

Growing a Coaching Culture

Leading Continuous Improvement

STARBUCKS®



Welcome



Learning Objectives

Participants will learn...

- The significance of the leader as coach as it relates to **respect for people** and continuous improvement
- A simple framework for teaching others to observe and coach to reveal the truth, remove the 7 wastes, and improve processes



Our Mission

To inspire and nurture the human spirit
– one person, one cup, and one
neighborhood at a time.

The person who sweeps the floor should
choose the broom. – *Howard Behar*

Build a company with a conscience, always
attempting to make decisions through the
lens of humanity.

We are not in the coffee business serving people. We
are in the people business serving coffee.
– *Howard Schultz*

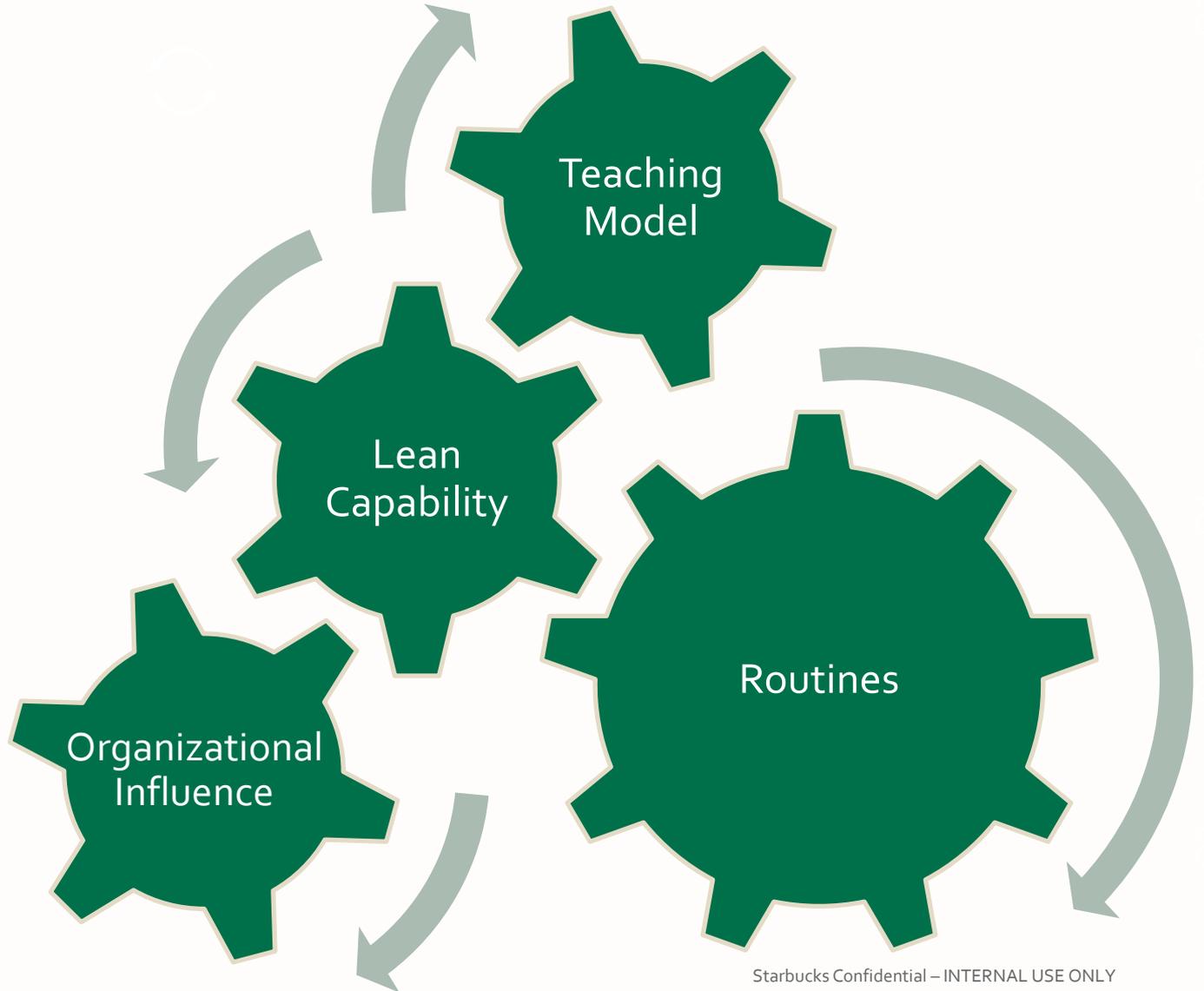
What is Lean at Starbucks?

Delivering the **most value** from the
customer's perspective

While consuming the
fewest possible resources

By leveraging the
talents and ideas of partners.

Lean as a System



Current State: Lack of Role Clarity



Starbucks Playbook: A Simple Vision

Goal State: Consistent customer experiences enabled by a stable method of work and baristas engaged in continuous improvement.



- Customer focus prioritized.
- Lines of people and/or cars moving at quick and consistent pace.
- Customer areas stocked and maintained during all dayparts.



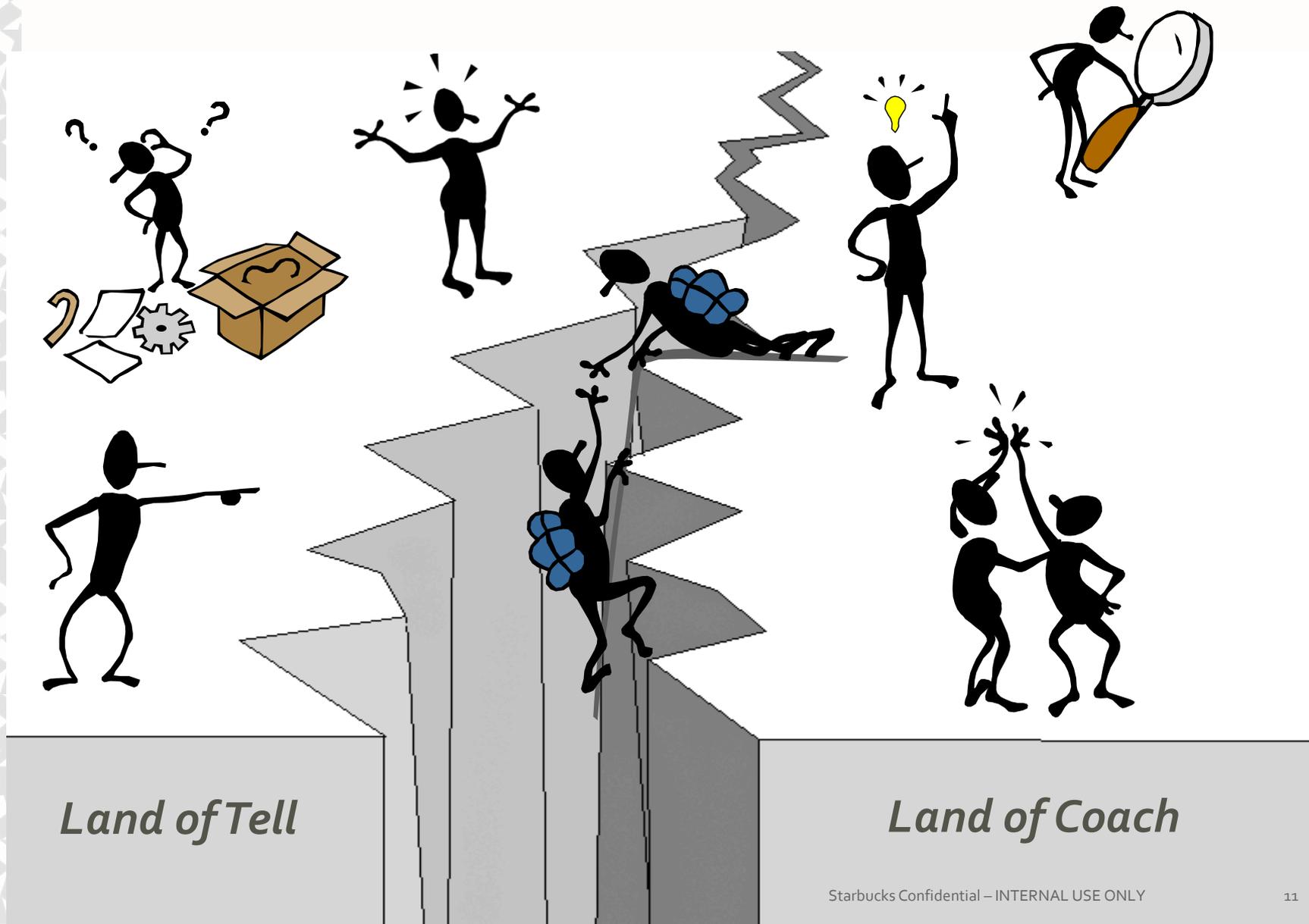
- Team of baristas working together with role clarity
- Problems are elevated and solved as a team.
- Play Callers observe and coach often.

- Quality beverages delivered the first time, every time.
- Routines always used.
- Stocked stations maintained with inventory for this hour's work.



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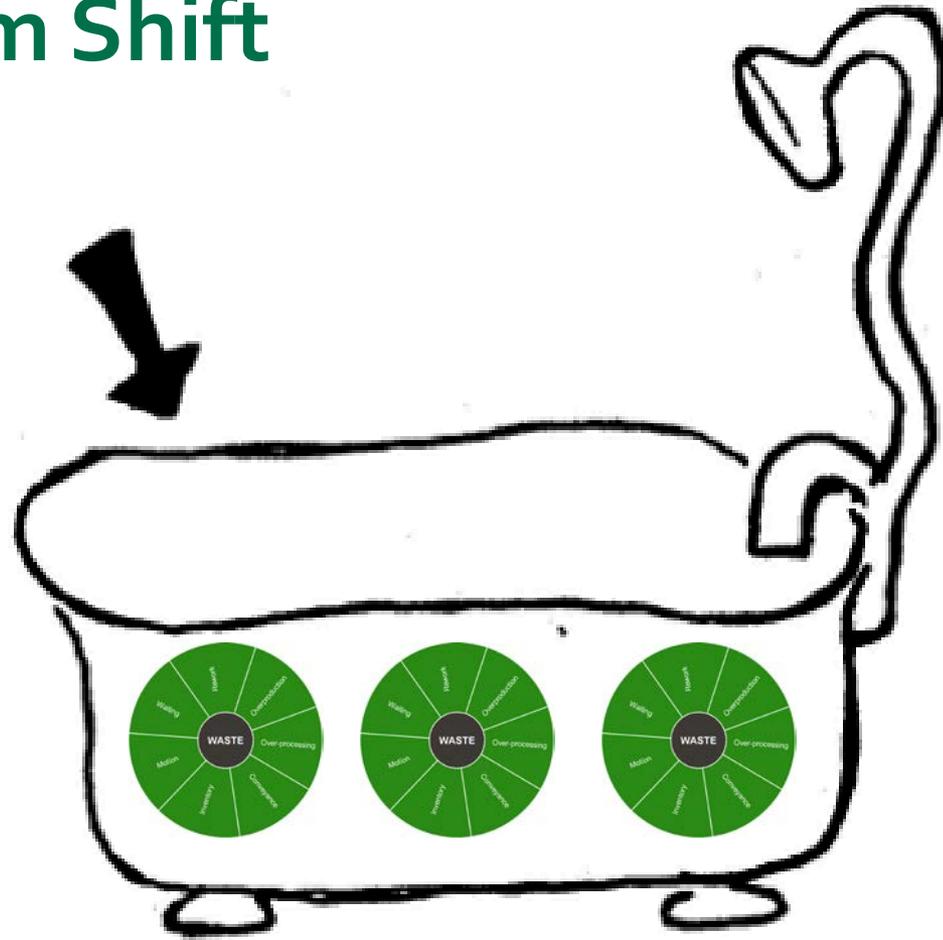
Crossing the Divide



Land of Tell

Land of Coach

Paradigm Shift



ANXIETY

peace

Set an Intention

1. Learn

3. *Facts not fixes*

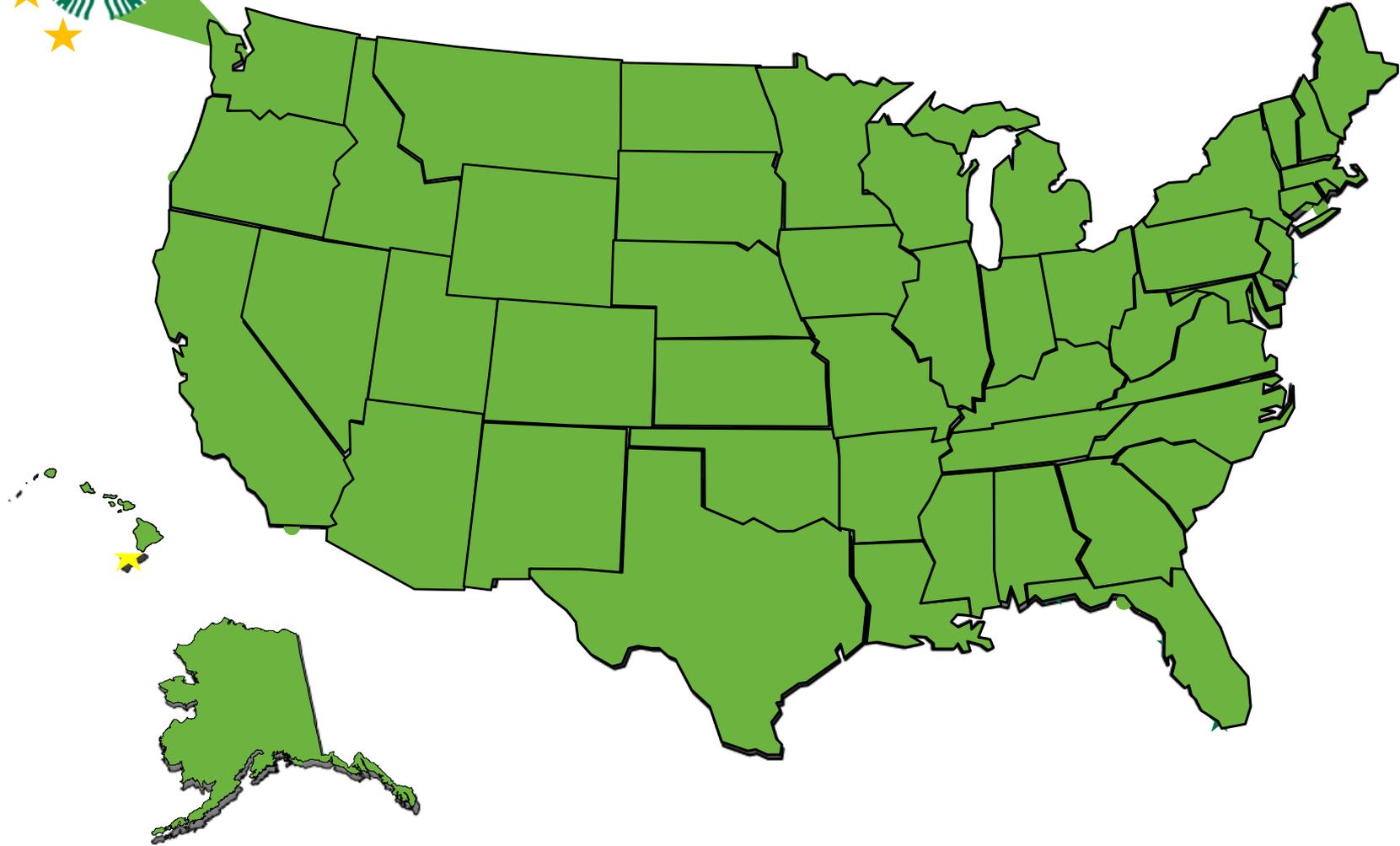


4. Process not people



5. Lens of the 7 wastes

Growing Coaches



Coaching to Improve Framework

1) What's the current plan?

2) What's the expected outcome?

3) Do we see the plan in action?

4) What is the gap?

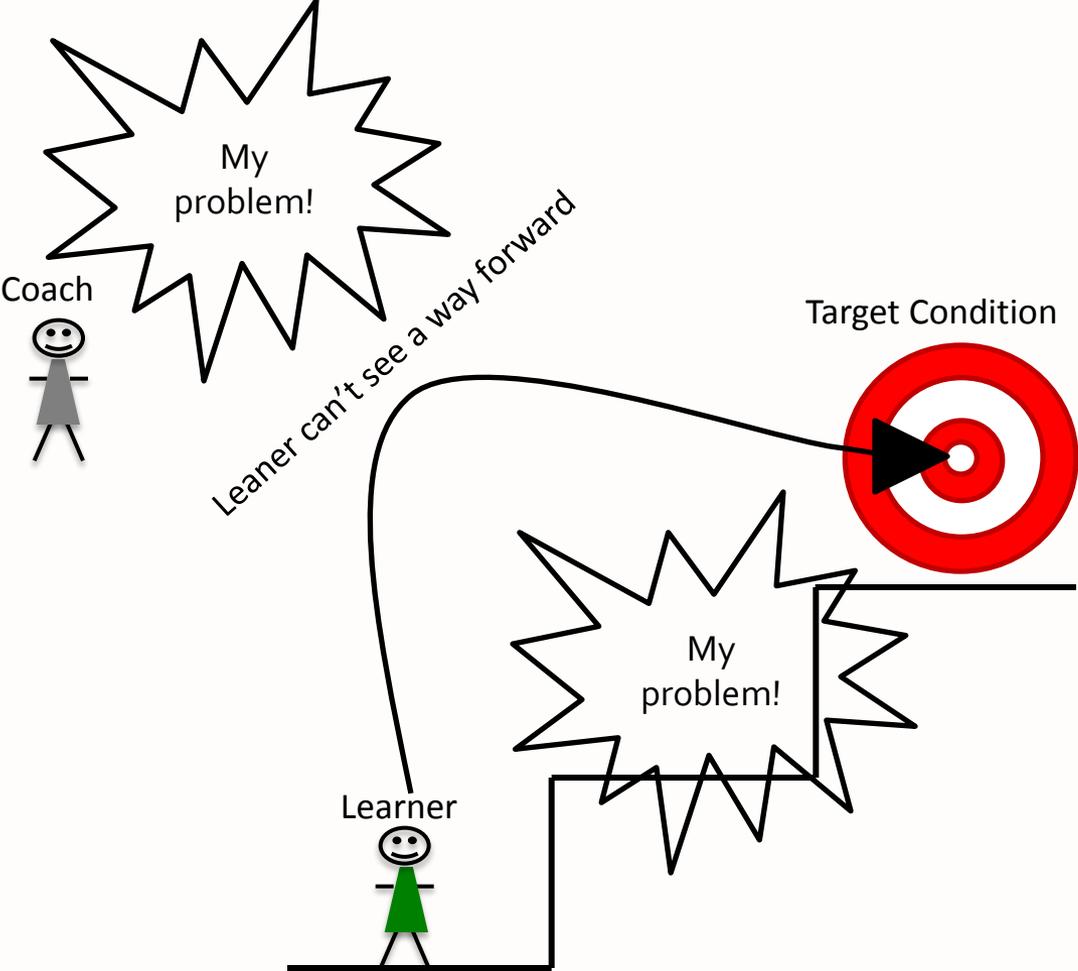
5) What are the obstacles?

6) What's the next step?

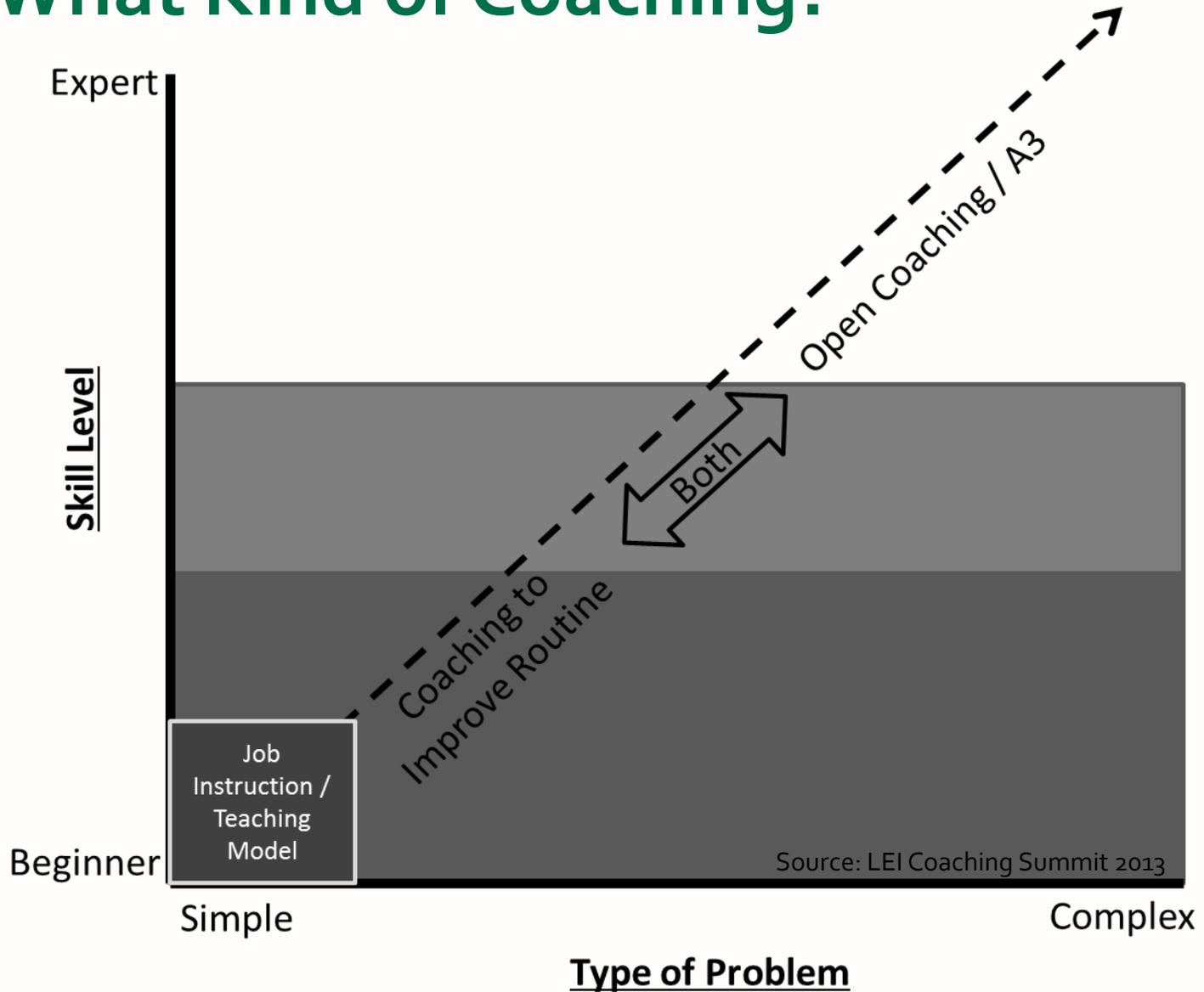
FOCUS

- This hour's work
- One problem at a time

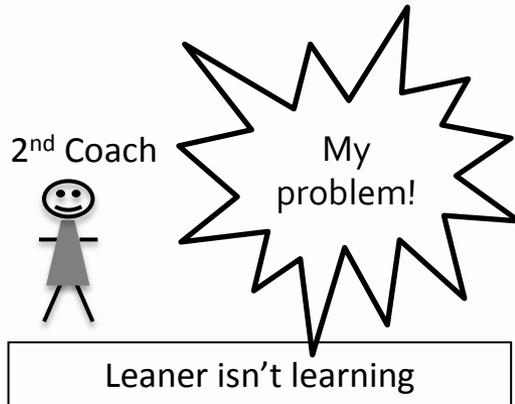
What's My Problem?



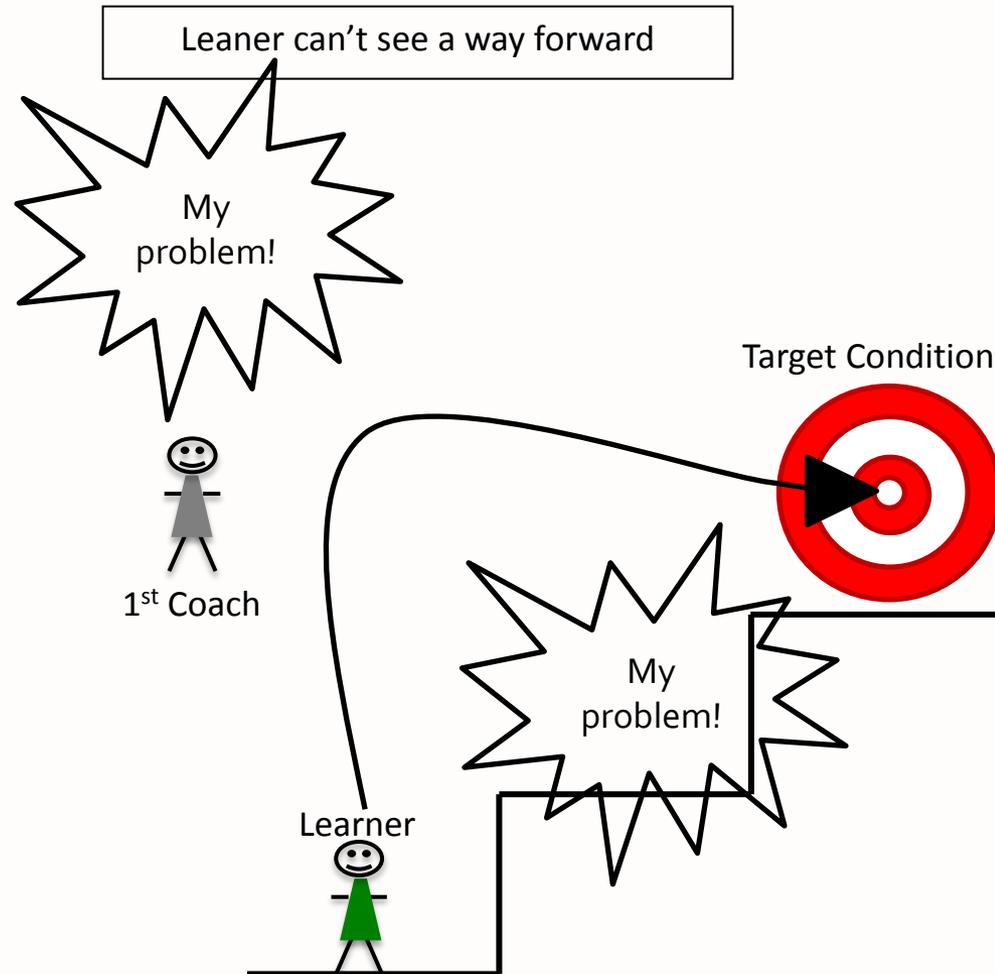
What Kind of Coaching?



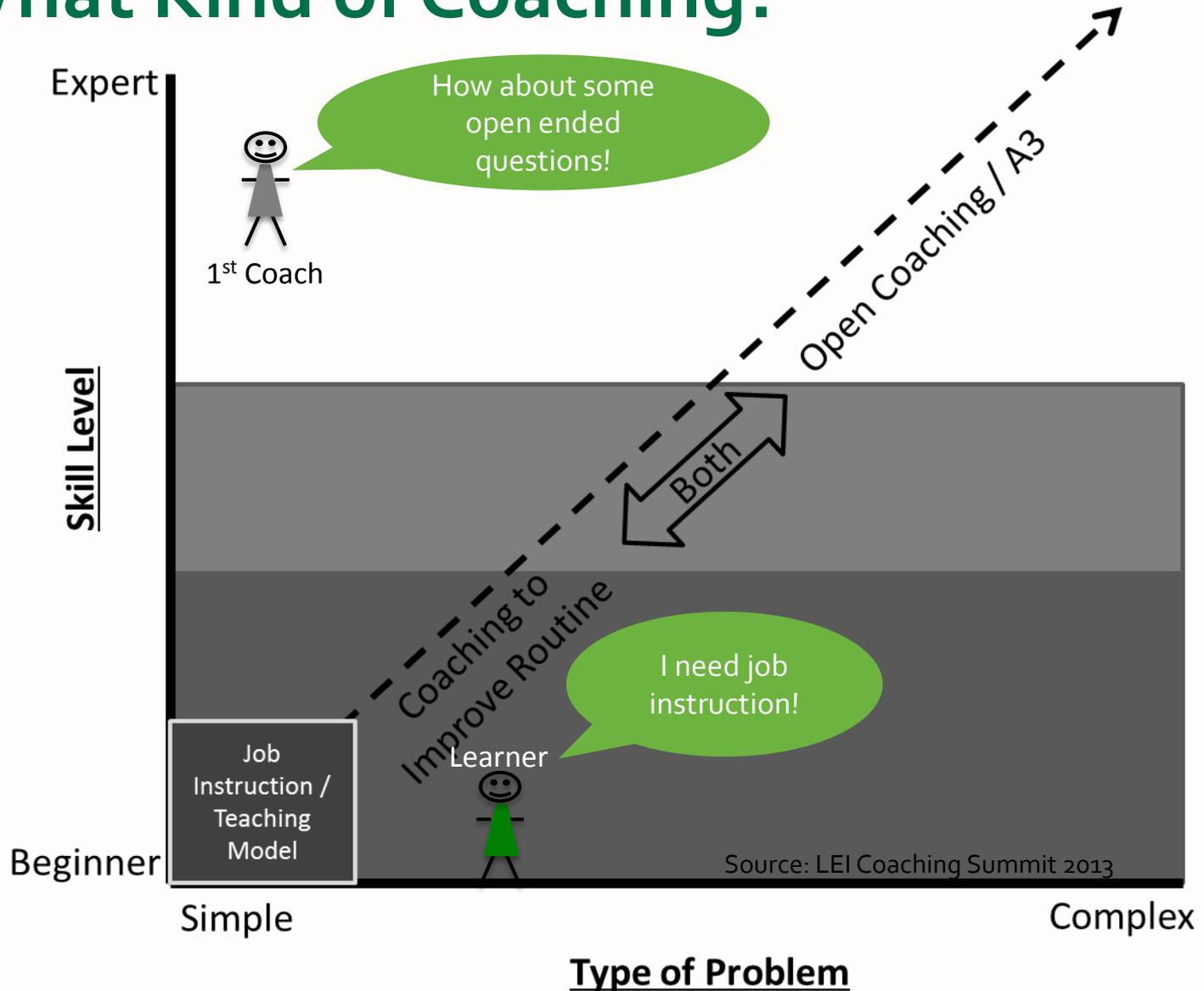
Who am I? What's My Problem?



- Is the coach trying to solve the learner's problem?
- Is the right kind of coaching being applied?



What Kind of Coaching?



Joel Nimmo



district manager, Starbucks Coffee Company



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Questions



Thank you!

