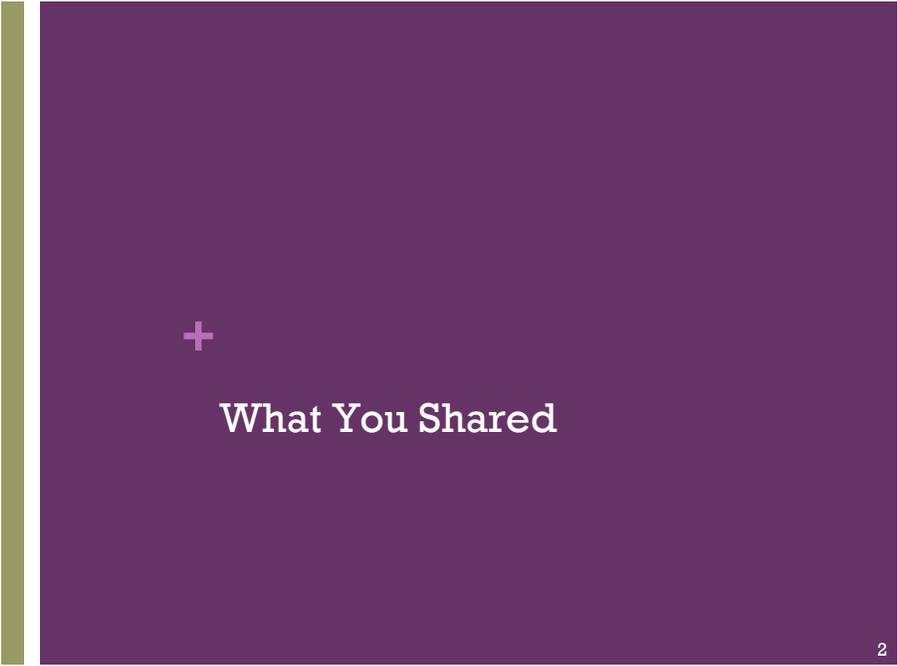


PLTG: Coaching
October 15, 2011

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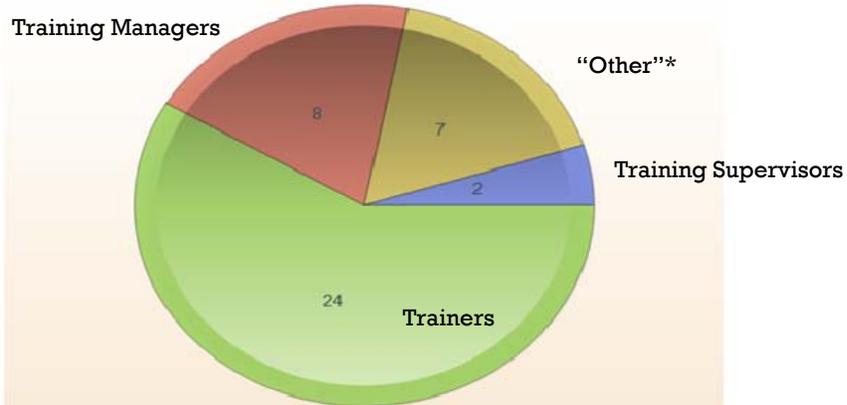
What You Shared

2

+ Mostly Trainers

3

$n = 41$



* Others: technical writer, user support manager, vendor-staffing company, Director of support services, senior trainer, consultant, training vendor

+ About Half Have No Direct Experience with Coaching

4



**+ 40% of Your Managers Have Been Coached
50% Aren't Sure...**

5



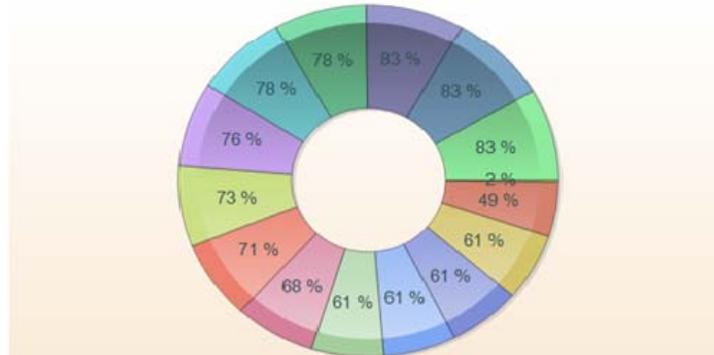
+ Your Firms Offer Various Forms of Leadership Development

6



+ You Have a Good Sense of What's Involved with Coaching

7



+ Coaching is Seen, Mostly, in a Positive Light at Your Firms

8



+ You're Pretty Enlightened

9

- 78% of you coach others
- 32% of you are coached by someone in your firm...29% of you are not getting coaching within your firm
- 2% of your firms offer sessions with a professional coach
- 17% of your firms provide coaching only when someone's job is in jeopardy
- 2% of you believe people who work in law firms cannot be coached
- 15% of you believe coaching is only for managers
- 75% of you believe new manager should be coached from day one
- 78% of you believe effective coaching enables effective learning
- 86% of you believe coaching could help your career
- 76% of you are interested in participating in coaching sessions

+ What You Want to Learn

10

- **Nuts and bolts of coaching**
 - History and outcomes
 - Approaches, styles, techniques
 - Differences from mentoring
 - Measures of effectiveness
 - Cost
- **Selling coaching to your firms**
 - Helping others see the value in coaching staff
 - How I can work with my firm to embrace coaching
- **Skill building**
 - Tips on how to be seen as an important business partner.
 - How can I guide senior management when I see things not working
 - How do others perceive me
- **Personal ambitions**
 - Can I work as a coach for a firm instead of as a consultant?
 - How to get coaching for myself
- **How I can...**
 - Get others to act as coaches
 - Be a better coach to others
 - Coach people who are resistant to coaching
 - Coach my staff to excellence
 - Be more powerful and assertive
 - Be a better leader
 - Coach in an IT environment
 - Changing the message to motivate behavior change
 - Move off the kids' table
 - Be respected as an in-house coach and technology trainer
 - Keep the attorneys' interest while training
 - Facilitate communication amongst and between departments and lack of service
 - Motivate my manager to be an action-driven, problem-solving, team builder
 - Deal with management

+ What We Can do Today

11

- **Nuts and bolts of coaching**
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 - Deal with management



The Nuts and Bolts

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+ The Term “Coach”

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+

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The Evolution of Coaching in the Business World

- 1937 = older employees coaching new employees to reduce waste to receive a performance bonus
- 1938 = sales managers coaching sales people
- 1951 = first “manager as coach” program
- 1955 = psychologists say “follow up” coaching improved appraisals
- 1964 = organizations struggle getting managers to be effective coaches
- 1974 = sports coaches translate language to business contexts
- 1990s = 5.7 times ROI coaching between 1996-2000*

* Source: Zeus & Skiffington, 2005, Manchester Consulting Group



A Huge Range of Coaches

- Business coach
- Executive coach
- Life coach
- Performance coach
- Sports coach
- Workplace coach
- ADD coach



Different Types of Business Coaching

- Remedial or developmental
- Goal-specific or general
- Internal or external
- High potential
- Targeted populations: women, people of color, etc.



A Definition

Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Coaching honors the client as the expert in his/her life and work and believes that every client is creative, resourceful, and whole.

Source: <http://www.coachfederation.org/intcoachingweek/about-coaching>

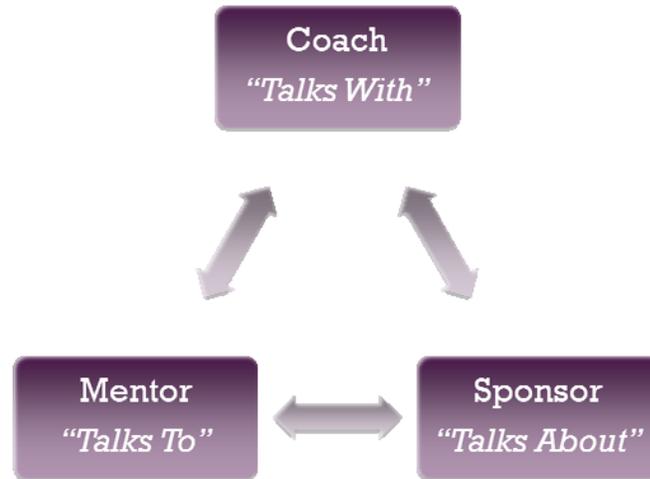


Coaching Borrows from Consulting & Therapy



Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" *Harvard Business Review* January 2009.

+ Different Prepositions Drive Different Roles



+ Coaching and Training

Coach
"Talks With"

Individual wants to reach a goal
Content driven by individual
Aims to achieve goal set by individual
Typically no right answer



Trainer
"Talks With"

Trainer wants to reach a goal
Content is set by trainer
Aims to achieve proficiency in audience
Typically a right answer

+ A Coach's Responsibility in the Client-Coach Partnership

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A coach should:

- Discover, clarify, and align with what the client wants to achieve;
- Encourage client self-discovery;
- Elicit client-generated solutions and strategies; and
- Hold the client responsible and accountable.

Professional coaches provide an ongoing partnership designed to help clients produce fulfilling results in their personal and professional lives. Ultimately, coaches help people improve their performances and enhance the quality of their lives.

Coaches are trained to listen, to observe and to customize their approach to individual client needs. They seek to elicit solutions and strategies from the client; they believe the client is naturally creative and resourceful. The coach's job is to provide support to enhance the skills, resources, and creativity that the client already has.

Source: <http://www.coachfederation.org/intcoachingweek/about-coaching>

+ Benefits of Coaching

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Individuals who engage in a coaching partnership can expect:

- To experience fresh perspectives on personal challenges and opportunities, enhanced thinking and decision making skills
- Enhanced interpersonal effectiveness
- Increased confidence in carrying out their chosen work and life roles
- Appreciable results in the areas of
 - Productivity
 - Personal satisfaction with life and work
 - Achievement of personally relevant goals

Source: <http://www.coachfederation.org/intcoachingweek/about-coaching>



Top Three Reasons Coaches are Engaged

1. Develop high potentials or facilitate transitions 48%
2. Act as a sounding board 26%
3. Address derailing behavior 12%

Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" [Harvard Business Review](#) January 2009.



Potential Topics for Lawyers

- Communication, delegation and organization skills
- Team building
- Personal marketing skills
- Improving client relations
- Implementing strategic goals
- Dealing with difficult people
- Time management
- Creating a motivating environment



Successful Coaching Relationships

- Highly motivated to change
- Good chemistry with the coach
- Strong commitment from top management

Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" [Harvard Business Review](#) January 2009.



Unsuccessful Coaching Relationships

- Blamers, victims, and those with fixed belief systems don't change
- Hiring for reputation vs. fit
- Engaging to push the executive out or fix a systemic issue that goes beyond the executive's scope

Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" [Harvard Business Review](#) January 2009.



Measurement

- No long term studies that have followed coached executives over long periods
- Most evidence is anecdotal

Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" *Harvard Business Review* January 2009.



Relative ROI

Helps attract and retain talent

Helps retain staff working with the talent

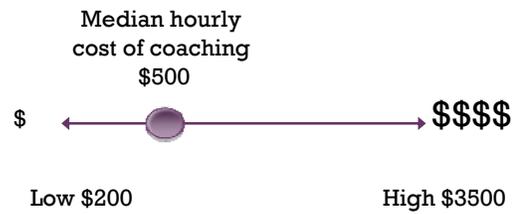
Publicly demonstrates a commitment to talent

Differentiates firms from others

ROI is higher than standard classroom training (especially in the executive community who disconnect up to 30x more quickly than middle tier staff)



How Much it Costs



Six month engagements in NYC run about \$25k
Three month engagements in NYC run about \$15k

Source for Hourly Rates: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" *Harvard Business Review* January 2009.



Fees Depend on

- Coach's experience and size of their practice
- Coachee's level in the organization and size of their firm
- The assignment
 - Length
 - Number and length of sessions
 - Methodology to collect 360 feedback
- Regional fee differences



Typical Duration

7...12 months

Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" [Harvard Business Review](#) January 2009.



Vetting Coaches: Top Three Qualities to Look for

1. Experience coaching in a similar setting 65%
2. Clear methodology 61%
3. Quality of client list 50%

Source: Coutu, Diane & Kauffman, Carol. "What Can Coaches Do for You?" [Harvard Business Review](#) January 2009.



Vetting Coaches: Questions to Ask

- What is your coaching experience (number of individuals coached, years of experience, types of coaching situations)?
- What is your coach-specific training (enrolled in an ICF approved training program, other coach-specific training, etc.)?
- What is your coaching specialty or areas in which you most often work?
- What specialized skill or experience do you bring to your coaching?
- What is your philosophy about coaching?
- What is your specific process for coaching (how sessions are conducted, frequency, etc.)?
- What are some coaching success stories (specific examples of individuals who have succeeded as a result of coaching/how the coach has added value)?

Source: <http://www.coachfederation.org/intcoachingweek/about-coaching/>



Feedback

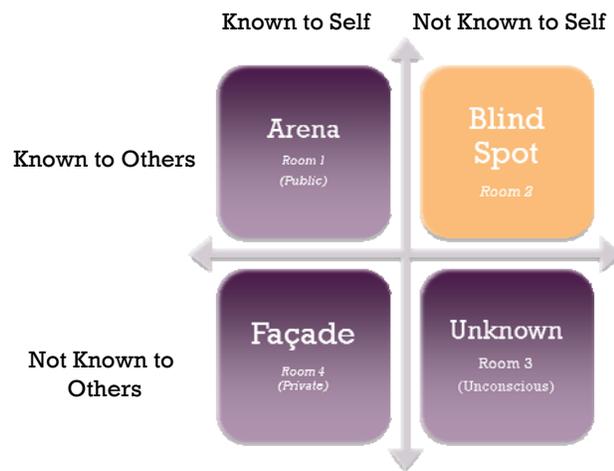


Why Do It?

Feedback raises awareness of what people are doing and the effect - intended or unintended - it's having



Johari Window



Created by Joseph Luft and Harry Ingham in 1955. Charles Handy adapted it to create a house with four rooms



Giving Feedback

- Provide information intended to benefit the receiver
- Use “I” statements – own your observations and perceptions
- Be concise and specific
- Describe the behavior – avoid using labels
- Describe the impact of the behavior (the “so what”)
- Suggest improvements
- Ask for feedback – don’t only give it



Steal this Language

Focus on behavior you’ve observed, “I saw...”

Describe what you see happening, “I notice that...”

Share ideas, “What if you tried...”

Explore other ways, “How else could you...”

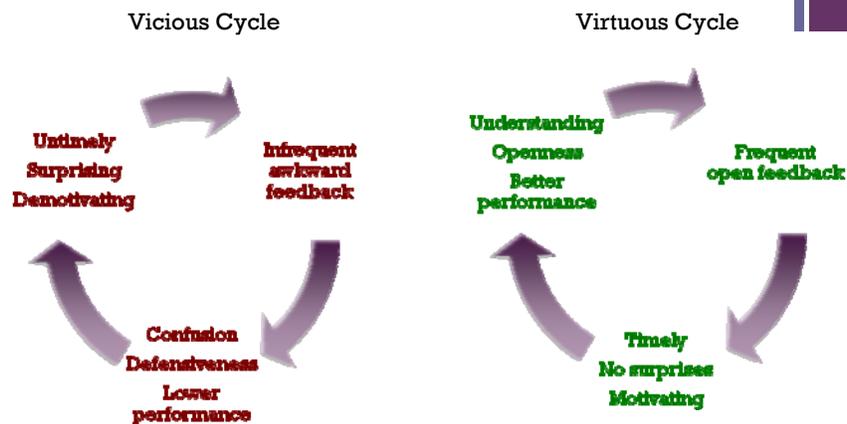


Receiving Feedback

- Make is safe for others to be honest with you by
 - Welcoming the information – even if it's critical
 - Listening – not defending or justifying
 - Asking questions, defining the information that will be useful to you
- Offer a summary of what you hear
- Acknowledge agreement where appropriate; make note of questions
- Take time to reflect on what you hear and then decide how to respond
- Offer a different point of view if it's constructive
- Remain conscious of the behavior as you go forward



Cycles of Feedback



+

Exercise

41

+

Exercise

- Turn to a partner and ask for feedback
 - “What could I do more of to be even more effective?”
 - “What could I do less of to be even more effective?”
 - “What’s working that I should continue doing?”
- Reverse roles
- Consider sharing your feedback with the full group

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+ Formal Coaching Programs & Tools

43

+ Typical 10 Step Model

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1. Understand the issues and expected outcomes by meeting with:
 - Firm management
 - The individual
2. Meet with the individual and the manager to align on the issues and expected outcomes
3. Conduct first session with the individual to review process, roles, timing, and confidentiality. Set up 360 process and introduce style tools
4. Conduct the 360 (on-line or interviews or combination), including a self-appraisal
5. Prepare a feedback report and share with the individual to identify themes on strengths and opportunities for development
6. Review the results of the leadership tools (MBTI, FIRO-B, Social Styles, Thomas-Kilman Conflict Instrument, Strengthfinders, etc.)
7. Develop an action or "development" plan that builds on strengths and enhances the opportunities for development
8. Meet with the individual and the manager to share the headlines from the feedback and vet the development plan
9. Conduct coaching sessions for agreed period of time
10. Conduct wrap up session with the individual and manager

Optional: touch base three months out, six months out, and 12 months out to ensure progress



GROW Framework

G = Goal (what do we want to work on)

R = Reality (what is happening now)

O = Options (what, why, what else)

W = What's next (the call to action)



Tools

360 degree feedback

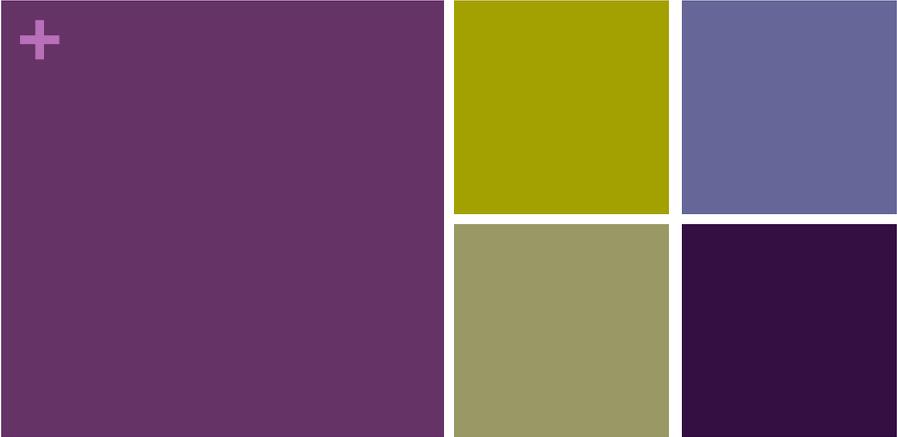
- Questionnaires
- Interviews
- Observations
- Journal reflections

Leadership style instruments

- Myers-Briggs
- Social Styles
- Strengthfinders
- FIRO-B
- Thomas-Kilman Conflict Instrument

Development plans

Articles, books, videos



Q&A

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