



Building a Coaching Organization for Growth and Excellence

Strategies for building a coaching culture to drive growth and excellence.

Course Outline

- Importance of Talent Management
- Foundations of Coaching
- Coaching Tools
- Practical Applications

Presenter:

April Lynch

Double Haul Solutions



Building a Coaching Organization for Growth and Excellence



Sheila Ford Hamp
Owner and Chairman



Brad Holmes
Vice President and
General Manager



Dan Campbell
Head Coach

A photograph of two women sitting on a yellow sofa in a modern office environment. The woman on the right, wearing a light blue hijab and a striped shirt, is smiling and pointing at a tablet. The tablet displays a dashboard with a bar chart and a pie chart, with the word 'ANALYSIS' visible. The woman on the left, wearing a white shirt and a green beanie, is looking at the tablet. The background features a white lattice wall and a large green plant. The text 'TALENT MANAGEMENT' is overlaid in white on a semi-transparent dark grey bar across the center of the image.

TALENT MANAGEMENT

Building Teams for Excellence



Hired a new head coach

Brought in a new head coach with a track record of building successful teams



Established core values

Created a set of core values focused on teamwork, discipline and excellence to guide the organization



Drafted new players

Used draft picks to bring in talented new players that fit the team culture

Through hiring the right coach, acquiring new talent, and establishing the right organizational values, Hamp built a championship culture for the Detroit Lions.

Bring Talent to Your Team



Hamp Hires Talent

Shiela Ford Hamp knew **ZERO** about football, first thing she did was bring talent in the form of Chris Spielman to the table.

The Lions have built a new coaching staff and front office team focused on transforming the organization.

Grow Your Team



Focus on the Long Game

Sheila Hamp didn't build a strong team over night. It took patience, resilience and a trust that her team would get better.

Building leaders takes time. We need to focus on building capacity rather than focus on an immediate fix.

A group of four young professionals are gathered around a wooden table in a modern office setting. They are looking at a laptop screen and smiling, suggesting a collaborative and positive work environment. One person is holding a coffee cup. The background features a white brick wall and a wooden door.

Building Talent

Ways to Grow Employees



Training-How

Training involves learning specific skills to do a job better. This is the 101 of the bullets on the job description.



Mentoring-Watch Me

Mentoring provides guidance to advance one's career over the long term. This may be done through observing and recommendations.



Counseling – It's not working

Counseling in the workplace focuses on employees managing work, performance-improvement based.



Coaching – How do YOU want to do it?

Coaching provides support to improve employee's skills and achieve goals.

While training, mentoring and counseling play a role, coaching builds skills and accountability for excellence.

Defining Coaching



Definition

Coaching is a form of development that builds an individual's skills, knowledge, and capabilities through practice and feedback to achieve specific goals.



Improves Performance

Coaching helps employees elevate performance by setting goals, developing skills, and addressing obstacles.

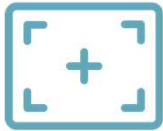


Drives Development

Coaching focuses on an individual's growth and enables self-directed learning and development.

Coaching builds capabilities to drive performance and development which is critical for organizational growth and excellence.

Why Build a Coaching Culture



Better alignment

Coaching helps align employees with organizational goals and values and allows teams to thrive.



Enhanced Leadership

Coaching provides feedback and guidance to improve employee leadership and growth in their capacity.



Higher engagement

Coaching builds trust and engagement between managers and employees.

A coaching culture is critical for organizational growth as it develops people and improves leadership competency.

Benefits



Improved employee engagement

Coaching builds trust and psychological safety, leading to higher employee engagement and productivity.



Accelerated learning

Coaching accelerates learning through experiential, real-time feedback and reflection.



Enhanced leadership pipeline

Coaching develops next-gen leaders by building coaching skills in leaders.

Developing a coaching culture drives organizational results by unlocking the potential of your people.

Leading an Environment of Coaching



A growth mindset

This is the foundational mindset that allows coaching to thrive as people are open to feedback and personal development.



Psychological safety

People need to feel safe to be vulnerable, take risks, and have difficult conversations without fear of punishment.



Managerial support

Managers and leaders must actively promote and participate in a coaching culture for it to succeed.



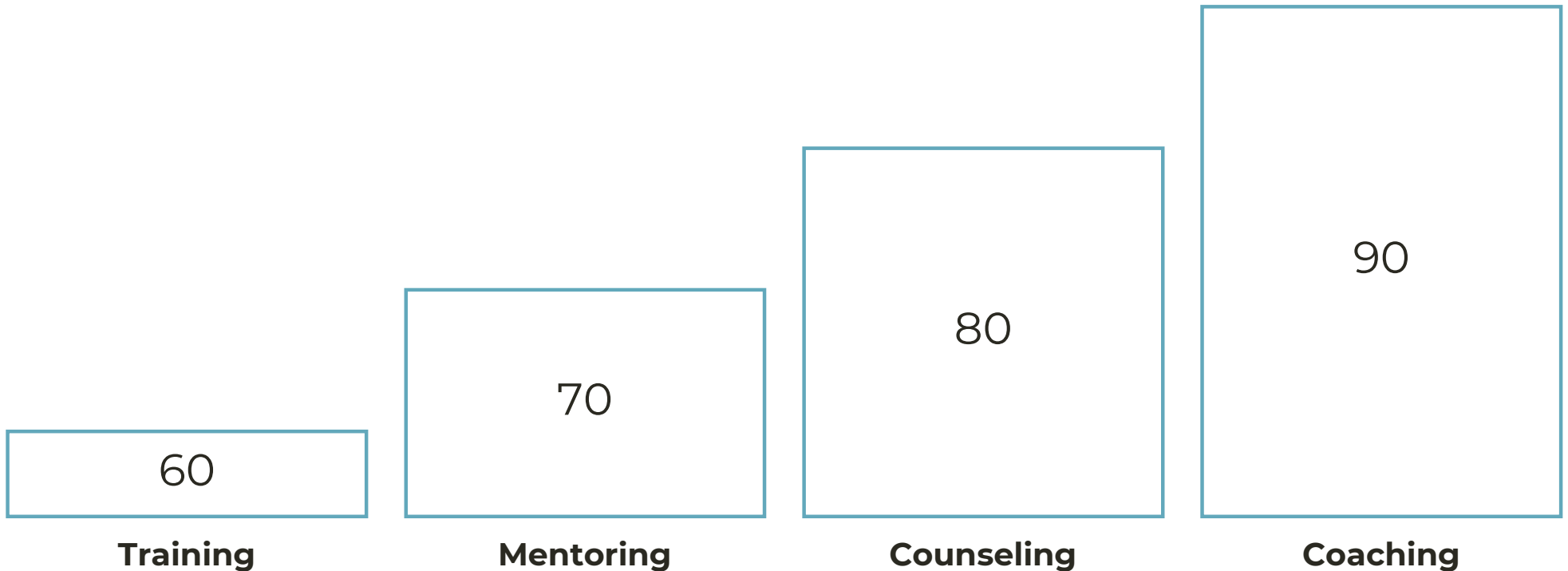
Patience

Leaders need to be patient as they practice coaching and focus on the value it brings to their teams.

By focusing on mindset, safety, support, and skills, organizations can build a thriving culture of coaching for growth.

A Leaders Required Effort in Training, Mentoring, Counseling and Coaching

Effort required on a scale of 0 to 100



Challenges in Coaching

❑ Conflicting priorities

Competing organizational priorities like short-term results versus long-term capability building.

❑ Lack of management commitment

Lack of commitment from leadership to invest time and resources into building coaching capability. Too busy mentality.

❑ Poor understanding of coaching benefits

Lack of clarity on how coaching helps with results, leading to poor adoption and a focus of just get it done.

❑ Coaching is **NOT** Just-In-Time

Coaching is slow and success is not immediate.

❑ Coaching not role-modeled

Absence of coaching behaviors being role-modeled by leaders. Nevermind, it will be easier if I just do it mindset.

When Coaching Might Not Be Your Best Tool



When there is risk

Coaching will more than likely **not** help put out large fires. Put out the fire first, coach after.



When there is lack of trust

Coaching requires vulnerability and openness which is only possible in an environment of trust. Fail forward mindset.



When coaching is used as a tool to 'fix' poor performers

Coaching works best when used for developing strengths rather than 'fixing' weaknesses.

Coaching works best when the organizational culture values openness, trust and developing people's strengths.

Levels of Coaching



Basic coaching

Covers foundational coaching focused on newer team members or new leaders



Targeted coaching

Focuses on developing specific leadership skills, focused on areas important to the organization and/or employee



Strategic coaching

Aligns senior leaders with organizational strategy

Executive coaching is tailored to the needs of each leader and the organization.

Coaching Skills

Active Listening:

Ability to listen without distractions.

Attentive Listening:

Seek to understand the coachee's perspective and challenges.

Asking Powerful Questions:

Don't give answers give questions.

Support:

Remove barriers that are challenging your employees when they have exhausted options.

Be Trustworthy:

Create a safe environment where employees can learn and fail with punishment.

Constructive Feedback:

Providing direct, constructive feedback to help the coachee grow.

A woman with dark hair, wearing a green ribbed sweater, is shown in profile from the chest up, looking at a blue laptop. The laptop screen displays a webpage with text like "BUY IN FLY", "Thank you, you've been", and "Track your orders now!". A semi-transparent grey rectangular box is overlaid on the image, containing the text "COACHING TOOLS" in large, white, sans-serif capital letters. The background shows a white bedspread and a white wall with two black electrical outlets.

COACHING TOOLS

Coaching Classic

Coaching Questions Using the Grow Model

G

Goal

Clarify the special goal or objective the individual wants to achieve.

R

Reality

Assess the current situation or reality related to the goal.

O

Options

Explore various options or strategies to achieve the goal.

W

Way Forward/Will

Decide on the specific actions to be taken and create a plan to move forward.

The GROW model provides a simple yet powerful framework for coaching conversations to set goals and make plans.



Push them to come up with solutions

1-3-1 Rule

1

Stop and Ask

What is the problem you are trying to solve. Understanding the problem is critical.

3

Give me three options

Ask them to give three options to solve the problem.

1

What is your recommendation

Have them provide the recommendation they would choose.

The 1-3-1 rule helps focus efforts on the vital few priorities that drive an impact on results.

No Answer IS Coaching

Act like a 6-Year-Old

Just STOP Giving the answers to their questions.

Solution based Problem Solving



Focus on resolving issues

Focus employees on understanding root causes and develop solutions.



Continuous improvement

Build a culture of learning from problems or “failures”.



Collaborative approach

Bring teams together to solve issues and seek help where needed. As a leader be last to offer recommendations.

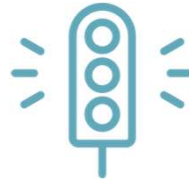
Always have your team bring you potential solutions to a problem they are experiencing.

Start, Stop, Keep



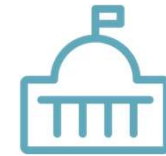
Start

What do you see is something we should start doing?



Stop

What are we doing that isn't working?



Keep

What are we doing well that we should keep doing?

Focus on continuous assessment with your team members, what are we not doing we need to start, what's not working and what are we doing well that we want to keep moving forward.

The Value of the 1:1 Pause

- Hold monthly or bi-monthly 1:1 meetings that discuss nothing but goals, strategy and life
- Support your team members by ensuring they have an Individual Development Plan (IDP)
- During these meetings ask what you can do to support their growth and development
- Talk through a potential challenge they may be having, better yet, talk to them about a challenge you are having and have them give YOU some coaching
- Offer or encourage stretch assignments that might help their growth and development
- Be sure to track between meetings things that you saw them do really well
- Be sure to track things you found concerning, ensure that you walk through some areas of concerns and COACH them through a different path they may take next time.
- Get to know them, see how things are going with their teams, their families, their co-workers...no one leaves their problems at the door

Take time with one-on-one meetings with your employees. Sometimes we focus on quick check-ins and forget to focus on the larger goals and coaching opportunities.

Questions for Coaching Employees

❑ **How they are progressing on goals**

Ask employees about their progress on the goals you have set together.

❑ **What obstacles they are facing**

Ask if there are any obstacles blocking their progress. Offer help removing those obstacles.

❑ **How you can better support them**

Ask what additional support they need from you to be successful.

❑ **Seek feedback on your coaching**

Ask employees for feedback on how your leadership can improve to better meet their needs.

❑ **Their professional development interests**

Discover their interests and connect them with learning and growth opportunities. Are they getting what they need to grow.

Take time with one on ones with your employees. Sometimes we focus on quick check-ins and forget to focus on the larger goals and coaching opportunities.



TAKING ACTION



Are we ready for coaching?

❑ Ask for their input

Have them identify areas they'd like to improve and goals they have.

❑ Assess their growth mindset

Do they believe they can get better with effort and practice?

❑ Observe their response to feedback

Notice if they are open and eager to implement suggestions.

❑ Check on progress and challenges

Follow up to see if they are working on improving and overcoming obstacles.

Signs Coaching Isn't Working



Lack of openness to feedback

Does not accept or implement feedback from others



Resistance to change

Stubbornly sticks to their ways despite better options



Defensiveness

Gets upset or makes excuses when given feedback

Identifying poor coachability early and addressing it helps build a stronger coaching culture.



Assessment

A photograph of two women sitting at a white table in a bright office space. The woman on the left has long brown hair and is wearing a light-colored blouse. The woman on the right has dark curly hair, wears glasses, and a blue dress. They are both smiling and appear to be in conversation. The background shows a large window with a view of a city skyline. A semi-transparent white box with the text "What Next?" is centered over the image.

What Next?

Coach Up or Coach Out

Coaching employees is an important part of building an effective organization. Managers can either coach employees up by providing training, feedback and support to improve leadership, or coach them out by managing underperformers out of the organization through progressive discipline.



How to Coach Up



Coach employees to grow

Have regular one-on-one meetings to understand employees' goals and coach them on skills needed to advance their careers.



Lead by example

Model effective coaching behaviors and invest time to coach employees yourself.



Set clear expectations

Provide clear guidance on performance expectations and development areas to focus on. This may include a need for a Performance Improvement Plan.



Sponsor promotions

Advocate for top performers and ensure they have visibility for promotional opportunities.

Organizations can build a strong coaching culture by coaching employees for growth, leading by example, setting clear expectations, and sponsoring promotions.

Despite the heartbreaking loss to the 49ers, Dan Campbell's transformation of this [Detroit Lions](#) team has been truly remarkable 🙌



3-13-1

2021 SEASON



9-8

2022 SEASON



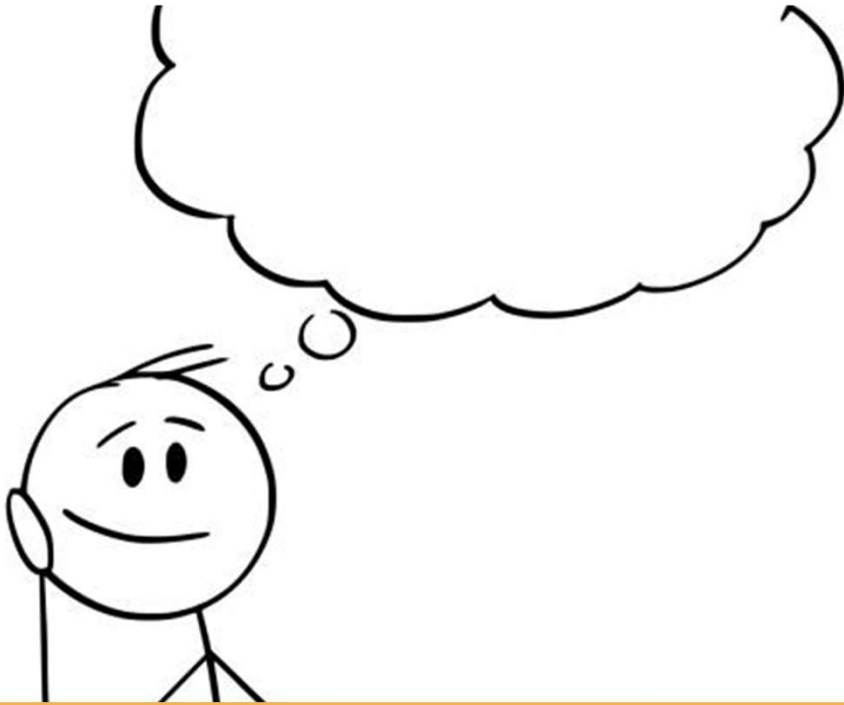
12-5

2023 SEASON

“A good leader's role is not to do the work for their team, it's to help their team figure out how to do it themselves, to get things done, and to grow in the process.”

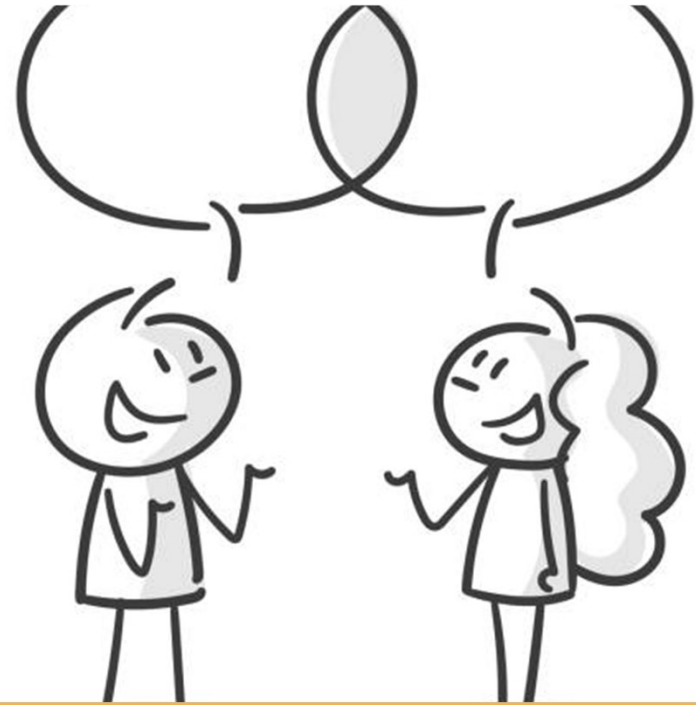
SIMON SINEK

Don't Be Bob



This is Bob

Bob doesn't let anyone do anything, he's the only one that can do things the "right" way. Bob doesn't coach, Bob does it all.



This is Sheila

Sheila brings people to the table and leans on their talent and lets them lead. Sheila provides direction and coaches her team. **Be Like Sheila.**



Building a Coaching Organization

Tool Kit

9-Box Talent Management Matrix

The 9-box grid in talent management is a tool used to categorize employees based on two dimensions: potential and performance. Each of the nine boxes represents a different combination of these dimensions, and each category suggests specific actions in terms of development, promotion, and other management decisions. Here's a breakdown of how each box in the grid can be used for talent management:

1. Low Potential, Low Performance (Bottom Left)

- **Use:** Typically, these employees struggle with their job duties and show limited signs of future improvement.
- **Action:** Consider performance improvement plans, retraining, or possibly transitioning them out of the organization if no improvement is seen.

2. Low Potential, Medium Performance (Bottom Center)

- **Use:** These employees do their job adequately but lack either the desire or the capability to advance further.
- **Action:** Focus on maintaining their performance and explore ways to increase their job satisfaction and productivity within their current role.

3. Low Potential, High Performance (Bottom Right)

- **Use:** High performers who do well in their current roles but are not interested in or suited for upward mobility.
- **Action:** Keep them engaged and motivated, possibly through role enhancement or specialized projects that make use of their skills without requiring advancement.

4. Medium Potential, Low Performance (Middle Left)

- **Use:** Employees here might be facing temporary setbacks or may be new in a role where they haven't yet fully demonstrated their capabilities.
- **Action:** Provide support and targeted development to help them improve their performance. Monitor progress closely.

5. Medium Potential, Medium Performance (Center)

- **Use:** Solid contributors who do their job well and may move up with the right development and opportunities.
- **Action:** Develop a tailored growth plan that includes training and new responsibilities to prepare them for higher roles.

6. Medium Potential, High Performance (Middle Right)

- **Use:** Reliable and effective employees who excel in their roles and could take on more significant responsibilities.
- **Action:** Consider them for promotions or lateral moves that allow them to leverage their strengths in new ways.

7. High Potential, Low Performance (Top Left)

- **Use:** Employees with significant upside who are not currently performing well, possibly due to being in the wrong role or other external factors.
- **Action:** Investigate the reasons for underperformance, offer coaching, and potentially realign their roles to better match their strengths.

8. High Potential, Medium Performance (Top Center)

- **Use:** Employees showing promise of significant growth who perform well but may need more experience or development to unlock their full potential.
- **Action:** Provide developmental experiences, mentoring, and stretch assignments to prepare them for future leadership roles.

9. High Potential, High Performance (Top Right)

- **Use:** Top talents who excel in their current roles and are capable of much more, often seen as future leaders.
- **Action:** Fast-track for advancement, provide high-visibility projects, leadership training, and ensure they are engaged and retained.

In using the 9-box grid, it's crucial for organizations to clearly define what constitutes "potential" and "performance" to ensure consistent evaluations. Regular discussions and updates are necessary to reflect changes in employee performance and development needs.

Low Performance

Medium Performance

High Performance

High Potential

Qualified employee capable of further growth but needs to address fatal flaws. Worth investment if highly engaged and receptive coaching

Possible A-player who performs well at their assigned job but can do more. This employee can take on stretch tasks to get ready for the next level.

High-potential A-player. They think, solve problems, and are motivated to achieve more. Invest time to understand and align with their career objectives and offer development opportunities.

Medium Potential

Has potential to succeed in current role with support. Possible replacement or transfer candidate, depending on difficulty of recruiting and efficacy of coaching.

Strong B-player with potential to grow in their role or transfer to a higher-potential track.

A-player in their current role but facing obstacles to growth. Assess competency gaps to identify goals for coaching and development.

Low Potential

This employee needs to be reassigned, moved, or removed from the organization. Also, assess recruiting or transfer process that selected them in order to identify ways to avoid a repeat.

Employee is an effective performer but may have hit a wall professionally. This employee should be coached to focus on lateral thinking.

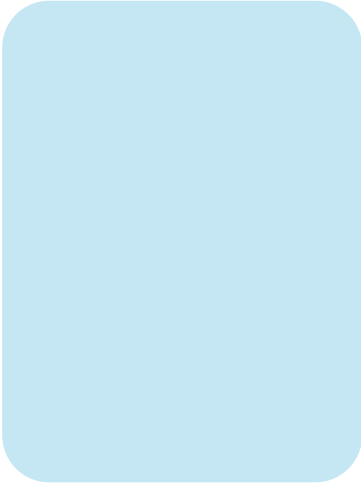
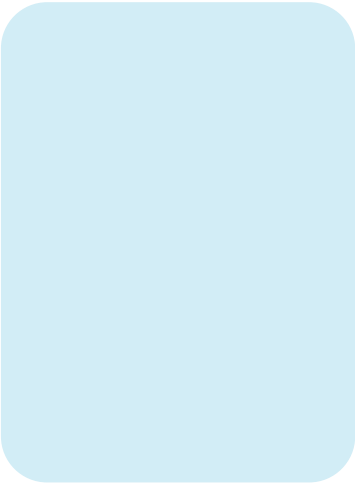
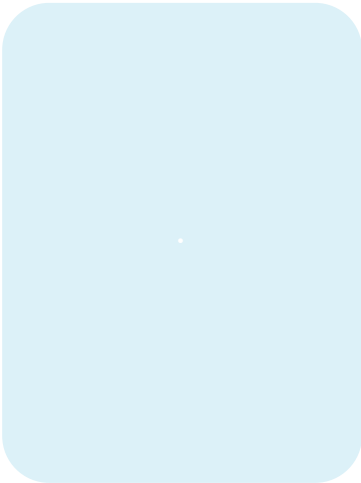
Vital team member who may have reached their professional limit. Focus on developing communication and delegation skills, and alignment with career goals.

Low Performance

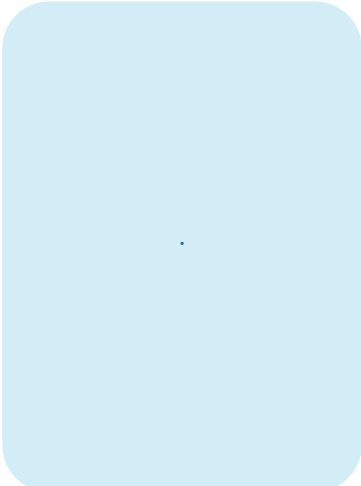
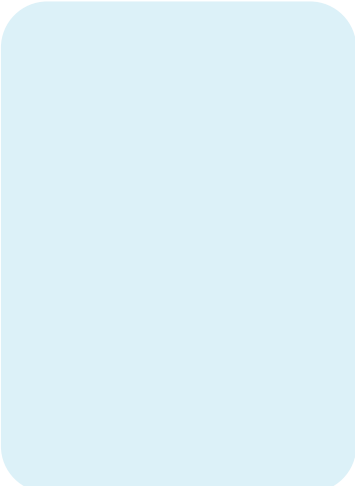
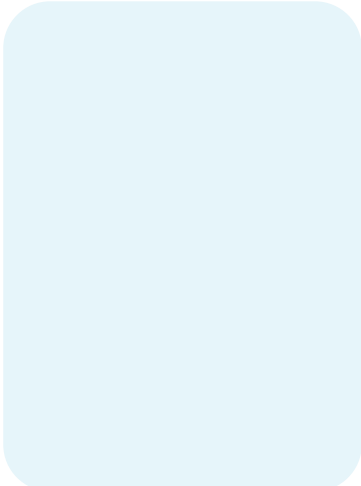
Medium Performance

High Performance

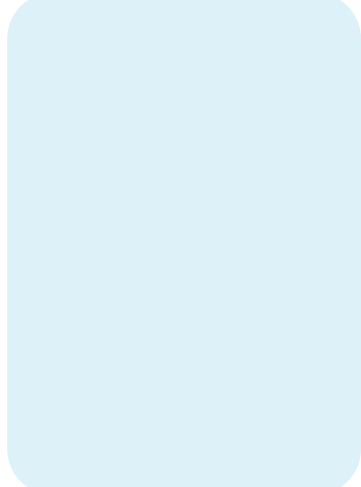
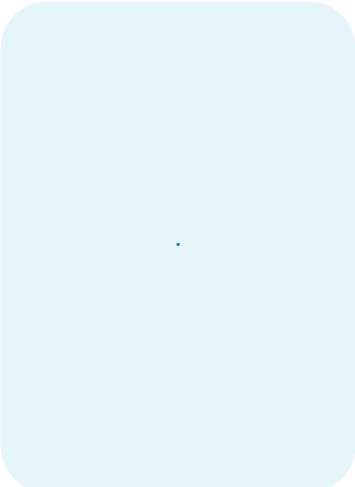
**High
Potential**



**Medium
Potential**



**Low
Potential**



GROW Model

GROW Model is a popular coaching framework used to structure coaching and mentoring sessions. The acronym GROW stands for Goal, Reality, Options, and Will (or Way Forward). Here are some effective coaching questions for each stage of the GROW Model:

1. Goal

- What do you want to achieve from this session?
- What is your long-term goal?
- How will you know that you have achieved this goal?
- What does success look like for you?

2. Reality

- What is the current situation?
- What have you tried so far?
- What challenges are you facing?
- How do these challenges affect your goal?

3. Options

- What could you do to overcome these challenges?
- What are the alternatives?
- If anything were possible, what would you try?
- What are the pros and cons of each option?

4. Will (Way Forward)

- What will you commit to doing?
- What are the first steps you will take?
- By when do you plan to take these steps?
- How can I support you in achieving these actions?

These questions are designed to help the coachee explore their goals and challenges deeply, consider various options, and commit to actionable steps that move them toward their desired outcomes.

Solutions-Based Problem Solving

Solution-based problem solving, emphasizes identifying and leveraging existing resources and strengths to address challenges. Here are some coaching questions specifically tailored for a solution-based problem-solving approach:

1. Desired Outcome

- What do you want to achieve or resolve?
- Imagine the problem is solved; what does that look like?
- If you woke up tomorrow and a miracle happened so that the problem was solved, what would be the first signs you would notice?

2. Exceptions

- Can you think of a time when this problem wasn't present or was less severe? What was different about that time?
- What have you done in the past that has worked well in similar situations?
- Who else is affected by this problem and how do they cope or contribute to a solution?

3. Resources and Strengths

- What strengths do you have that can help you solve this problem?
- What resources are available to you that you might not have used yet?
- Who in your network could provide support or insight?

4. Scaling

- On a scale of 1-10, where are you now in terms of solving the problem?
- What would it take to move up one step on this scale?
- What would a lower score look like, and how have you avoided that?

5. Current Solutions

- What are some current options that might work in this situation?
- What are the pros and cons of the current options?
- Are there options that seem far reaching but might work?

6. Future Steps

- What's one small step you could take that would make a difference?
- How can you build on what is already working?
- When will you take the next step?

7. Review and Adjust

- What will tell you that you are making progress?
- How will you know if your solution needs adjustment?
- How often will you review your progress?

These questions help the coachee focus on the positive aspects of their situation, harness their existing capabilities, and create a constructive path forward by building on what already works, rather than dwelling on problems and limitations.

Start, Stop, Keep

The Start, Stop, Keep framework is a useful tool for feedback and coaching sessions, helping individuals focus on behaviors and actions they should start doing, stop doing, and continue doing to enhance their performance and personal growth. Here are some effective coaching questions for each component of the Start, Stop, Keep model:

1. Start

- What new strategies or actions could you start implementing to achieve your goals?
- What skills do you need to develop, and how can you start working on them?
- What opportunities have you not yet taken advantage of that you can start exploring?
- Is there a new behavior or habit you think could positively impact your current situation?

2. Stop

- What are the barriers or actions that are currently holding you back that you need to stop?
- Are there any activities that consume a disproportionate amount of your time without much return?
- What behaviors might be negatively affecting your relationships or performance that you should stop?
- Is there something you repeatedly find unhelpful or frustrating that you can stop doing?

3. Keep

- What are your strengths or successful actions that you should continue to do?
- What practices have proven effective and should be maintained?

- Are there consistent habits or routines that are helping you achieve your goals?
- What aspects of your work or behavior do others praise or rely on that you should keep?

Reflection and Implementation

- From the insights we've discussed, what are the most critical actions you'll start, stop, and keep?
- How will you monitor and ensure that you are effectively starting, stopping, and keeping these behaviors?
- What support or resources do you need to implement these changes effectively?

These questions help guide individuals through a thoughtful reflection of their current practices, encouraging them to identify and adjust their behaviors consciously for better outcomes in both personal and professional contexts.

General Coaching Questions

Coaching questions for employees are designed to foster development, encourage self-reflection, and enhance performance in the workplace. These questions can help managers and coaches support employees in identifying areas for growth and overcoming challenges. Here's a list of effective coaching questions tailored to various common themes in workplace coaching:

1. Goal Setting

- What are your key objectives for this quarter/year?
- How do these goals align with your career aspirations?
- What specific results are you aiming to achieve?

2. Skill Development

- What skills would you like to develop or enhance?
- How can improving these skills impact your role or career?
- What resources or support do you need to develop these skills?

3. Performance Improvement

- Can you identify any recent successes and what led to them?
- What challenges are you currently facing in your role?

- What have you tried so far to overcome these challenges, and what was the outcome?

4. Problem-Solving

- What obstacles are preventing you from reaching your goals?
- What options do you see for addressing these issues?
- Who else could provide insight or assistance in solving this problem?

5. Career Progression

- Where do you see yourself in the next 2-5 years within the organization?
- What steps do you think you need to take to get there?
- How can I or the organization support you in your career goals?

6. Feedback and Reflection

- What feedback have you received lately, and how have you responded to it?
- How do you feel about your current project/workload?
- What learning points have you gathered from recent experiences?

7. Work-Life Balance

- How do you manage the demands of work and personal life?
- Are there areas where you feel overwhelmed or stretched too thin?
- What changes could help you achieve a better balance?

8. Team Dynamics

- How do you feel about the dynamics within your team?
- What role do you usually take within team projects?
- Is there anything that could improve the way your team works together?

These questions are structured to help employees think critically about their professional journeys, address immediate concerns, and plan strategically for future growth and improvement in their roles.

One-on-One Meetings

Productive one-on-one meetings with direct reports are crucial for effective management and leadership. These meetings can foster a strong working relationship, provide support, and facilitate personal and professional development. Here's a guide to structuring productive one-on-one meetings:

1. Preparation

- **Manager Preparation:** Review notes from previous meetings, the employee's recent performance, feedback from peers, and any pertinent project updates. Set clear objectives for the meeting.
- **Employee Preparation:** Encourage the employee to prepare an agenda or list of topics they want to discuss. This could include updates on projects, challenges they are facing, feedback, or personal development topics.

2. Structure of the Meeting

- **Frequency:** Typically, these meetings should be held weekly or bi-weekly to ensure consistent communication and support. Determine what makes sense for you and your team members.
- **Duration:** Allocate a standard time (usually 30 minutes to an hour) that respects both parties' schedules but allows enough time to cover all important topics.

3. Opening the Meeting

- **Check-in:** Start with a personal check-in. Ask how they're doing personally and professionally. This helps to build rapport and trust.
- **Review Agenda:** Go over the agenda for the meeting. Prioritize the topics to ensure that the most important issues are discussed first.

4. Discussion Points

- **Updates and Achievements:** Allow the employee to share updates on their work, highlighting any major achievements or progress on projects.
- **Challenges and Support:** Discuss any challenges they are facing. Explore how they've tried to address these challenges and how you can assist them.
- **Feedback:** Provide constructive feedback on their performance. Be specific and focus on behaviors and outcomes. Encourage a two-way dialogue where the employee can respond to feedback and share their perspective.
- **Development and Goals:** Discuss long-term professional goals and development needs. Make plans for new skills they want to acquire or areas they want to improve.

5. Action Items and Next Steps

- **Set Clear Actions:** Agree on action items that both of you will take before the next meeting. This might include specific tasks, training sessions, or follow-ups on discussions.
- **Schedule Next Meeting:** Confirm the date and time for the next meeting to maintain regular communication.

6. Closing the Meeting

- **Open Floor:** Before ending, ask if there's anything else they want to discuss. This ensures they leave the meeting feeling heard and supported.
- **Positive Note:** End on a positive note, highlighting something positive from the meeting or their recent work.

Follow-up

- **Documentation:** After the meeting, document the discussions, decisions, and action items. Send a summary to the employee to ensure both parties have a record and understand their commitments.

Effective one-on-one meetings are an opportunity to strengthen relationships, provide support, and guide direct reports in their career paths. These meetings should be a safe space where employees feel valued and motivated.

April's Suggested Books to Add to Your Library

Leaders Eat Last, Simon Sinek
From Good to Great, Jim Collins
Drive, Daniel Pink
Growth Mindset, Carol Siwek
Radical Candor, Kim Scott
Managing Transitions, William Bridges
Hidden Potential, Adam Grant
Dare to Lead, Brene Brown

April's Suggested Favorite Podcasts for Leaders

Dare to Lead, Brene Brown
A Bit of Optimism, Simon Sinek
WorkLife, Adam Grant
Diversity Beyond the Checkbox
The Leadership Habit
Coaching for Leaders with Dave Stachowiak