Coaching at Work annual conference – 4th July 2018, London

Innovation and Creativity
in Coaching and Mentoring

Coaching at Work

THRIVE PARTNERS

Coaching at Work Annual Conference
4th July 2018
Holiday Inn, Bloomsbury, London

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Today's session

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Our objective
To share why we developed our 30 minute conversation and share ideas on how to futureproof your internal performance conversations and effect meaningful business improvement

New demands
A look at how learning at work has to up its game in more demanding times

New rules
Share our principles for enhancing your performance conversations

New opportunities
Understand a practitioners perspective on how to effective cultural change

1. New demands

Learning is a boardroom issue

38%
of CEOs are
extremely concerned
about securing key
skills
(PwC 2018)

Source: PwC's 20th CEO survey, January 2017 (1,379 CEOs)

Learning is a business issue

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£84bn
Cost of poor management to UK business

10%
Of learners see through a traditional LMS offer
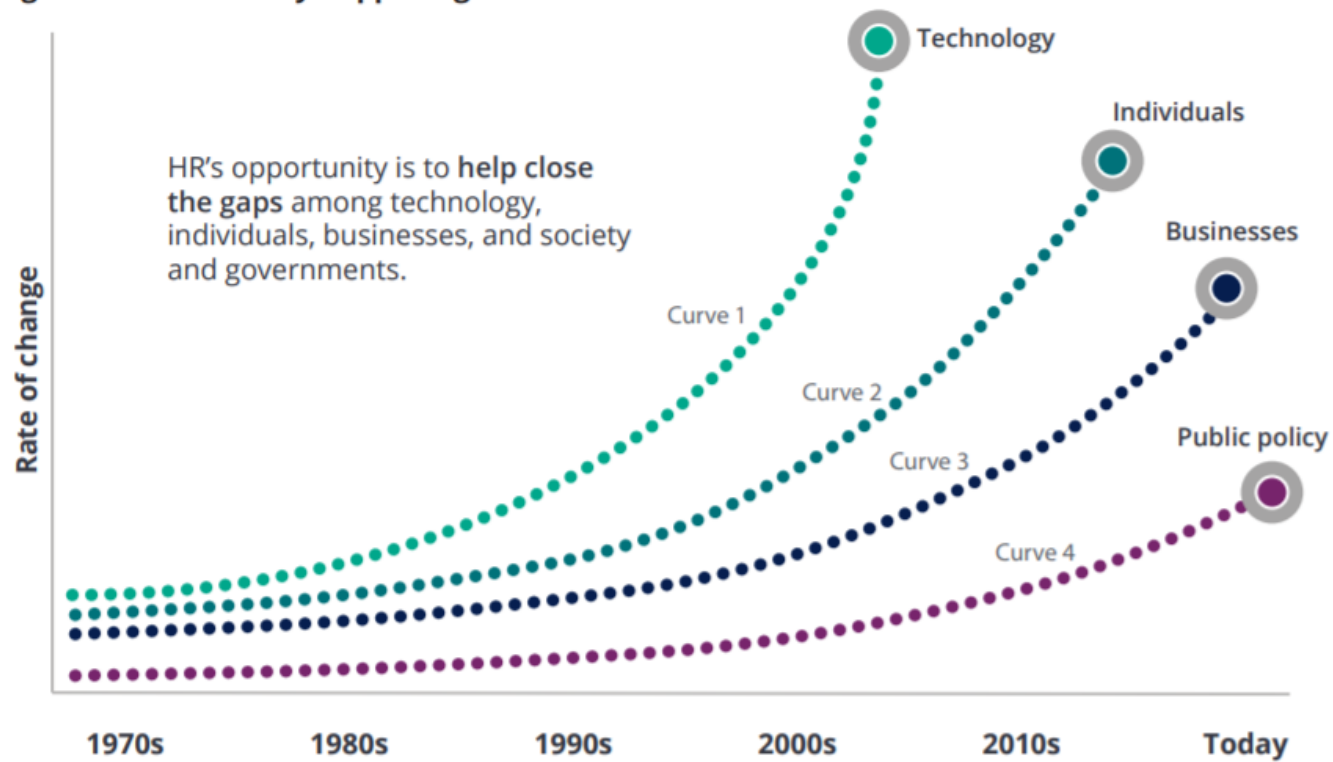
$37bn
Cost of bad meetings to US businesses

39%
of people would give up a job offer without the opportunity of training

Learning is an HR issue

Figure 2. What is *really* happening

HR's opportunity is to **help close the gaps** among technology, individuals, businesses, and society and governments.

Rate of change

- Technology — Curve 1
- Individuals — Curve 2
- Businesses — Curve 3
- Public policy — Curve 4
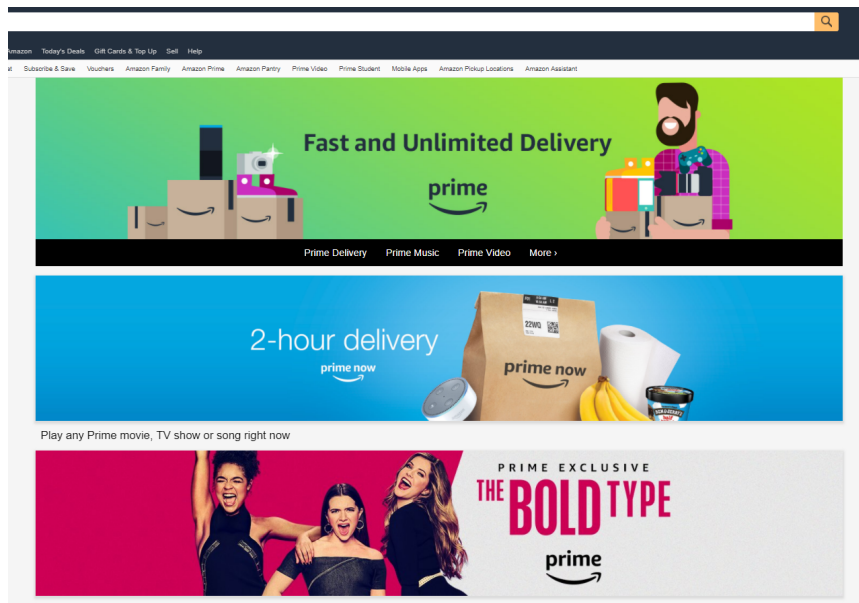
1970s · 1980s · 1990s · 2000s · 2010s · Today

Deloitte Bersin 2017

Learning and development isn't keeping pace

The Prime mindset has changed our expectations

Great experiences are literally at our fingertips

2,600

And what about AI and Machine Learning ?

We crave human attention.

INDY/PULSE

THE LONELINESS EPIDEMIC: WE'RE MORE CONNECTED THAN EVER - BUT ARE WE FEELING MORE ALONE?
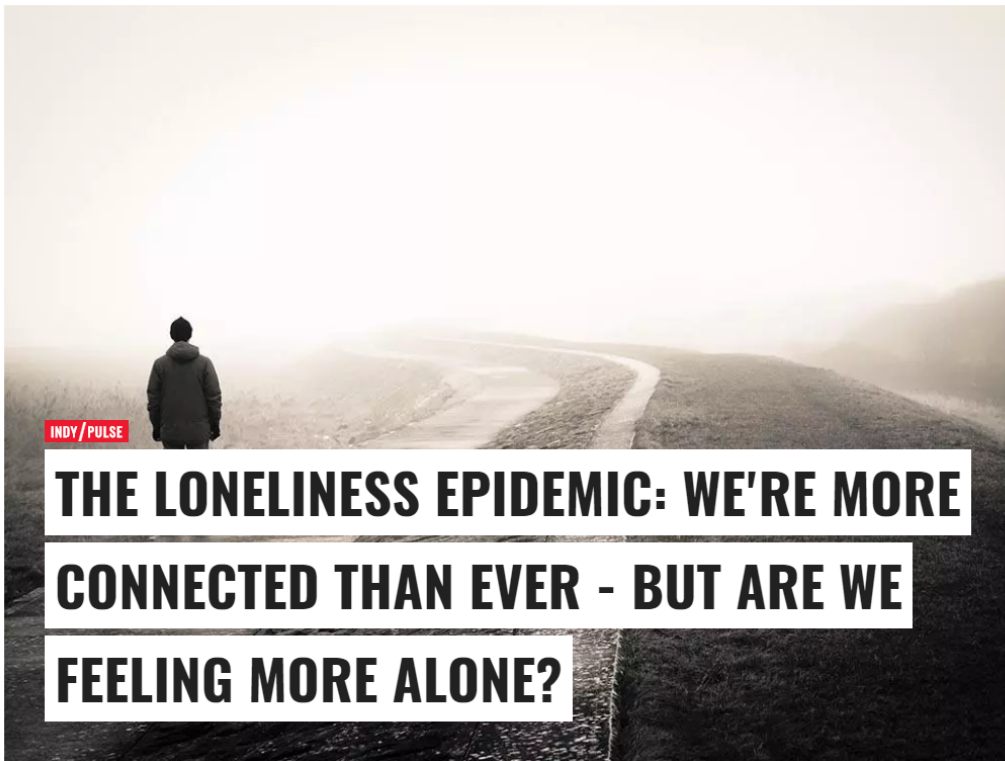
Social pain is as real a sensation for us as physical pain, and research has shown loneliness impacts on health in a greater way than smoking or obesity

We crave human attention.

WORLD ECONOMIC FORUM

Agenda   Initiatives   Reports   Events   About   TopLink   🔍

Global Agenda | Leadership | Workforce and Employment

Gadgets and lifehacks are not the way to get the best out of employees

- Genuinely listen
- Ask questions
- Set goals
- Give feedback

Managers need to begin to coach their employees if they want increased productivity.   Image: REUTERS/Mike Hutchings

Drive to continuous personal and professional development

- **Speed is the major strategy**

- **Too much time is invested in the back story**

- **Businesses cannot move forward because they are spending too much time looking back**

- **Yet millennials demand a different kind of experience**

- **Millennials will make up 50% of the workforce by 2020**

- **Manager conversations have to appeal to all generations to attract, hire and retain people talent if we want to out perform our competitors**

2. New rules for performance conversations

Does speed = superficial?

3 cornered contracting- Focused coaching

Psychological contract

Outcomes contract

Systems contract

What aspects of performance do your coaching conversations concentrate on?

How is your work triangulated?

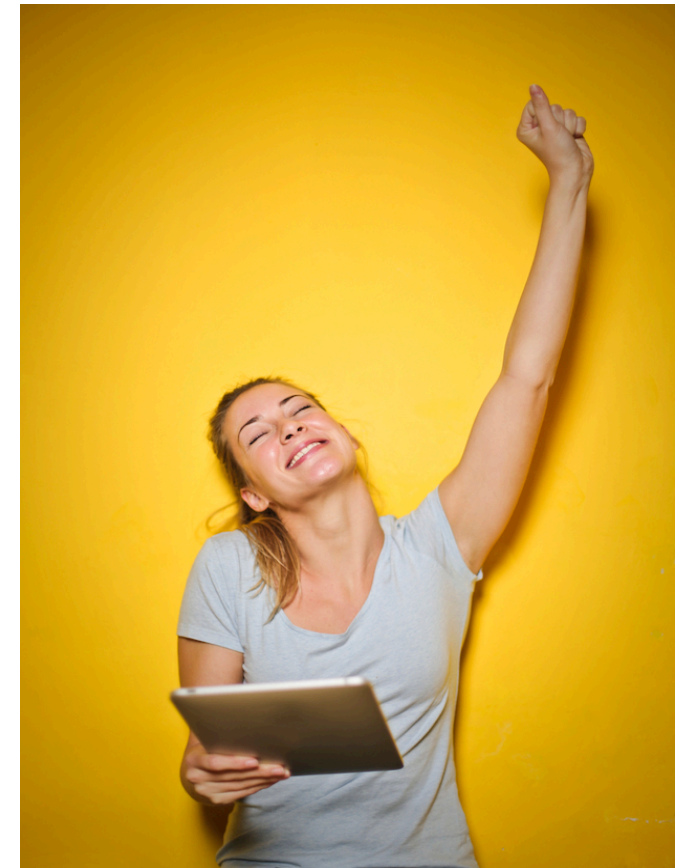**What results do you see in the workplace?**

Our stats to date

100% of the people using our power half hour coaching report that they apply the learning within the month.

76% within the week

9.4/10 satisfaction rating but last 2 months have been 10/10

People take the time you give them

To ruthlessly pursue a focused conversation on one specific need

Part one - clarify

- **What they must achieve for the conversation to be purposeful and helpful**
- **What <u>specific</u> aspect (of the project or their performance) they would like to focus on in this 30-minute conversation**
- **When they plan to use their insights or learning from this conversation**

Part two - coach

What must change?

When must it change by?

What have they thought of?

What would work in this situation?

What advice have they been given and what would work in this situation?

What part of the 'challenge' (change or performance) are they are stuck with?

What would help them move forward?

What do they need now to resolve this?

What have they tried before or seen others do that might work here?

What are they apprehensive/nervous about?

When are they at their best and how many of their skills and talent are they using now?

What do they need to do next?

Part three – consult/mentor

Share knowledge, skills and experience to help them.

Kick this off by saying something like:

"When you describe your situation, it makes me think of the following".

"Would it be helpful to share a few thoughts and ideas on how you could approach this?"

"Something I have learnt from being in a similar situation is…"

Ensure you are sharing solutions and ideas rather than colluding or over empathising. There is no value in talking about what is lacking, missing or wrong.

The aim for the conversation is to equip and inspire and to do this you MUST stay focussed and keep them focussed on ONE topic.

Part four – conclusion

Ask them to summarise what they have taken out of the conversation-

Where are you now?

What you are going to do to move it forward?

What would be a good next step for you?

And throughout the conversation

<u>Affirm</u> all the way through describing what they bring and have.

<u>Playback</u> to them how they are thinking or approaching this, so they can see how far they have got and the experience they bring to bear.

<u>Witness</u> give them feedback about their style and or impact on you give them something to think about. Share the good and the bad. Be direct and clear.

<u>Summarise</u> what they are doing, to help them see and hear what is happening.

<u>Point out </u>any other topics raised that they could bring to another coaching session.

3. Partnership with ACAS

The brief - to raise the quality of the conversations

The question – can you create a
culture of continuous improvement
in the civil service?

Drivers for change

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- Current CS climate for departments to bespoke and modernise their approach to performance management.
- Acas transformation journey
- Acas reviewing what its saying to its customers about performance managers
- General consensus in the organisation that there 'has to be a better way'
- A changing workplace demographic

Manager capability and confidence

Inclusive Performance culture

Motivating Developing and engaging People

Performance management and assessment process

Creating The right performance
Culture in the Civil Service

Drivers for Change

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Action on 2017 employee engagement results

- 52% of staff who completed the survey feel their performance is fairly evaluated
- 68% believe they would feel supported to try out new ideas even if it didn't work. This is encouraging given the drive for an agile continuous improvement culture.
- 33% felt It was safe to challenge - This suggest that managers need to get better at open and honest conversation and feel more comfortable to invite and respond to challenge

 Action

- Build manager capability with CLEAR conversations training for all managers
- Upskill staff to contribute effectively in their performance and development conversations
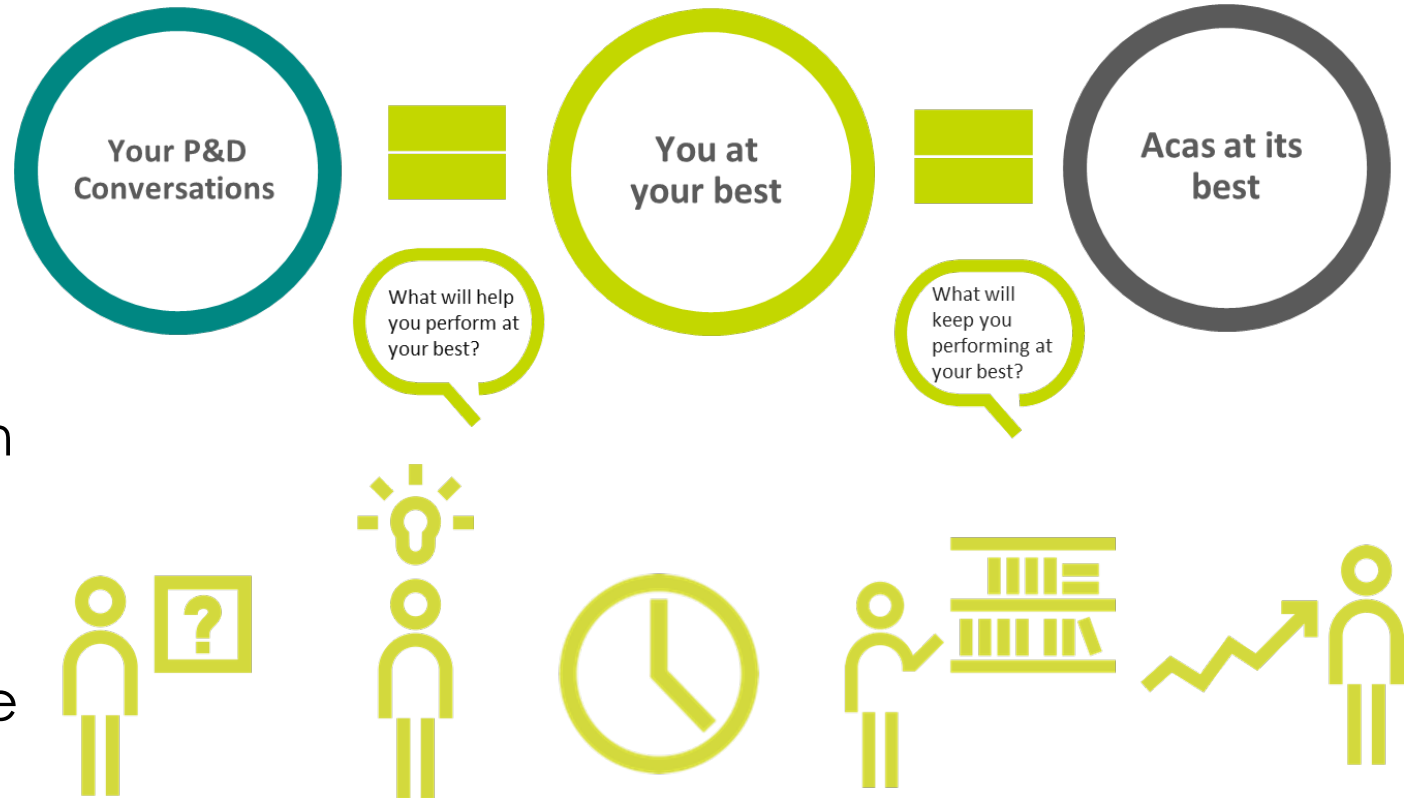
The Benefits

The approach will:

- Support organisational priorities
- Move away from a process to a business supporting activity
- Focus on 'development to deliver'
- Ensure staff experience immediate, continuous and constructive feedback
- Build capability for both staff and managers to hold *good quality* conversations which focus on strengths and opportunities for growth and is future focused
- Capture innovation and creativity to ensure continuous improvement both of the individual and Acas
- Ensure our people's voices are heard by collecting, thoughts and feelings through line manager upward feedback
- Ensures organisational priorities are met and our people are informed and engaged
- Support our approach to Talent Management

The Approach

'At the core of the approach is regular performance and development conversations; where managers and staff will have the time, to build on strengths, focus on areas for growth and provide clear evidence for development for both the individual and the organisation

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Your P&D Conversations

You at your best

Acas at its best

What will help you perform at your best?

What will keep you performing at your best?

CLEAR Conversations
Raising the quality of the conversations

Collaborative

Provide continuous **L**earning

Ensure **E**quality within the conversation

Recognise **A**chievements

Ensure time for **R**eflections

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The Impact

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This approach works well with peer to peer coaching,…….. It can certainly help managers clarify what their own goals are and how to take them forward. Established manager

Powerful!
Middle manager and operational trainer

Fantastic
Transformation director

I just wanted to say a big thanks for organising the ELP and everything that came with it; CLEAR Conversations etc. (new manager)
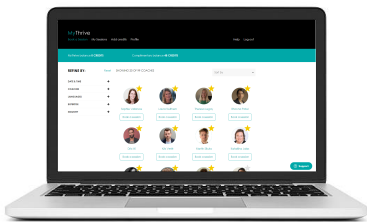
Excellent!
CEO

Long Term

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Ways OF Working

Ways OF Thinking

CULTURAL SHIFT

More about Thrive Partners

Changing the way we change

Helping individuals to grow

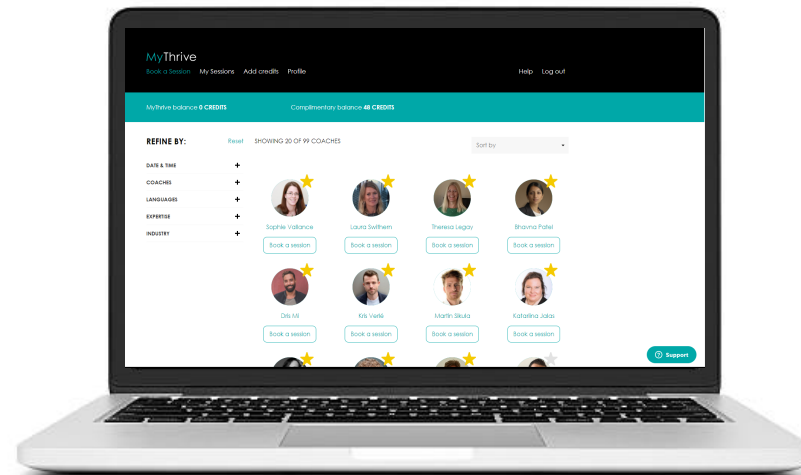**Helping organisations to learn from collective wisdom**

Helping society to solve systemic challenges

MyThrive,
on demand coaching, mentoring, training and consulting

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- On demand

- 24 hour

- Global

- App or desktop

- Skype style interface

- Learning driven

- Real people – not coach bots

- White label

9.4/10
for the quality of our coaching

100%
of users apply learning within a month

We work with 25 progressive changemakers on five continents:

emerald PUBLISHING

receipt bank

EY

Interbrand

PEPSICO

nutmeg

BMJ

BLACK SWAN

Thrive Insights: helping organisations learn as fast as individuals

MyThrive collects data and feedback throughout the user experience.

We collect feedback in a number of ways:

- Transcription and sentiment analysis is used to analyse anonymised conversations

- Users offer their views on why they need a session/meeting and what they got from it; they can't rebook without sharing feedback

- Coaches, consultants and mentors then also share what they noticed immediately after the session via the digitised process.

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4.4 Enablers, blockers and needs

The themes outlined already in this report are reflected further in the enablers, blockers and needs feedback. It was clear that there was commonality in the inconsistencies i.e. enablers that clearly existed for some were found distinctly lacking for others.

4.5 The main enablers

- Supportive managers who create effective relationships with their team enabling honest, frank dialogue and transparent communication.
- An open, approachable style of management with a sense of 'we're in it together'.
- Willingness to allow team members to experiment and try new things.
- Inclusive and fun culture.
- Supportive HR department and the availability of good training resources.
- Clear and engaging goal setting.
- A genuine concern for the people issues, but also an understanding of commercial reality of business.

4.6 The main blockers

- High expectations placed on people are not always matched by the support needed to fulfil them:

How we've used
Cultural insights for a global media company

- 8 are Engaged & Thriving
- 2 are Committed but Overwhelmed.
- 3 are **Committed but Under-supported.**
- 1 is **Disengaged.**
- 1 is a **Flight Risk.**

Client: Global media group
Scope: Managers in Europe and Australia

We piloted MyThrive in a multinational media company during 2016/17, and worked with them to develop our insights reporting.

We used our platform to generate profound cultural insights about opportunities and blockers, as well as highlighting the practical ways in which the business could drive change, informed by data built from employee voice. Statistical data in our insights reporting, such as NPS scores, are supplemented with word clouds extracted from user commentary.

The perceptions of our coaching faculty, who also offer their thoughts on the conversation with platform users, also feature in the insights reporting.

Let's keep talking

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If you are interested in joining us as a coach, please email
zoe.creighton@thrivepartners.co.uk for a conversation and information

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