



2017
**UNION LEADERS
LEADING PARTNERSHIP**

COALITION OF
KAISER PERMANENTE
UNIONS

COACHING FOR SUCCESS

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Who am I?



- Bargaining Unit president – SEIU
- Therapist
- Natl Strategy Group
- Labor co-lead SC LMPC
- Facilitation Practice Specialist
- Sr Consultant, Improvement Advisor, trainer, coach
- Retired from KP 12/16



Who are you?



Table talk
Have you had a great coach? What
made her or him great?

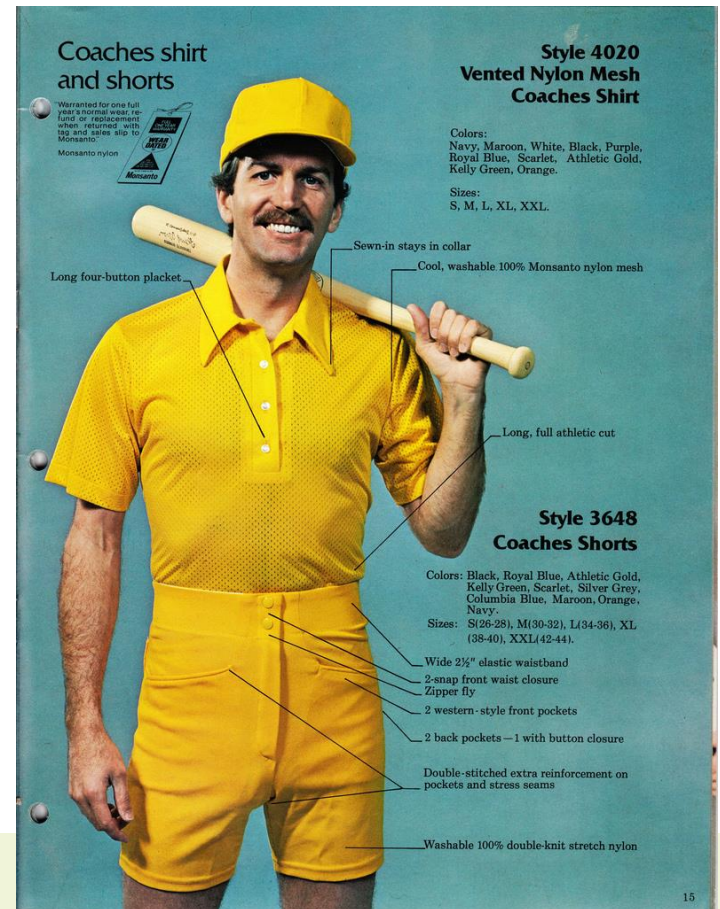
5 minutes



Course Objectives



- Be able to identify when to offer coaching
- Become familiar with techniques for coaching individuals & teams
- Opportunities to practice



Coaching can lighten your load



Coaching is not...



Therapy...

- Is licensed practitioners focusing on psychological issues
- Focuses on feelings and personal history

Consulting...

- Is experts asked to solve a problem
- Focuses on the system

Mentoring...

- Is a more experienced person in a role or professional pathway passing on that experience
- Focuses on roles

Coaching is...



a conversational process
for providing feedback &
guidance
on a person or team's
performance/behavior



The Coaching Approaches



1. Investment Coaching

How can I help you be successful?

2. Expectations Coaching

Help me understand?

3. High-Mid-Low Coaching

The cumulative conversation

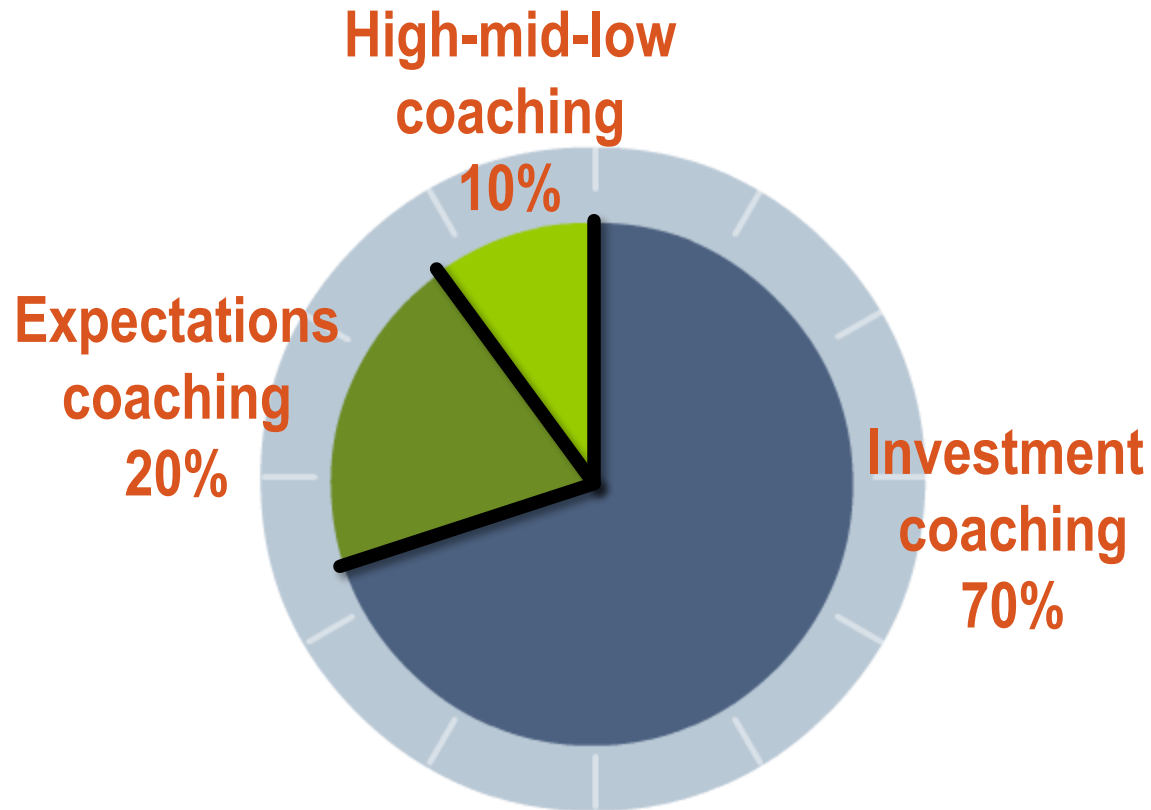
- 70% of coaching
- Takes 3-5 minutes
- More skill, less will
- 1 behavior
- In the moment
- Developmental

- 20% of coaching
- Takes 10-20 minutes
- Less skill, more will
- 1 behavior
- Planned & scheduled
- Interventional

- 10% of coaching
- Takes 10-20 minutes
- Less skill, mostly will
- 1 or more behaviors
- Planned & scheduled

All types used for recognition & improvement opportunities

Coaching types



Less is more



of goals, practices, behaviors

	11 - 20	4 -10	2 - 3
% achieved with excellence	0%	50%	100%

Source: *Execution: The Leadership Challenge of the 21st Century*, by Franklin Covey

Focus for impact!

Focus on impacting goals



What are the key practices
& behaviors impacting
team performance?

How are the team members
performing on those
practices & behaviors?



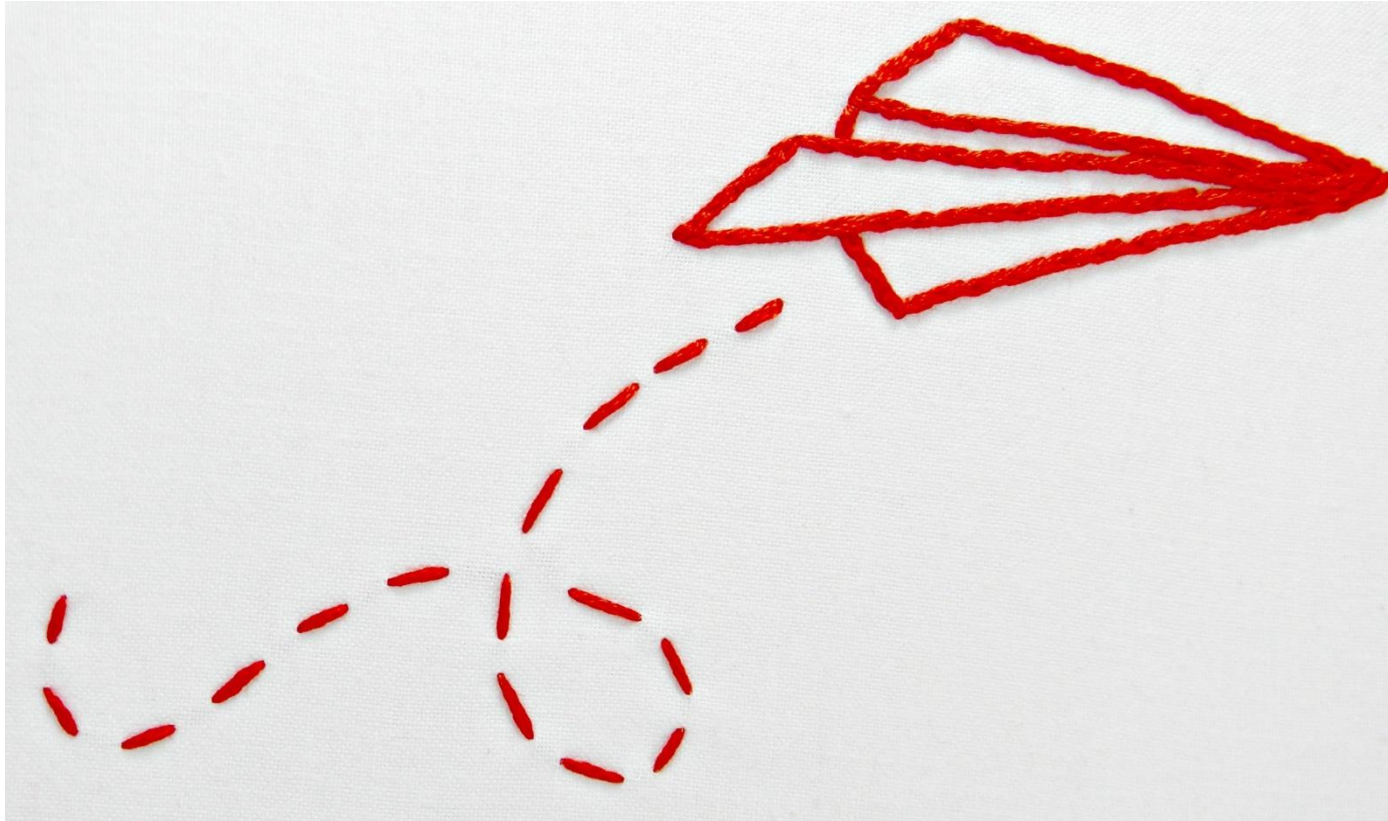
What if you have no idea?



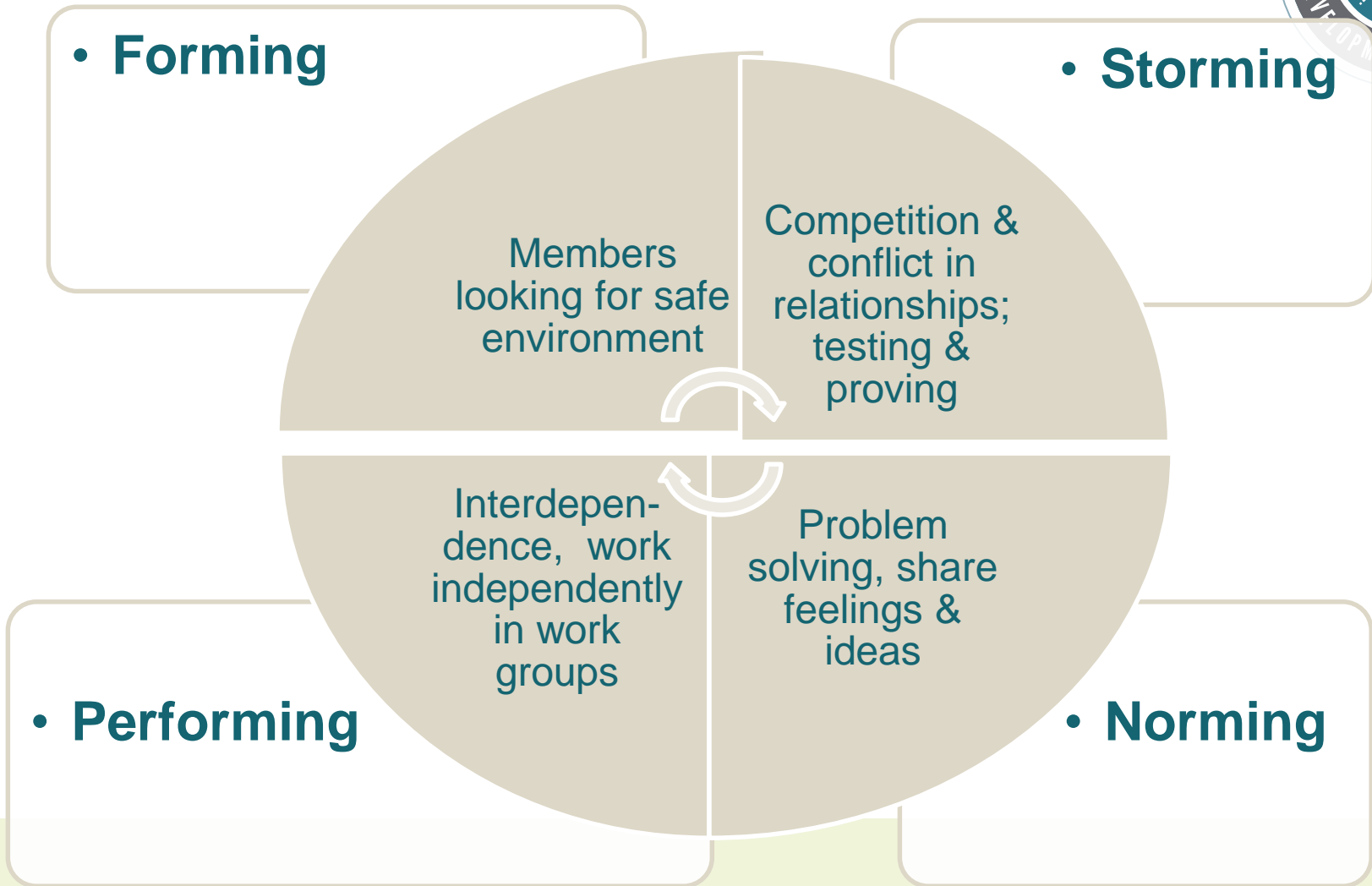
- 1. Observation (the best!)**
- 2. Self feedback**
- 3. Peer feedback**



Let's Practice!



Team Development – What coaching needs might you see at each stage?

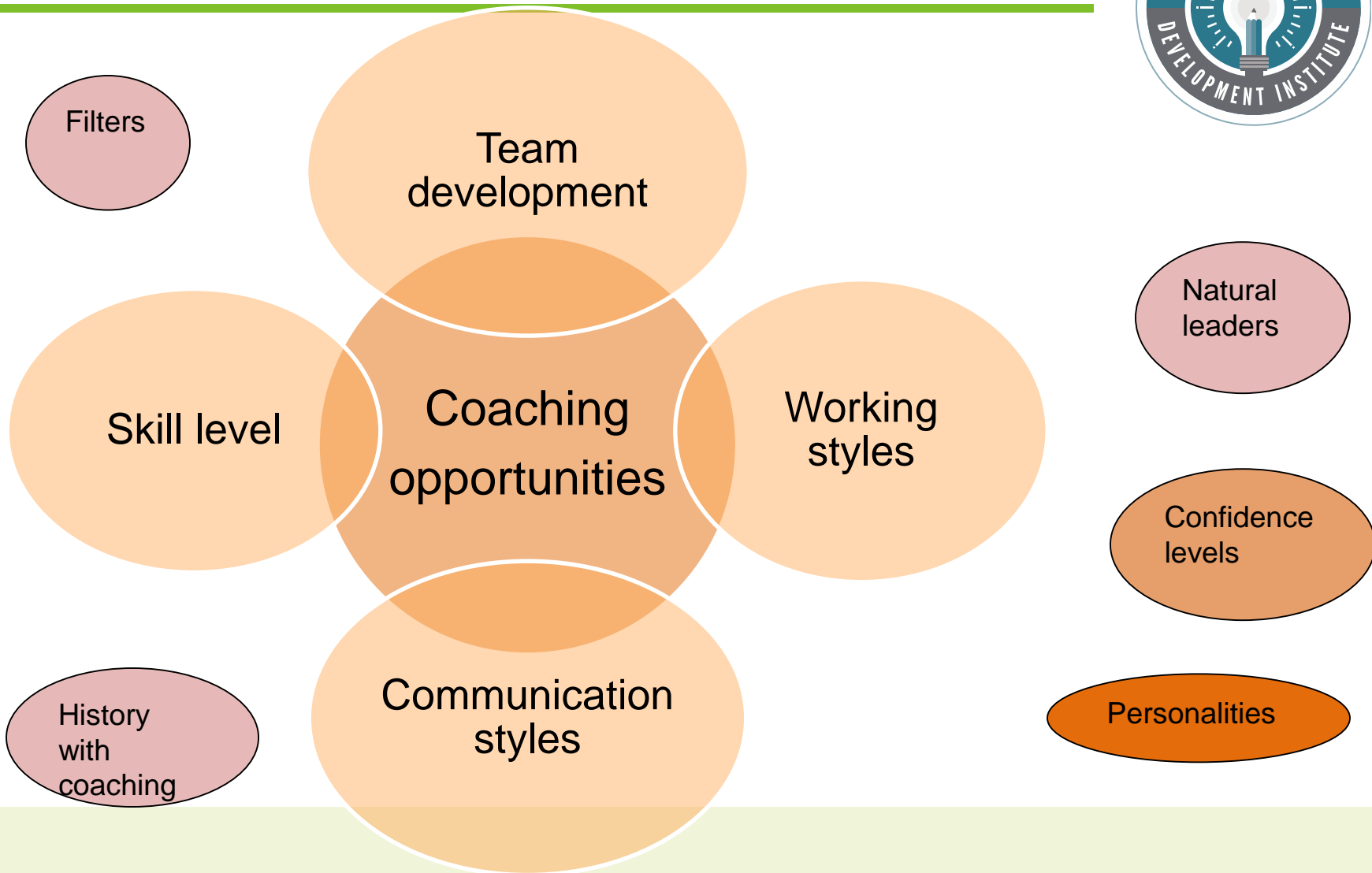


Communication & Working Styles



Factors	Driver	Amiable	Expressive	Analytical
Tends to ask:	What?	Why?	Who?	How?
Dislikes:	Someone deciding for them	Uncaring & unfeeling attitudes	Boring explanations, too many facts	Making errors, being unprepared
Reacts to pressure & tension by:	Taking charge / more control	Become silent, withdrawn, introspective	“Selling” their ideas or argumentative	Seeking more data & info
Must be allowed to:	Get competitive – likes to win	Relax, feel, care, know you care	Get ahead quickly; likes challenges	Make decisions at own pace, not pressured
Will improve with:	A position that requires cooperation with others	A structure of goals & methods	Recognition & some structure for reaching goals	Interpersonal & communication skills
For success:	Allow them freedom to do things their own way	Provide details, specific plans & activities	Inspire them to bigger & better accomplishments	Structure a framework for them to follow

How it all connects



Coaching 1 on 1



1. Ask permission to provide feedback
2. Focus on 2 – 3 behaviors
3. Ask “What do you think you did well?”
4. Ask “What opportunities for improvement can you identify?”
5. Validate their perception
6. Offer your observations – what they did well & opportunities for improvement (limit to 2)
7. Create a plan to address opportunities for improvement

Coaching a Team



Coach co-leads

1. Make agreement with co-leads when you start working with them
2. Meet regularly to provide feedback – what they believe they do well & opportunities for improvement
3. Have them identify opportunities for team behaviors
4. Offer them what you observe – limit to 2 - 3
5. Develop a plan for opportunities
6. Review plan at each meeting

Coach team

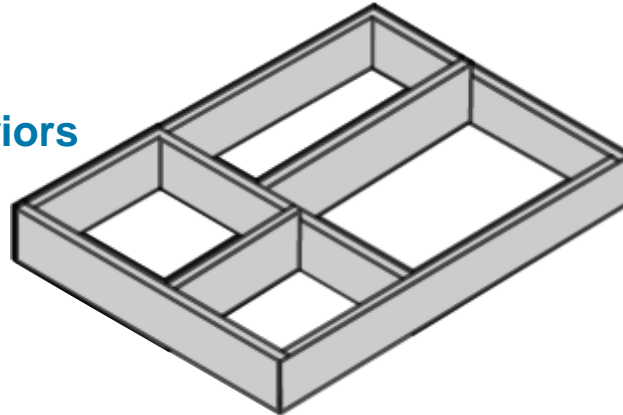
1. Offer your support to team
2. Ask the team to identify strengths & opportunities for how they function as a team
3. Provide feedback on what you observe in group dynamics – not specific people's behavior
4. Help them develop a plan for opportunities
5. Review progress at subsequent meetings (ground rules are very helpful)

Build a foundation for success



2 Set clear expectations

1 Identify impactful behaviors



3 Solidify relationships

4 Create a plan

5 Provide ongoing feedback

Let's Practice!



Objectives



- Are you able to identify when to offer coaching?
- Are you familiar with techniques for coaching individuals & teams?
- Opportunities to practice?

