

COACHING

THE LOST LEADERSHIP SKILL



MAKING THE MOST OUT OF YOUR DEVELOPMENT DOLLAR

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Each year organizations spend millions and millions of dollars to train and develop their staffs. But, when the money has been spent and the training complete, do your people perform better? Do they contribute more to your bottom line?

The Truth about Learning

Most of us think we equip our people to be successful on the job by providing them with training. This is a myth. Most learning occurs on the job.

“About 70 percent of organizational learning takes place on the job, through solving problems and through special assignments and other day-to-day activities. Another 20 percent occurs through drawing on the knowledge of others in the workplace, from informal learning, from coaching and mentoring, and from support and direction from managers and colleagues. Only ten percent occurs through formal learning, whether classroom, workshop or, more recently, e-learning. In spite of this, organizations invest at least 80 percent of their training budgets in formal learning, where little of the learning takes place. And formal learning is also generally less effective than informal learning.”

Developing High Achieving People: The Art of Coaching

Mink, Owen, and Mink, 1993

This has come to be known as the 70/20/10 rule. With 70 percent of the learning

coming from the work day, and only ten percent from formal training, how do you get the most out of the talent development dollars you do spend? Add to this the fact that most managers are so busy managing they have little time for doing the most important thing – developing their people through on the job coaching.

Coaching - The Lost Art

To be a coach, you must understand what a coach is and what a coach does. You must also understand the learner. Coaching is:

The process of creating an achievement-oriented, relationship-based endeavor that enables a person to achieve a level of performance they are currently not achieving.

Each of the italicized words conveys an important aspect of being a coach.

Process – coaching is something you do each and every day, through the actions you take to ensure your employees know how to succeed and through the more formal efforts you take to empower your employees.

Creating – coaching doesn't just happen; it is created through the quality of your interactions with your people. You create coaching opportunities by getting involved with each of them.

Achievement-oriented – coaching is intended to empower a person to perform at increasingly higher levels. Through coaching you build your employees' self-

HERE IS A PROCESS THAT WORKS:

Care – coaching takes not only time but a belief that people can and will learn and grow. Will you commit the time? Do you have the positive expectation of success? What do you really think about people? How much of your time is spent with your people?

Observe – coaching is grounded in knowing the other person, what she can and can't do. What motivates them? What do your people do? How do they spend their time at work? What do they need? What does your business need?

Analyze - to show or express recognition or realization of the learner's need. How comfortable are you giving feedback? How often do you give feedback and acknowledgement? How well do you prepare for this when you do give acknowledgement?

Communicate – quality coaching is based on an open, trusting relationship, one in which the learner is receptive to your influence. You have to ask yourself how comfortable you are being open and transparent, how openly you can share your observations, how well you can listen and engage the learner in a serious two way dialogue.

Help – to care is to give to the other what they need to get and not what you need to give. And this is what coaching is all about too - giving the learner what s/he needs, even if they and you are uncomfortable doing it.



HOW DO YOU BECOME A COACH? LIKE MANY OTHER THINGS IN LIFE, YOU PRACTICE.

esteem and you help your team succeed at the same time – a can't miss proposition.

Relationship-based – the foundation of any learning relationship is mutual trust and respect.

Endeavor – coaching is always relative to a given context, like providing a customer or colleague exemplary service.

Being a Coach

While there is a difference between doing coaching and being a coach, the journey always starts with doing it and then becoming it. So how do you become a COACH? Like many other things in life, you practice. There is no one formula but there is a set of criteria by which to judge your coaching and to discover what you need to do to re-discover this lost art. Coaching requires two things: understanding the learner and a process. Different generations have different motivators. Do you know the key differences associated with the Baby Boomer, the Gen X learner and the Gen Y learner? Baby Boomers are motivated by peer recognition, titles and promotions. Gen X is motivated by autonomy and flexibility; with Gen Y being motivated by teamwork, flattery and doing social good.

To get the most out of your training dollars, make sure the 70 percent of learning that's done on the job is well learned through coaching.

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