It’s Not About the Shark!

How Arizona Uses 1:1 Coaching to Navigate Barriers and Safely Reach Shore
What would Hitchcock do?
2 Academy Awards and the largest grossing film in history at that time.
Spielberg is a great example of someone who asked himself the same types of questions a good coach would ask, then problem solved to produce results.

1:1 Coaching for Continuous Improvement is a methodology that builds problem-solving skills to produce results.
Arizona’s 1:1 Coaching Methodology
A Great Coach...

- Sets goals
- Builds trust
- Develops talent
- Coaches to Win!
# Arizona Management System (AMS)

<table>
<thead>
<tr>
<th>Performance Management</th>
<th>Leadership</th>
<th>Problem Solving</th>
<th>Visual Management</th>
<th>Standard Work</th>
</tr>
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<tbody>
<tr>
<td>Scorecard/Business Review</td>
<td>Leader Standard Work</td>
<td>Basic Problem Solving</td>
<td>Huddle Boards</td>
<td>Standard Work</td>
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<tr>
<td>Breakthrough Metrics</td>
<td>1:1 Coaching</td>
<td>Intermediate Problem Solving</td>
<td>Process Flow</td>
<td>Process Flow</td>
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<tr>
<td></td>
<td>Go and See (Gemba)</td>
<td></td>
<td>Workplace Organization/5S (Physical)</td>
<td>Workplace Organization/5S (Digital)</td>
</tr>
</tbody>
</table>
Purpose – Why Do 1:1 Coaching

- Embed coaching as leader standard work
- Increase alignment
- Enable quick course corrections
Purpose – Why Do 1:1 Coaching

- Develop problem solving capability
- Achieve stronger results/behaviors
- Build trust
- Document Performance
Purpose – Why Do 1:1 Coaching

- Do the right thing
- Commit to excellence
- Care for one another
Coaching Expectations
Coaching Expectations

COACH

- Coach at all levels
- Regular cadence
- Consistent structure and duration based upon role and need
Coaching Expectations

EMPLOYEE

- Prepare agenda
- Actively participate
- Report roadblocks/help needed
- Build problem solving skills
1:1 Coaching Tools
1:1 Coaching for Continuous Improvement

1:1 Coaching Tools

### Guidance for the COACH

**Purpose**
- Develop 1:1 coaching as an effective tool to support coaching conversations.
- Make sure that 1:1 coaching is effective for both the employee and the manager.

**Leader/Standards Work**
- Identify the leader’s role in orchestrating the coaching experience.
- Ensure that the leader is equipped with the necessary tools and techniques.

### Recommended 1:1 Practices

#### Prepare
- Identify the employee’s current performance and potential for improvement.
- Set clear goals and expectations for the coaching session.

#### Participate
- Encourage open, honest dialogue, and feedback.
- Use these sessions to focus on specific areas of growth.

#### Evaluate
- Reflect on the coaching session and make necessary adjustments.
- Provide constructive feedback and actionable steps.

### Coaching Through the PDCA Cycle

** Celebrate Success **
- Acknowledge the employee’s progress, and celebrate their achievements.

** Check for Gaps **
- Identify areas for improvement and set new goals.

** Do the Next Step **
- Implement action plans and track progress.

** Set Targets and Goals **
- Establish new objectives and measure progress.

### AMS 1:1 Coaching Standards & Guidelines

- Ensure alignment with organizational goals and objectives.
- Promote a culture of continuous improvement.

### AMS 1:1 Coaching Notes

- Collect feedback from employees to improve the coaching process.
- Encourage regular follow-up meetings to ensure progress.

### AMS 1:1 Coaching Form

- Use this form to record key points from each coaching session.
- Include space for employee and manager signatures.

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**ARIZONA**
1:1 Coaching for Continuous Improvement

- Progress on goals
- Problem Solving

Front Line Staff

- Goals & Projects
- Team Development
- Gembas

Supervisors

- Standard Work
- Deploy AMS
- Develop org

Mgr of Mgrs

- Deploy AMS
- Scorecard metrics
- Breakthroughs
- Strategic alignment

Eexecs

4 Coaching Notes Sheets
Coaching Through the PDCA Cycle

- **PLAN**: Set Targets
- **DO**: Measure Results
- **CHECK**: Identify Gaps
- **ACT**: Take Action
1:1 Coaching for Continuous Improvement

AMS 1:1 Coaching Standards & Guidelines

Guidance for the COACH

PURPOSE
- Embed 1:1 coaching as an AMS standard and leadership capability
- Facilitate alignment on expectations and enable quick course corrections
- Increase problem solving capability and employee development
- Achieve stronger results & behaviors
- Build stronger relationships of trust

LEADER STANDARD WORK
- Leaders are accountable to conduct regularly scheduled 1:1s
- Cadence: Varies by role (CEO by agency head)
- Time Allocation: Varies by role and need
- Approach: Standardized, structured discussions
- Document & Follow-up: Consistent, transparent

Recommended 1:1 Practices

1. Prepare
- Schedule regular 1:1s.
- Observe & reflect on performance from Huddle Board metrics, customer feedback, standard work and process adherence, etc.
- Create the meeting agenda from the Discussion Points listed on the 1:1 Coaching Notes Sheet.
- Identify opportunities to recognize good work and prepare to address any performance concerns.
- Review Coaching Through the PDCA Cycle (below) in advance to use when the opportunity arises.

2. Facilitate
- Facilitate open, honest dialogue, specific to employee needs.
- Provide feedback — celebrate often and adjust performance as needed.
- Build the employee’s problem solving skills by coaching through the PDCA cycle.
- Capture discussion points, including countermeasures, key decisions, actions and tasks to be completed.

3. After Actions
- Reflect on the employee’s performance and take action if course correction is needed:
  - If the employee continues their current performance & behavior, will they achieve goals and be successful long term?
  - Does the employee demonstrate the State’s Core Values and Beliefs in their daily actions:
    - Values: Do the right thing? Commit to excellence? Care for one another?
    - Beliefs: Seek to understand and provide solutions for customer needs? Identify & solve problems? Improve processes and measure results?

PDCA Cycle
- Plan
- Do
- Check
- Act

ALERT
Take Actions to Close Gaps

CHECK
Identify Gaps Between Targets and Results

DO
Measure Results Against Targets

- How will you know when the work is done right/ready?
- How will you measure results (performance measures)?
- Are you measuring your results? Are you on track?
- Will this work help you meet your goals?
- What's your next step?
- If there is a gap, what caused it?
- What could you do to close the gap?
- What are your options (countermeasures)?
- What is your first step?
- When will you take it?
1:1 Coaching for Continuous Improvement

1. Prepare

- Schedule regular 1:1s (not drive bys)
- Observe and reflect on performance
- Create meeting agenda
- Prepare to problem solve, as needed
Facilitate/open, honest dialogue

Provide feedback, celebrate and adjust

Build problem solving skills (PDCA)

Document decisions and actions
Reflect on performance and consider:

- Will current performance and behavior achieve goals long term?
- Does employee demonstrate the State’s Core Values and Beliefs?
Coaching Through the PDCA Cycle

Instructor Role Play
### Sample 1:1 Coaching Agenda and Role Play

#### Role: Employee (Non-Manager)
Organization Level: Front-Line

<table>
<thead>
<tr>
<th>Discussion</th>
<th>Commitments/Actions/Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledge good project management</td>
<td></td>
</tr>
<tr>
<td>MS Word training by 11/30</td>
<td></td>
</tr>
<tr>
<td>Online Tracking Project -- Huddle Bd shows on track vs. Karen’s complaint -- PDCA to problem solve</td>
<td></td>
</tr>
</tbody>
</table>

- **Discussion Points**
  - **Celebrate Successes**
  - Review prior commitments and action items
  - **Talk Performance**
    - Progress on goals and projects
  - **Problem Solving**
    - Discuss issues, obstacles, and their impact on the employee and the team
    - Use basic problem solving techniques, as appropriate
  - **Individual Development**
    - Discuss development needs for current and next level roles
  - **Help Needed**
    - Identify and discuss help needed by the employee
  - **Open Discussion**
    - Identify and discuss any other topic the employee raises
  - **Next Steps**
    - Briefly summarize commitments and action items to be completed by next meeting

*NOTE: Not all topics need to be discussed in every coaching event*
3

After Actions

Manager Reflection
After Actions

Employee Reflection
Debrief Role Play
**Manager’s Notes**

**Employee’s Notes**

<table>
<thead>
<tr>
<th>Discussion Points</th>
<th>Role: Employee (Non-Manager)</th>
<th>Organization Level: Front-Line</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Role:</strong> Employee (Non-Manager)</td>
<td><strong>Commitments/Actions/Tasks</strong></td>
<td><strong>Discussion</strong></td>
</tr>
<tr>
<td><strong>Celebrate Successes</strong></td>
<td></td>
<td>• Acknowledge good project mgt thus far</td>
</tr>
<tr>
<td><strong>Review prior commitments and action items</strong></td>
<td></td>
<td>• MS Word training by 11/30</td>
</tr>
<tr>
<td><strong>Talk Performance</strong></td>
<td></td>
<td>• Online Tracking -- Huddle Bd shows on track vs Karen’s complaint (Use PDCA)</td>
</tr>
<tr>
<td>• Progress on goals and projects</td>
<td></td>
<td>CL: Schedule class by 11/9 and email confirmation to me</td>
</tr>
<tr>
<td><strong>Problem Solving</strong></td>
<td></td>
<td>CL: Follow-up with Karen for input by COB Friday 11/9</td>
</tr>
<tr>
<td>• Discuss issues/obstacles confronting the employee</td>
<td></td>
<td><strong>Vacation 3/19-23</strong></td>
</tr>
<tr>
<td>• Use basic problem solving techniques, as appropriate</td>
<td></td>
<td>Vacation approved</td>
</tr>
<tr>
<td><strong>Individual Development</strong></td>
<td></td>
<td><strong>Online Tracking Project</strong></td>
</tr>
<tr>
<td>• Discuss/Address development needs for current and next-level roles</td>
<td></td>
<td>Follow-up with Karen in Cust Svc to get input by COB Friday</td>
</tr>
<tr>
<td><strong>Help Needed</strong></td>
<td></td>
<td>Schedule MS Word class by 11/9 &amp; email confirmation to Alishia</td>
</tr>
<tr>
<td>• Identify and discuss help needed by the employee</td>
<td></td>
<td><strong>Next Steps</strong></td>
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<tr>
<td><strong>Open Discussion</strong></td>
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<td>• Briefly summarize commitments and action items to be completed by next meeting</td>
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<td>• Identify and discuss any other topics the employee raises</td>
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<td><strong>Build problem solving skills by coaching through the PDCA cycle.</strong></td>
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<tr>
<td><strong>Next Steps</strong></td>
<td></td>
<td><strong>Build problem solving skills by coaching through the PDCA cycle.</strong></td>
</tr>
<tr>
<td>• Briefly summarize commitments and action items to be completed by next meeting</td>
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<td><strong>Plan the Work</strong></td>
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<table>
<thead>
<tr>
<th>Client Name</th>
<th>Manager Name</th>
<th>Date: 11/7/18</th>
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<tbody>
<tr>
<td>Chris Lee</td>
<td>Alishia Jay</td>
<td></td>
</tr>
</tbody>
</table>

- Approved Vacation March 19-23
Key Challenges and Wins
Creating and Deploying 1:1 Coaching for Continuous Improvement
Challenge: Understand Customer Needs
(Governor’s Transformation Office)

Create a 1:1 coaching methodology to facilitate and support government transformation through Arizona’s Management System (AMS)
Challenge

LACK OF ALIGNMENT

Current State and Methodologies?
Requirements?
Design?
Mandate (Push) vs Market (Pull)?
Deploy and Sustain?

ALIGNMENT
Wins:

Alignment
Customer Pull
Partnership

Pilot 1
Focus Groups
Customer Survey

Pilot 2
Community of Practice
Customer Feedback

Statewide Deployment
Statewide Deployment Packet
(Train-the-Trainer)

Manager Training

Employee Web Training

Coaching Guidelines

Notes Sheets
Statewide Deployment
What Value Are We Seeing in 1:1 Coaching?
Survey Says...

1:1 coaching notes helped me prepare employee performance appraisals.

Managers

90% Agreed
Agree/Disagree: Coaching enhances trusting relationships between managers and employees.

71% Agree

“Let's make employees know they are important.”
“Managers think they’re coaching when they’re actually just telling their employees what to do.”
1:1 Coaching for Continuous Improvement

Develops Trust  Builds Problem Solving Skills  Produces Results

...one conversation at a time!
Thank You!