

# High Impact Leadership Coaching for HR Professionals: 3 Quick Tools



# If you are coaching leaders now....

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➤ What topics/issues are the biggest challenge for you?

# Agenda

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- ❑ Introduction
- ❑ A Brief Discussion About Coaching
- ❑ 3 Tools:
  - 5-Slide Deck
  - Change Readiness
  - Stakeholder Map
- ❑ Wrap-up/Q&A

# What are the key challenges leaders face today?



- Developing Managerial Effectiveness
- Inspiring Others
- Developing Employees
- Leading a Team \*
- Guiding Change \*
- Managing Internal Stakeholders and Politics \*

Center for Creative Leadership: *The Challenges Leaders Face Around the World*, 2014

# Does Coaching Really Payoff?



“Though the exact impact of coaching is notoriously hard to quantify, Marc Roudebush, CEO of Inspiring Workplace, points to a recent global survey of coaching clients by PriceWaterhouseCoopers and the Association Resource center which concluded that the mean ROI for companies investing in coaching was **7 times the initial investment, with over a quarter reporting an ROI of 10 to 49 times.**

For Roudebush, who has worked with senior executives at companies as diverse as Google, Bacardi and HSBC, the reason for such large returns is clear: **leaders cast a long shadow.**

“When they are able to walk their talk, people listen and are likely to follow suit, **improving the levels of enthusiasm, trust, and team effectiveness throughout a team or organization.**”

*Forbes, Executive coaching - another set of clothes for the Emperor?, 2011*

# The Role of the Coach

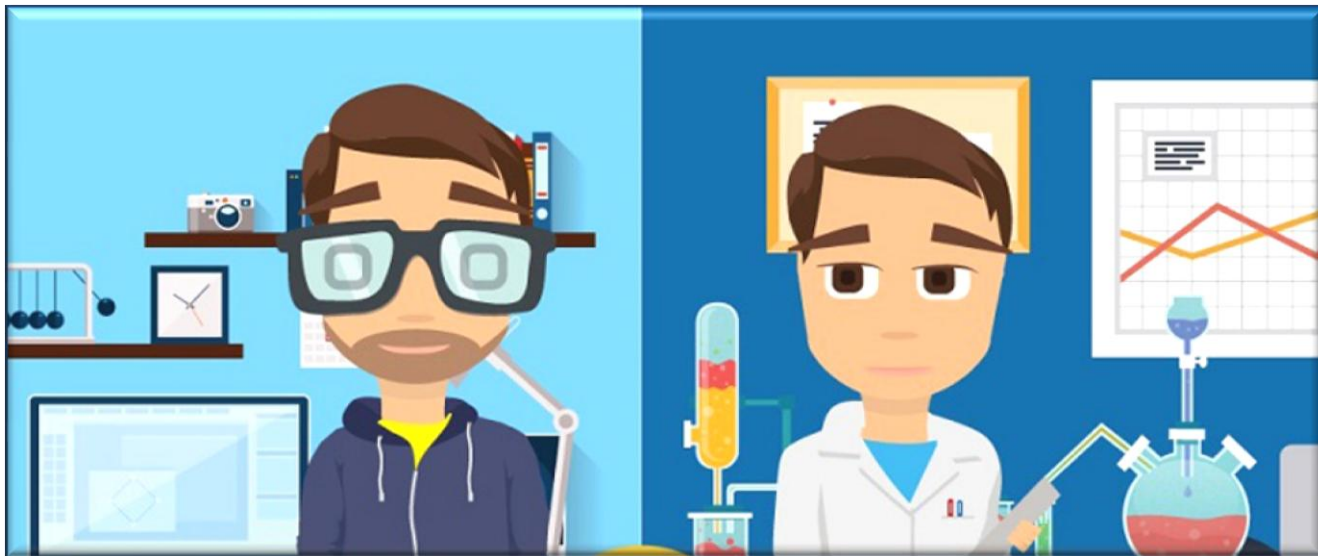
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- ✓ Partner to develop leader capabilities
- ✓ Facilitate leader self-discovery
- ✓ Ensure development tied to business success
- ✓ Create a safe environment to look in the mirror
- ✓ Ask for more intentional thought & behavior changes than client might ask of self



# The Art and Science of Coaching

Prescriptive	Supportive
Offer tools, ideas, suggestions, own or others' experience, best practices	Offer advocacy, listening, encouragement, caring, sounding board



# Another Way to look at coaching...

## Consulting

Paid to come up with answers  
 Focuses on organizational performance  
 Strives for objectivity  
 Provides quantitative analysis of problems

## Coaching

Advises individual leaders on business matters  
 Involves management in goal setting  
 Based on organizational ethics  
 Paid for by the company

Focuses on the future  
 Fosters individual performance in a business context  
 Helps executives discover their own path

## Therapy

Paid to ask the right questions  
 Tackles difficult issues at work and home  
 Focuses on individual behavioral change  
 Explores subjective experience

Focuses on the past  
 Diagnoses and treats dysfunctionality  
 Based on medical ethics  
 Paid for by the individual



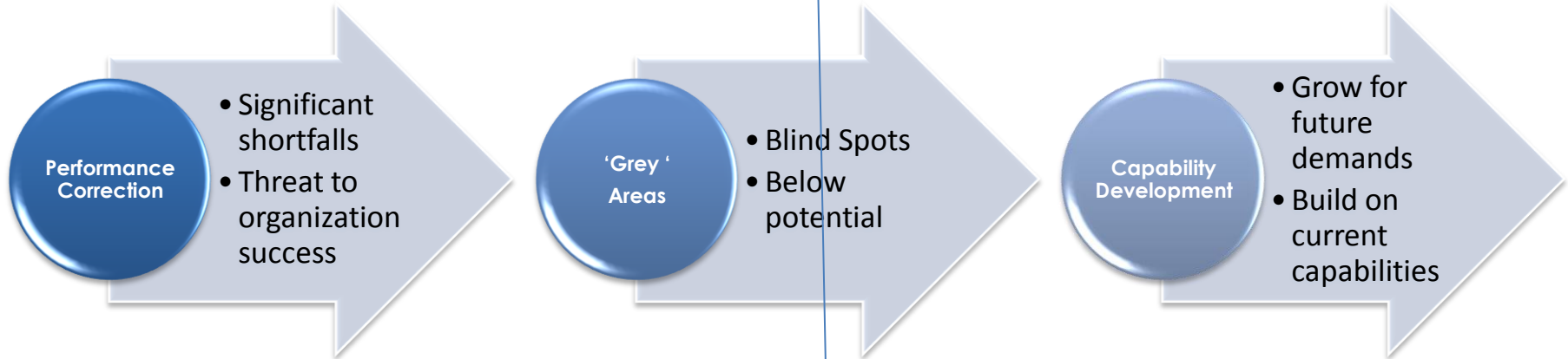
HBR, *What Can Coaches Do For You?* 2009



CONTEXT OF  
COACHING

Change behavior or...

Build and grow behaviors...



Performance  
Management

Development  
Coaching

## 3 Proven Coaching Tools

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1. *5-Slide Deck* (Leading a Team)
2. *Change Readiness* (Guiding Change)
3. *Stakeholder Map*  
(Managing Internal Stakeholders and Politics)



# OUR TEAM



Slide 1

# OUR VISION

WHAT WE ASPIRE TO BE  
AND DO

WHAT WE CAN AND  
WILL DO

Slide 2

# OUR MISSION

WHY WE ARE HERE

WHAT MAKES US  
UNIQUE

WHAT OUR WORK  
MEANS FOR THE  
COMPANY

Slide 3

# OUR GUIDING PRINCIPLES

OUR VALUES, NORMS

THE STANDARDS OF EXCELLENCE  
WE FOLLOW

OUR COMMITMENTS RE: HOW  
WE SUPPORT OUR INTERNAL &  
EXTERNAL CUSTOMERS

Slide 4

# OUR CALL TO ACTION

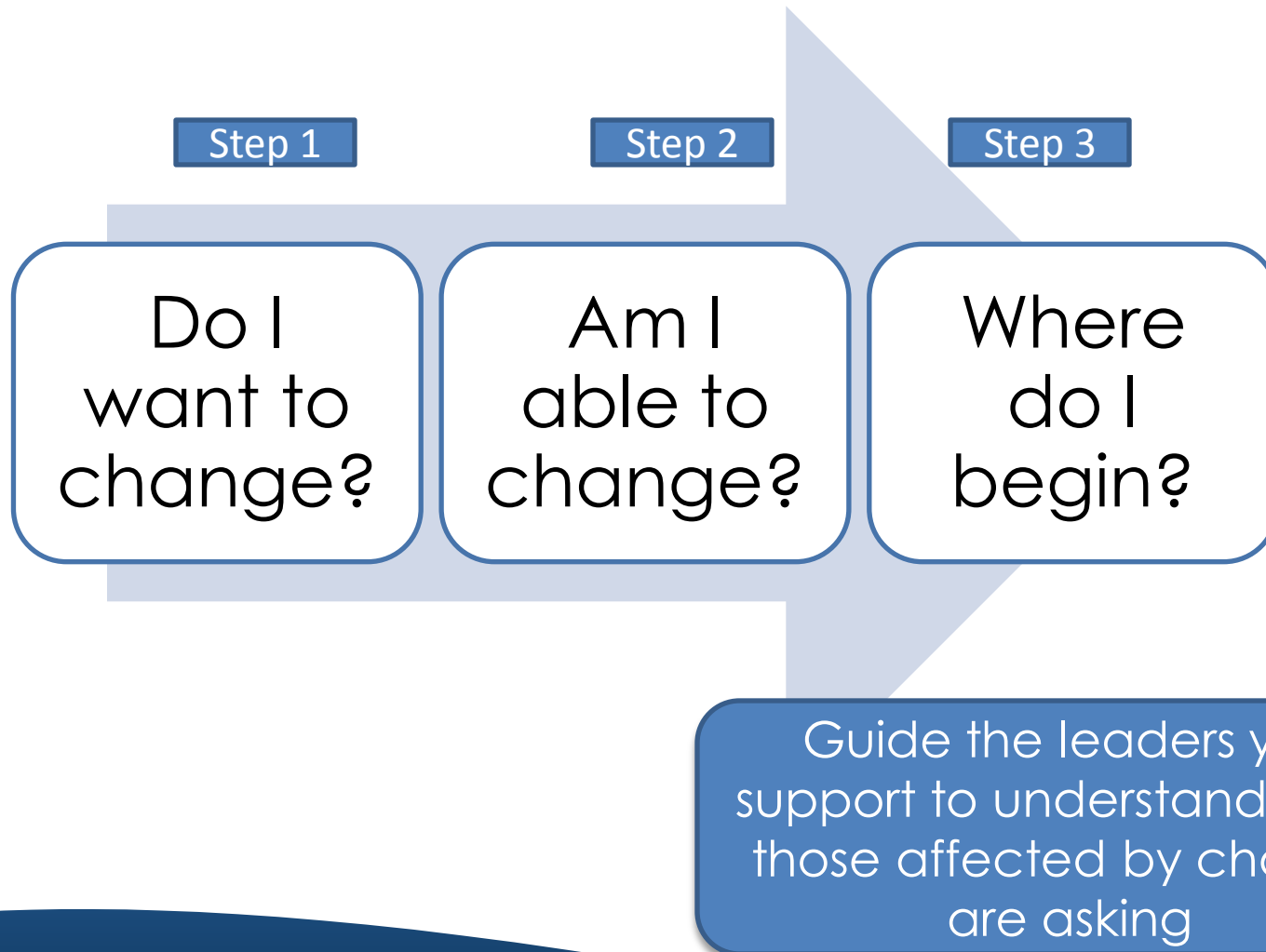
WHAT WE CAN AND MUST  
ACHIEVE THIS YEAR/THIS  
QUARTER

OUR KEY IMPERATIVES

HOW WE WILL MEASURE  
SUCCESS

Slide 5

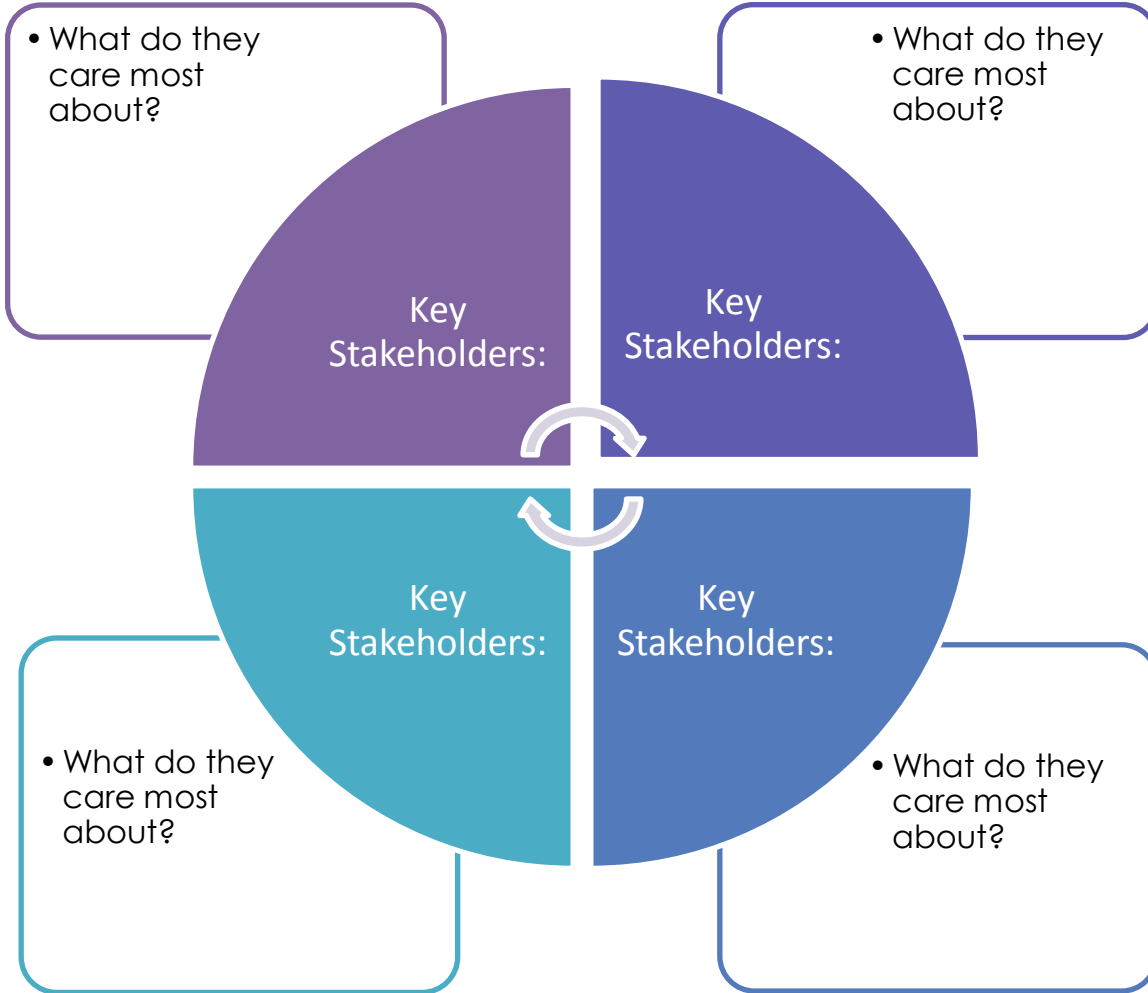
Change Readiness:  
3 questions we ask when facing change



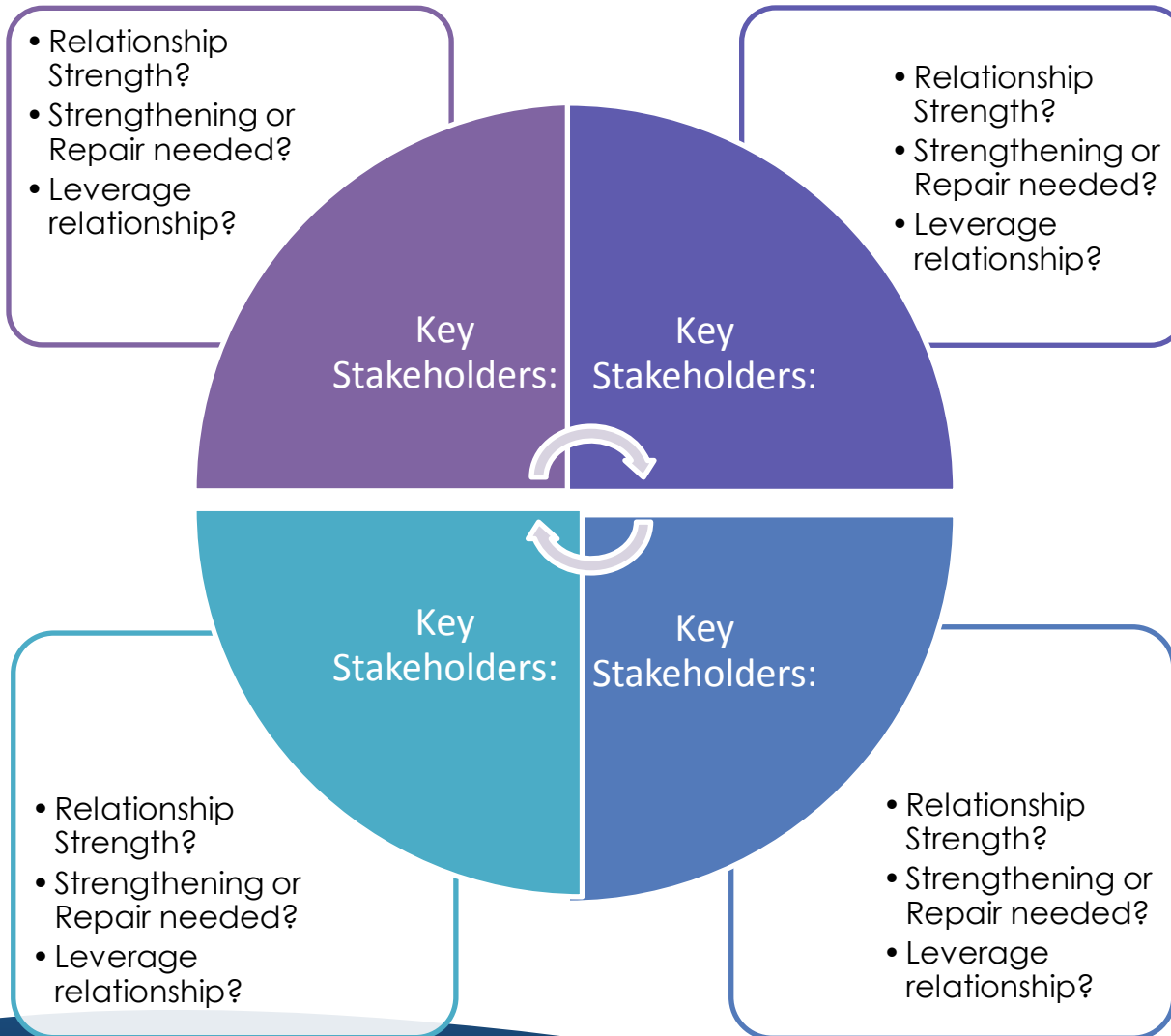
Do I want to Change?	Am I able to Change?	Where do I begin?
<ol style="list-style-type: none"> <li>1. What payoffs in the current state will disappear with the change?</li> <li>2. What skills/expertise will no longer be valued?</li> <li>3. What is the skill gap for team members facing the change?</li> <li>4. What have team members been rewarded for in the past that will no longer be rewarded?</li> <li>5. What new opportunities does the change offer?</li> <li>6. Have leaders listened to team members?</li> </ol>	<ol style="list-style-type: none"> <li>1. What support is available to team members in the change?</li> <li>2. Are team members being invited to learn &amp; grow as a result of the change?</li> <li>3. Are team members offered training/coaching/mentoring in new skills such as Resiliency, Communication, new-to-them Job Skills, Presenting Improvement Ideas, Customer Relationships etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Has the process and timeline for the change been clearly communicated to all team members?</li> </ol>



# Stakeholder Map



## Stakeholder Map: Assess/Act



# SUMMARY

3 Leadership Challenges -3 Coaching Tools

- ✓ Leading a Team – 5-Slide Deck
- ✓ Guiding Change – Change Readiness Tool
- ✓ Managing Internal Stakeholders and Politics – Stakeholder Map



# Questions? Discussion?

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# Thank you!

Please email Kendra Jordan if you'd like a **free consultation** on how FSG can support your leaders' development.

Contact – Kendra Jordan [kendra@focusedsolutionsgroup.com](mailto:kendra@focusedsolutionsgroup.com)



- ✓ Executive Coaching
- ✓ Leadership Development
- ✓ Learning Solutions

Focused Solutions Group Website - [www.focusedsolutionsgroup.com](http://www.focusedsolutionsgroup.com)