



LEVERAGING COACHING FOR LEADERSHIP DEVELOPMENT & TRANSITION PLANNING

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CONVERSATION POINTS



TOP 10 CHALLENGES ACCORDING TO GLOBAL LEADERS



ATTRACTING & DEVELOPING LEADERSHIP TALENT



LEADERSHIP PIPELINE STRATEGIES

LEADERSHIP DEVELOPMENT & TRANSITION PLANNING

DEVELOPMENT FOCUS

- Purposeful Goal Setting
- Develop Action Plans
- Regular Feedback

IDENTIFY LYNCHPIN POSITIONS

- Extend to Middle Management
- Focus on Essential Positions
- Consider Challenges to Fill / Train

Right Skills ... Right Time ... Right Place

TRANSPARENT & MEASURED

- Engaging = Better Outcomes
- Clarity About Future Plans
- Regular Feedback Loop

FLEXIBLE & SUPPORTIVE

- Refine & Adjust Going Forward
- Contemplate Future Needs
- Holistic Approach

LEADERSHIP DEVELOPMENT & TRANSITION PLANNING TOOL

9 BOX TALENT ASSESSMENT MATRIX

FUTURE POTENTIAL	High	"C" <i>Develop</i>	"A" <i>Stretch/Develop</i>	"A" <i>Significant Stretch</i>
	Medium	"C" <i>Observe/Reassess</i>	"B" <i>Develop</i>	"A" <i>Develop/Stretch</i>
	Low	"C" <i>Observe/Exit</i>	"B" <i>Observe/Evaluate</i>	"B" <i>Maintain</i>
		Under-Performing	Effective	Outstanding
		CURRENT PERFORMANCE		

See Handout: 9-Box Talent Assessment Tool (Guidelines, Process, Templates)

Use To Compare Leaders

- Or All Staff on a Team
- Fact-Based With Limited Bias

Opportunity for Senior Leader Dialogue, Other Perspectives

Identifies:

- At Risk People / Positions
- Talent Pool for Growth
- Under Performers

Input for:

- Future Staffing Needs Assessments Including Transition & Rcrmt. Plans
- Personal Growth Plans
- Performance Improvement Plans

9 BOX TALENT ASSESSMENT MATRIX

Assessment Backup & Action Plan

Name	Title	Potential Score & Why	Performance Score & Why	Action Plan (Develop w/EE)



*Recommend No More Than 2-3
Development Goals at a Time*

See Handout: 9-Box Talent Assessment Tool (Guidelines, Process, Templates)

See Appendix for Additional Leadership Development Techniques

- Future Staffing Needs Assessments Including Retention & Transition Plans
- Personal Growth Plans
- Performance Improvement Plans

**TABLE
EXERCISE
5 Minutes**

- Think about a subordinate, peer or someone else in your organization you know well from a performance & potential perspective. You could also evaluate yourself.
- Take a minute to identify where they fall on the grid and why.
- Without “naming names”, share your results with a table partner supporting your rationale. If you have time, share what actions you will /would take.

FUTURE POTENTIAL	High	<i>“C” Develop</i>	<i>“A” Stretch/Develop</i>	<i>“A” Significant Stretch</i>
	Medium	<i>“C” Observe/Reassess</i>	<i>“B” Develop</i>	<i>“A” Develop/Stretch</i>
	Low	<i>“C” Observe/Exit</i>	<i>“B” Observe/Evaluate</i>	<i>“B” Maintain</i>
		Under-Performing	Effective	Outstanding
		CURRENT PERFORMANCE		

APPLYING TALENT ASSESSMENT RESULTS

Performance
Feedback

Goal Setting

Succession
Planning

Staffing
Needs
Assessments

Recruitment
(Gap Filling)

Retention
Efforts

Training
Priorities

?

?



TAKING A COACHING APPROACH IN LEADERSHIP DEVELOPMENT



WHAT MILLENNIAL LEADERS ARE GETTING

*What three words would you use to describe the **predominant management style** at your organization?*

(LARGER-SIZED WORDS MORE FREQUENTLY CITED.)

SOURCE: BUILDING A COACHING CULTURE WITH MILLENNIAL LEADERS HUMAN CAPITAL INSTITUTE, SEPTEMBER 2017.



WHAT MILLENNIAL LEADERS WANT

*What three words would you use to describe the **most effective management style** at your organization?*

(LARGER-SIZED WORDS MORE FREQUENTLY CITED.)

SOURCE: BUILDING A COACHING CULTURE WITH MILLENNIAL LEADERS HUMAN CAPITAL INSTITUTE, SEPTEMBER 2017.



COACHING APPROACH

Partnering in a creative process that inspires success

“WANT TO GET GREAT AT SOMETHING? GET A COACH”

Atul Gawande

**“It’s not how good you are now;
it’s how good you’re going to be.”**

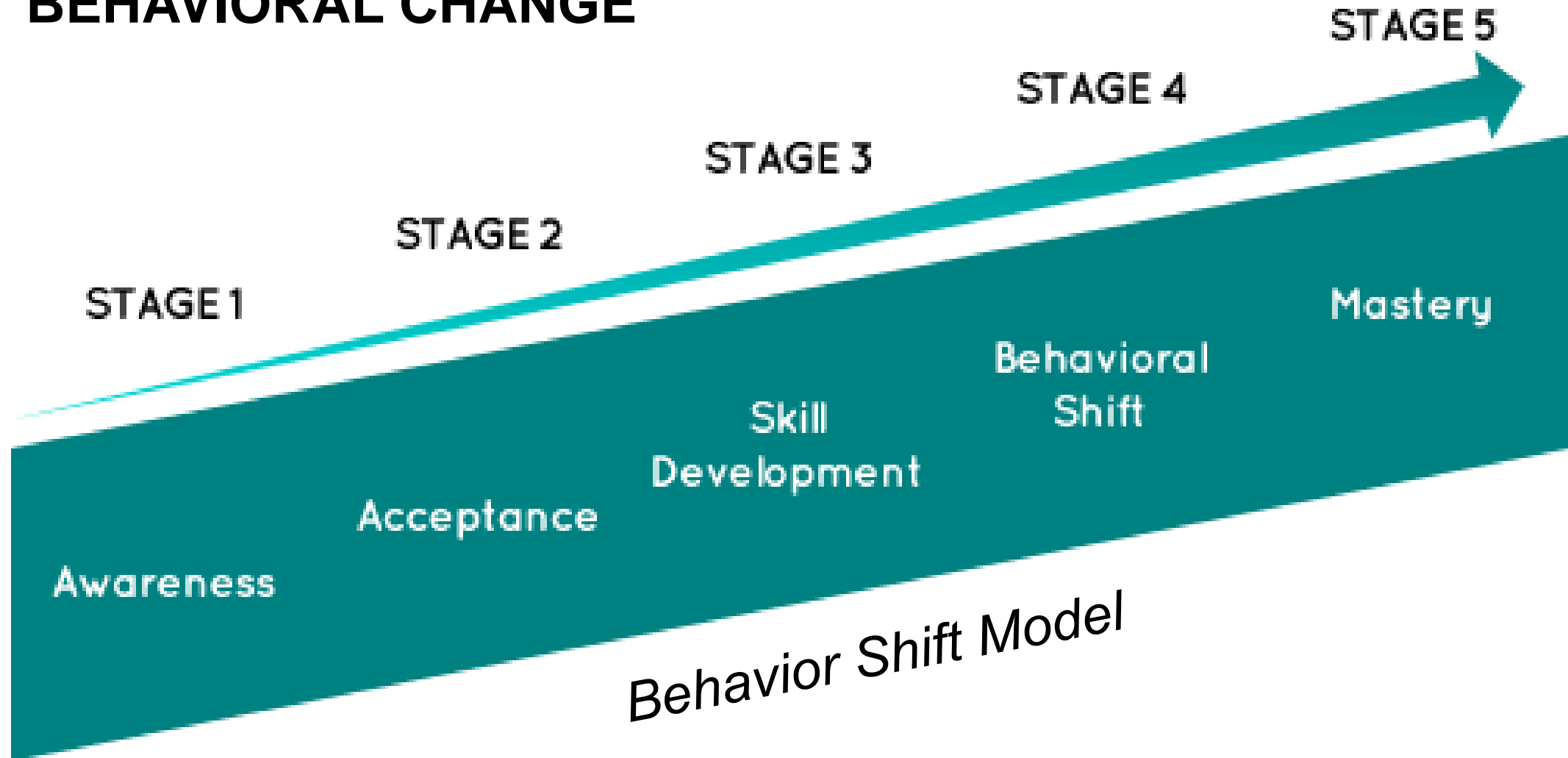
- Improving in the face of complexity is difficult
- Having a good coach
 - Gives a more accurate picture of reality
 - Instills positive habits of thinking
 - Breaks down actions & helps to build them up again

What is the value of
using a coaching
approach with our
leaders?

LEVERAGING COACHING AS A STRAEGY

- Support leadership development strategy
- Plan & manage transitions
- Increase employee engagement
- Improve communication skills
- Enhance teamwork
- Improve decision making
- Increase productivity
- Reduce turnover

COACHING FOCUSES ON BEHAVIORAL CHANGE



WHAT MAKES A GREAT COACHING CONVERSATION?



**TABLE
EXERCISE
10 Minutes**

**HANDOUT
PAGE 5**

COACHING BEHAVIORS SELF-ASSESSMENT

Take the *Coaching Self-Assessment* on Page 5 of the Handout circling a number between 1 and 5 that best describes your typical behavior for each question.

Answer the following for yourself:

- What is your overall average score? (ballpark estimate)
- What are your biggest opportunities to migrate more towards a coaching approach?
- How would that be of value?
- What is one action that you can take?
 - When will you do it?
 - How will you hold yourself accountable?

Share your action with a table partner. Tell them when you will do it and how you will hold yourself accountable.

ADDITIONAL COACHING RESOURCES

RESOURCE

OVERVIEW

Coaching Conversations:
Planning Worksheet
Handout Page 6

Tool to Prepare for a Coaching
Conversation

Coaching Questions Card
Handout Pages 7-8

Sample Questions to Take a
Coaching Approach

COACHING SUPPORT STRATEGIES

Internal Coaching Expertise

Leader Coaching Skill Development

External Coaching Support

- Team-Based Coaching
- Individualized Executive/Leader Coaching



YOU'VE GOT THIS!



CONTACT US

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APPENDIX

ADDT'L LEADERSHIP DEVELOPMENT TECHNIQUES

STRATEGY	TACTICS
Robust Orientation Process	<ul style="list-style-type: none">• Written Orientation Plans Coverage Initial Months in New Leader Position• 30 & 90 Day Check-In Meetings
Consistent Leader Meetings	<ul style="list-style-type: none">• Regular 1-1s That Include Personal Development• Consider Standard Template Prepared by Leader
Meaningful Performance Feedback	<ul style="list-style-type: none">• Regular Performance Feedback (Bi-Directional, At Least Quarterly)• Meaningful Performance Reviews• Valued Reward & Recognition Efforts
Have A Backup Plan	<ul style="list-style-type: none">• Well-Documented, Maintained Standard Operating Procedures for Critical Functions• Require Leaders to Have Written Extended Coverage Plan<ul style="list-style-type: none">• Covers Planned & Unplanned Absences• Addresses Primary & Secondary Backup• Proactively Plans for Appropriate Access / Rights in Advance

COACHING READINESS SCALE

Excellent	Desires to grow continuously and sees coaching as a great opportunity and perk
Very Good	Shows real interest in improving and learning
Good	Feedback is seen as a wake-up call
Fair	Defensive but some openness
Low	Resists feedback/unmotivated
None	Has medical or behavioral issues (refer to EAP)