to measure their performance. Coaching is based more on our individual comments to them than it is about a particular score.
- We asked our teams to evaluate the existing evaluation form and based on their feedback it was clear that we needed to make a change. After attending the Disney Institute we developed the new form and moved away from the old checklist mentality. We have simplified the evaluation from a 100 point scale to four categories: “demonstrating” the skill, “exhibiting” the skill, “learning” or “needs attention.”

4. Process Orientation

- We’ve included coaching as one of our specific performance objectives.
- Coaching is one element of a broader picture that we use in our quarterly performance reviews.