CREATING GIANTS OF OTHERS

Developing Tomorrow's Leaders From Today's New Hires

Facilitated by Chris Bevans and David Mort

Professional Credit Service

WHY ARE WE HERE?

- Coaching and training is one of the most important things a leader can do.
- Developing your team can create an organization full of engaged problem solvers.

Warning!
Even with those amazing benefits people still don't coach and train enough because…

WE'RE ALL OVER WORKED!

WHY ARE WE HERE?

- If we coach and train the right people at the right time we can…
  - Create a team that performs and thinks like leaders regardless of their role.
  - Build a strong succession plan.
  - Build a problem solving organization.
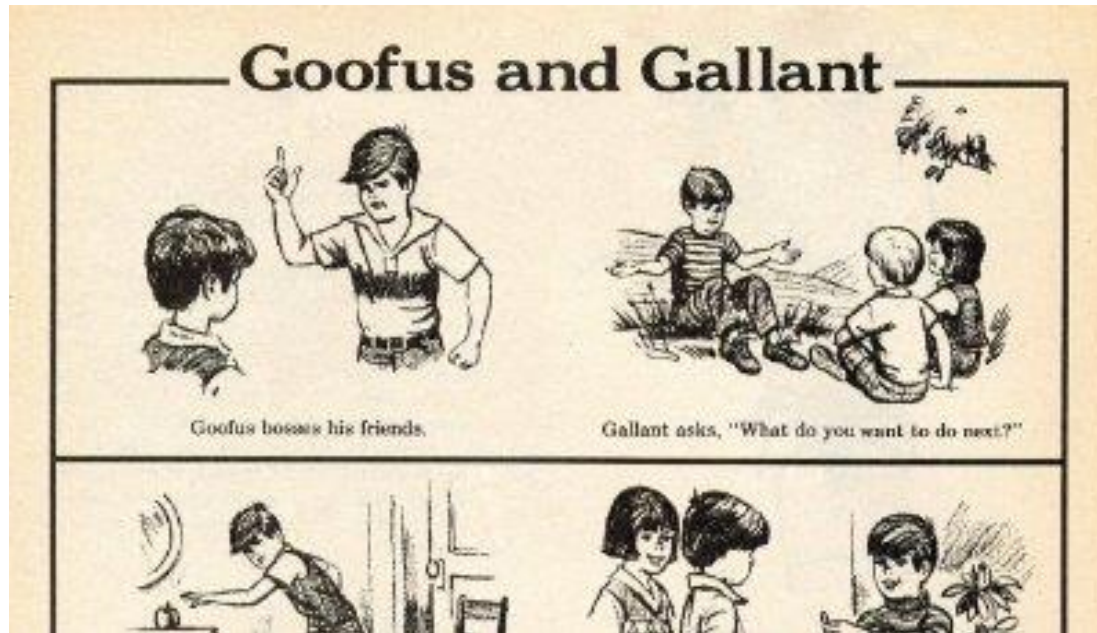 - And, work gets done!

4

WHAT ARE WE DOING?

Today we will look at:
- Hiring for success
- Delegating for Success
- Creating a "Coaching Environment"
- Coaching the "Bad Fit"

Don't be Goofus

Goofus and Gallant
Highlights Magazine

HIRING FOR SUCCESS

- Great Coaching starts with hiring the right person!

HIRING FOR SUCCESS

"3 A's"

OF

HIRING

WINNERS

Do they have the "3 A's"
- Attitude
- Aptitude
- Alignment
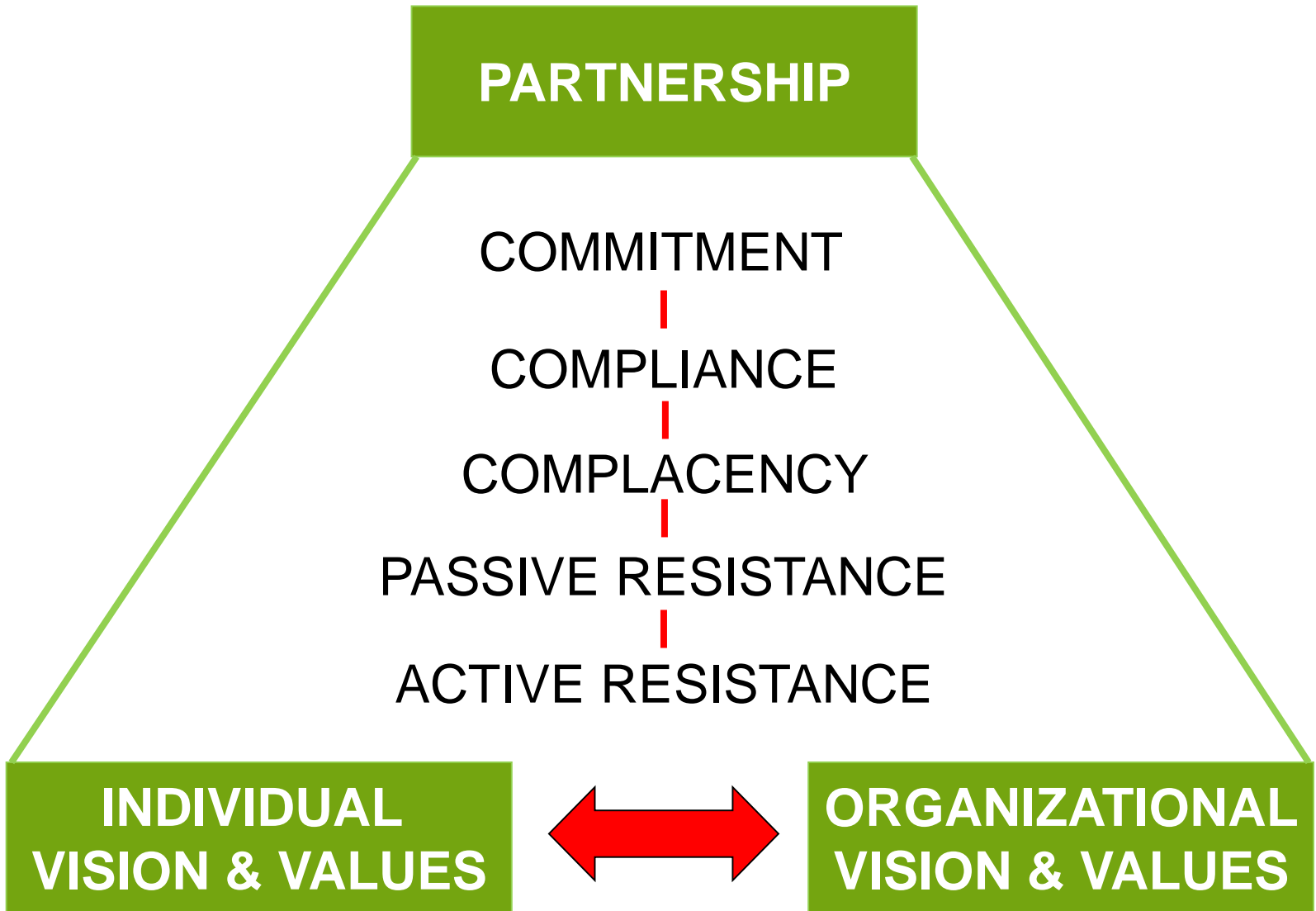
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8

HIRING FOR SUCCESS

- Attitude: Does the person have the right spirit?
  - Are they positive?
  - Are they kind?
  - Are they polite?

HIRING FOR SUCCESS

- Aptitude: Does the person have the appropriate talent?
  - Will this person's skills be an asset for the company?

HIRING FOR SUCCESS

- Alignment: Does the person conform with the company's Mission, Vision, and Values?
  - Does this person align themselves with the goals of the company?
  - Would the company be proud to have this person on its team?

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PARTNERSHIP

COMMITMENT

COMPLIANCE

COMPLACENCY

PASSIVE RESISTANCE

ACTIVE RESISTANCE

INDIVIDUAL VISION & VALUES

ORGANIZATIONAL VISION & VALUES

12

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DELEGATING FOR SUCCESS

If you want to do
a few small
things right, do
them yourself.
If you want to do
great things and
make a big
impact, learn to
delegate.
    -John Maxwell

13

DELEGATING FOR SUCCESS

Often leaders are reluctant to delegate to employees for several reasons:

- It's faster if I do it myself!
- I'm worried they will do it wrong.
- I was promoted because I was the best person at the job so I need to keep producing to meet our goals.
- I like doing it!

14

DELEGATING FOR SUCCESS

Am I matching their talent with organizational targets and outcomes?

- A large part of creating Giants of Others is knowing what they are good at and assigning projects they can do well.

- Am I working with my employee to make personal goals?

15

DELEGATING FOR SUCCESS

Have I clarified fair expectations and deliverables?

"We're going to resolve every conflict in the company right now."

DELEGATING FOR SUCCESS

Do they understand why the assignment is important?

- Have you taken the time to ensure that they understand the process.
- If an employee understands why a certain assignment is important, they are likely to feel a sense of importance themselves, which will improve the quality of the work.

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17

DELEGATING FOR SUCCESS

Have they received appropriate training?

- While independence is important, it will better serve the employee and company if the appropriate amount of training is received.
  - Make sure you are continuously training throughout the entire time of employment.

18

DELEGATING FOR SUCCESS

Do they have sufficient authority?

- Make sure that your employees do not feel like a pawn in a game.
- If an employee feels like they have some authority or control, they are likely to create better and more effective results.

19
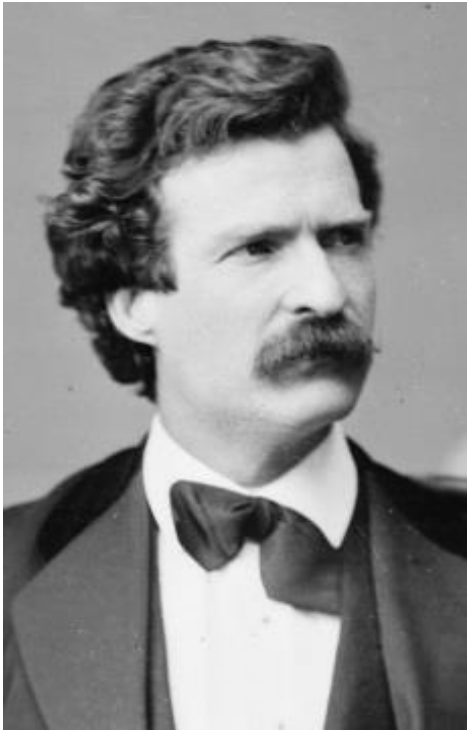
DELEGATING FOR SUCCESS

Are we conducting "After Action Reviews" to both <u>reinforce</u> that which is going well and <u>redirect</u> efforts when appropriate?

You should aim to not only continuously train your employees, but to meet with them individually to discuss progress.

20

AFTER ACTION REVIEW

CREATING A "COACHING ENVIRONMENT"

Habit is habit and not to be flung out of the window by any man, but coaxed downstairs a step at a time.

-Mark Twain

22

Creating a "Coaching Environment"

Am I holding them accountable?

- While you want to create a positive atmosphere in your company, it is important to hold your employees accountable.

  - An employee should always be aware that they are responsible for their actions.

23

CREATING A "COACHING ENVIRONMENT"

Am I providing periodic and timely coaching?

"Let's put that nasty word 'plummet' out of our minds."

CREATING A "COACHING ENVIRONMENT"

Am I making it safe for staff to coach me?

- Am I approachable?
- Am I friendly?
- Am I accommodating?

CREATING A "COACHING ENVIRONMENT"

6 SOURCES OF INFLUENCE

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Over Invest in Skill Building
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

26

Influencer: The Power To Change Anything
Patterson, Grenny, Maxfield, McMillan, Switzler

6 Sources of Influence

Influencer: The Power To Change Anything
Patterson, Grenny, Maxfield, McMillan, Switzler

COACHING THE BAD FIT

You are not required to set yourself on fire to keep others warm.
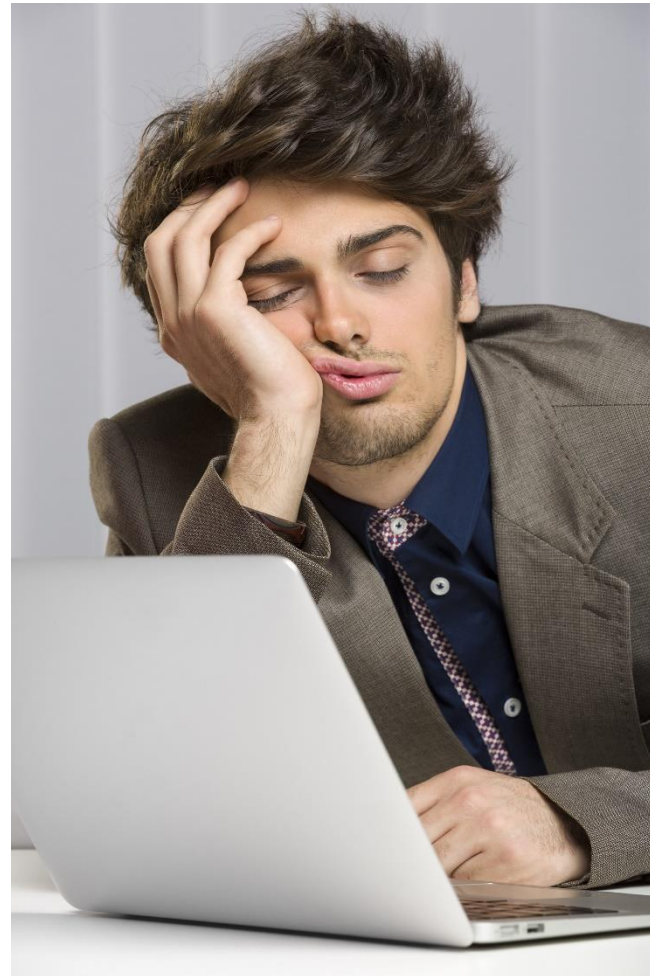
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COACHING THE BAD FIT

- We have all had that one employee we wish would just go away!
  - They are slow.
  - They make a lot of mistakes.
  - The hurt the team's morale.
  - They cost us countless time and money.
  - And still…

COACHING THE BAD FIT

- We often do little to nothing to change their behavior or remove them from our team.

COACHING THE BAD FIT

- Coaching the Bad Fit is an important, but difficult thing to do.
  - You have to be clear about your expectations.
  - You need to set time tables.
  - Possibly the hardest task of all; you have to want them to get better!

COACHING THE BAD FIT

- Language that we use at our organization....
  - I am beginning to lose faith in your ability to_____.
  - I am losing faith in your ability to _____.
  - I have lost faith in your ability to_____.

32

IN CLOSING

- Employees are the most important part of an organization, and as leaders coaching and training them effectively will:
  - Increase productivity.
  - Increase results.
  - Create a strong culture of improvement.

THANK YOU!

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