

Coaching High-Performing Teams

Serving** Trumps **Fixing!

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Coaching High-Performing Teams

Abstract

High-performing teams deliver amazing results. They discover what they want. They 'see it'. They see how to get it. They are self-sufficient.

High-performing teams don't become so by chance. Most often there is someone guiding them. Coaching them. This session will offer a servant leadership approach to coaching, and will outline a path to self-sufficiency and team self-direction.

We will define situational leadership and development, create a persona for the coach as servant leader, identify coach-able goals, and describe a coaching session using the tried-and-tested GROW model coupled with Thought-Provoking Questions. We will also consider how Project Managers can leverage servant leadership and coaching tools to guide their teams to be continually amazing.

Coaching High-Performing Teams

- This Session
- My Journey
- The High-Performing Team
- Leadership, Situational Leadership, Servant Leadership
- Coaching
- GROW Model & Coaching Questions
- Project Manager As Servant Leader & Coach
- More Questions?

This Session



It's Been A Journey



What Is A High-Performing Team?

Amazing Velocity

Flexible

Continually Improving

Not About Me!

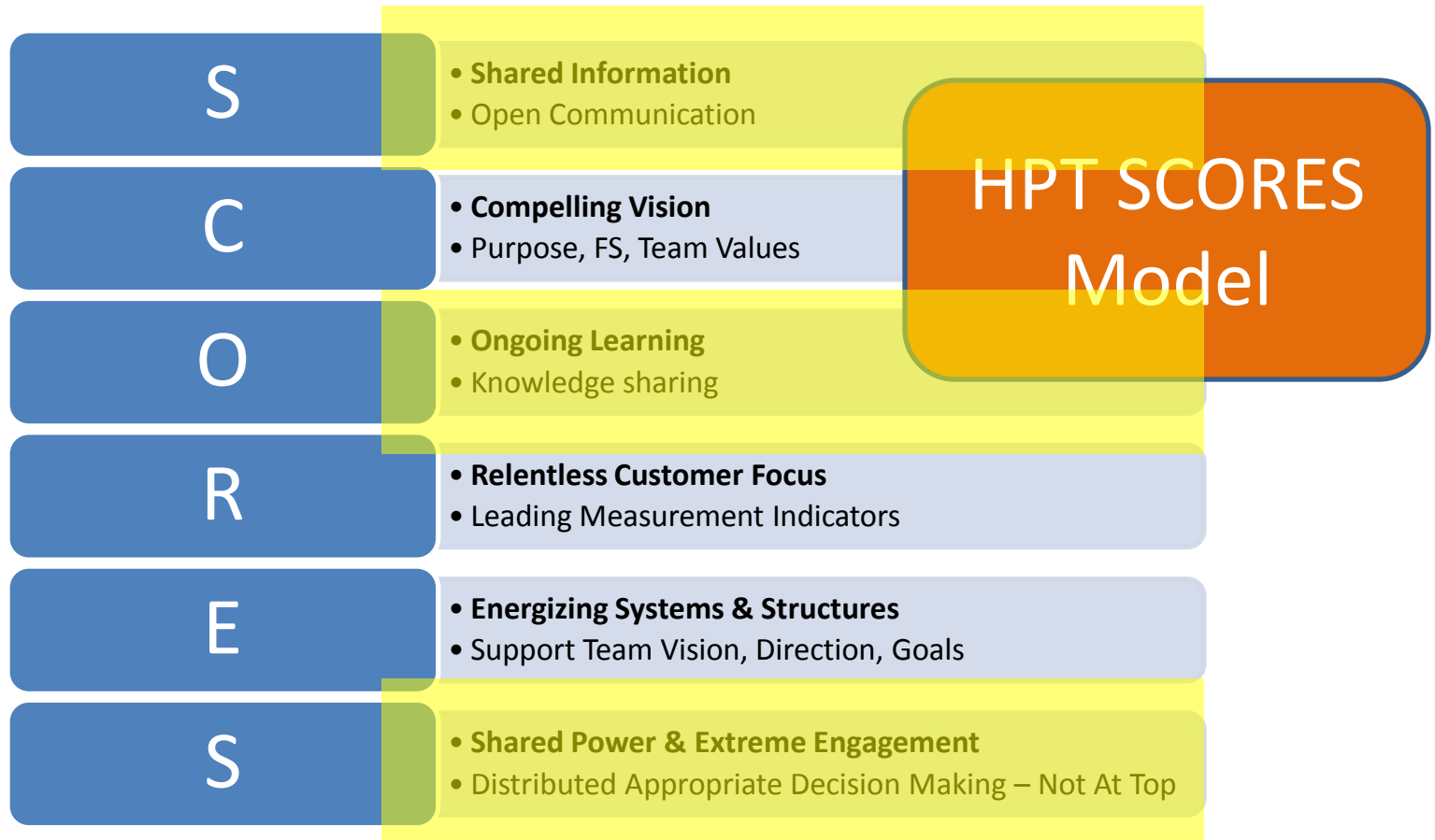
Nimble

Fail Small & Fast

Responsive

High-Performing Team (HPT)

How would you recognize one?



Inspired by the work of Ken Blanchard in 'Leading At a Higher Level'.

Adopted from HBO SCORES Model

High-Performing Team

HPT=Destination



Leadership=Engine

Traditional Leadership

**A process of
influence?**



**Results only?
Personal gain?**

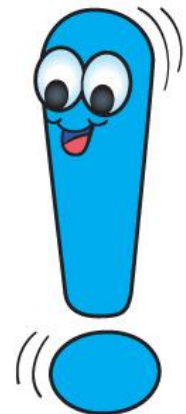
Or...

Superior Leadership

Influencing others by
helping them **grow** for the
greater good.

Power & Potential

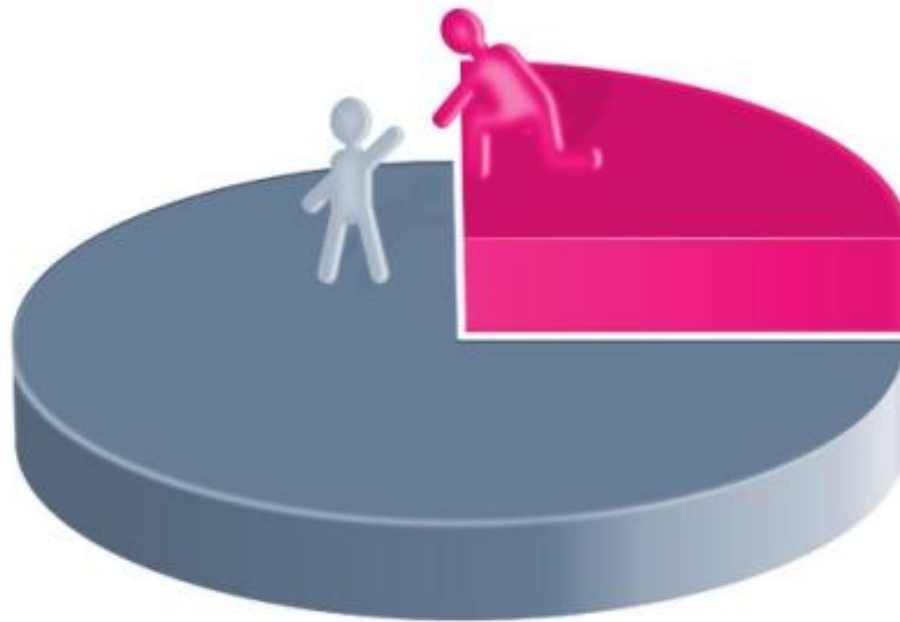
What is best for all involved.
Acting with respect, care, & fairness.



Inspired by the work of Ken Blanchard in 'Leading At a Higher Level'.

Superior Leadership

Develop **people** AND improve **performance**



Superior Leadership



Superior Leadership

- Leverage The:
 - Task-at-hand
 - The team's motivation
 - The team's competency level
- To:
 - Transform to 'Leader As Partner'
- Based upon the situation...

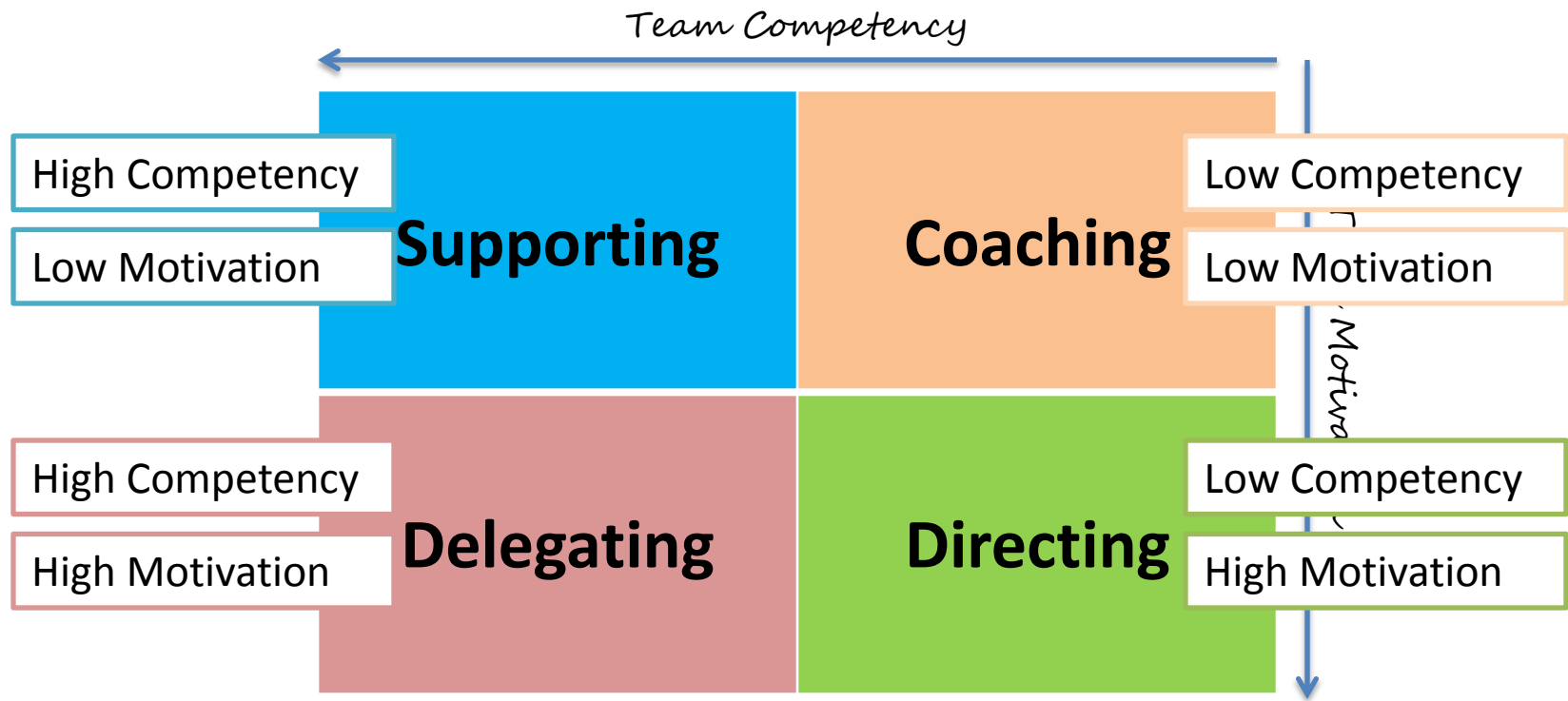


Situational Leadership

What is It?

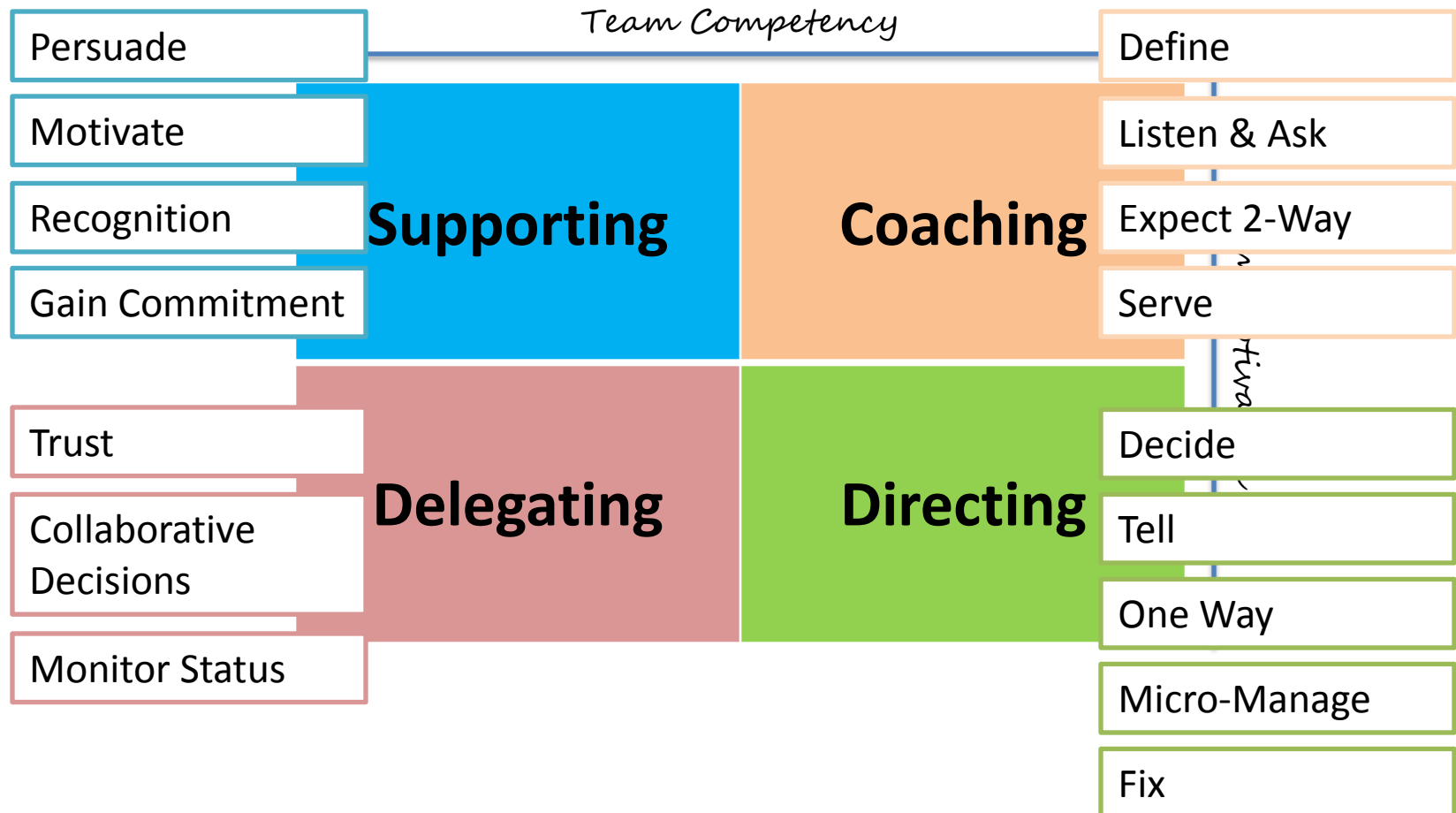
Situational Leadership

Tactics



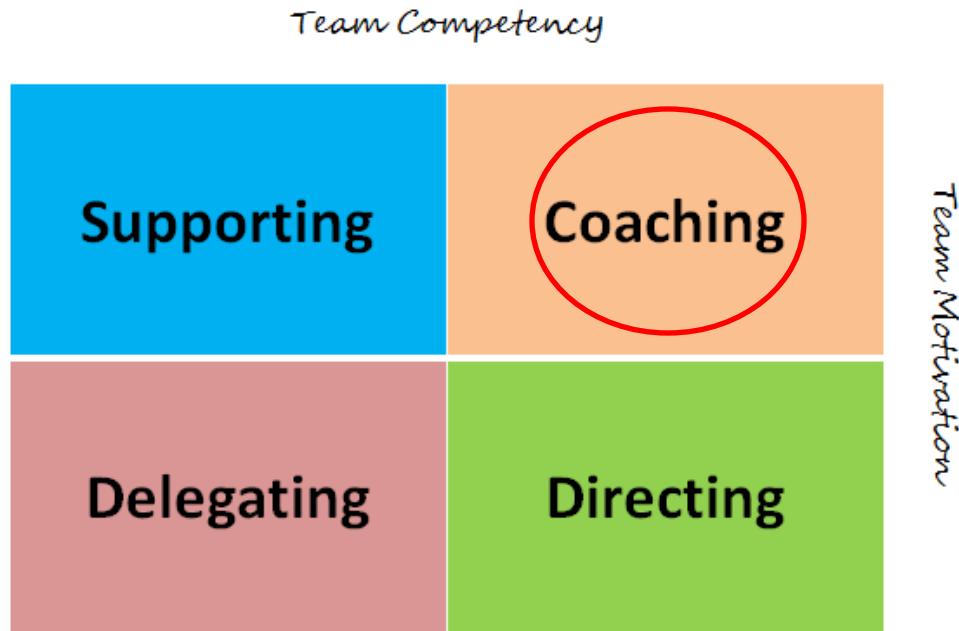
Situational Leadership

Leader Behaviors



Situational Leadership

- Which One?



High-performing teams become more self-sufficient every day!

ALL!
It depends upon the task at hand & team maturity.
BUT...

What Is Coaching?

Directing?

Supporting?

DELEGATING?



deathstarpr.com

MENTORING?

Teaching?

What Is Coaching?

Asking

Listening

Seeing



deathstarpr.com

LETTING GO

SERVING

Coach

Watch
Listen
Redirect
Question

I don't tell.
I don't fix.

The team does it all.



Ultimate Coaching Goals

Self-Sufficiency

LEAVING

High-performing teams become more self-sufficient every day!



Coaching



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Servant Leadership

Art of Listening

GROW Model

Servant Leadership



1970

ROBERT K. GREENLEAF
CENTER FOR
SERVANT LEADERSHIP

Servant Leadership

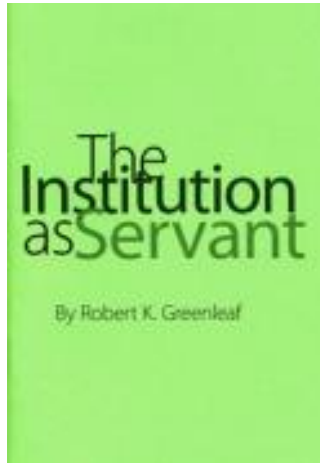
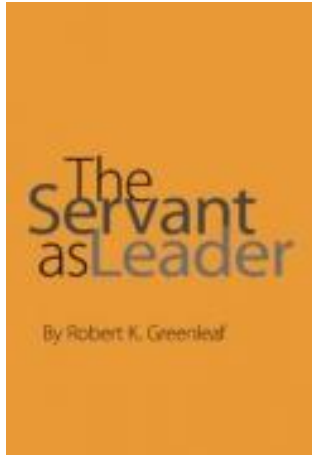
- Remember?

**Influencing others by
helping them grow for the
greater good.**

- A special kind of leader...A **servant leader**

Servant Leadership

Robert Greenleaf



“Servant leadership is a **philosophy and set of practices** that **enriches** the lives of individuals, builds **better organizations** and ultimately creates a more just and caring world.”

greenleaf.org

Servant Leadership

- **Leader-Before-Servant**
 - Accumulation & exercise of power
- **Servant-Leader**
 - Growing the team
 - Helping the team accomplish goals
 - Sharing power
 - Coaching



Servant Leadership

No More:

Micromanagement

Command & Control

‘Telling’

“I” and “Me”



Servant Leadership

Micromanagement is:

- A. Leader before servant
- B. Directing
- C. Not sustainable
- D. Not growth oriented

ALL OF THE ABOVE



Servant Leadership

Ten Principles of Servant Leadership by Robert Greenleaf

Ten Principles of Servant Leadership

By Robert Greenleaf

1. **Listening** - Traditionally, leaders have been valued for their communication and decision making skills. Servant-leaders must reinforce these important skills by making a deep commitment to listening intently to others. Servant-leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being said (and not said). Listening also encompasses getting in touch with one's inner voice, and seeking to understand what one's body, spirit, and mind are communicating.
2. **Empathy** - Servant-leaders strive to understand and empathize with others. People need to be accepted and recognized for their special and unique spirit. One must assume the good intentions of coworkers and not reject them as people, even when forced to reject their behavior or performance.
3. **Healing** - Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and others. In "The Servant as Leader", Greenleaf writes, "There is something subtle communicated to one who is being served and led if, implicit in the compact between the servant-leader and led is the understanding that the search for wholeness is something that they have."
4. **Awareness** - General awareness, and especially self-awareness, strengthens the servant-leader. Making a commitment to foster awareness can be scary—one never knows that one may discover! As Greenleaf observed, "Awareness is not a giver of solace - it's just the opposite. It disturbs. They are not seekers of solace. They have their own inner security."
5. **Persuasion** - Servant-leaders rely on persuasion, rather than positional authority in making decisions. Servant-leaders seek to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The servant-leader is effective at building consensus within groups.
6. **Conceptualization** - Servant-leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities. Servant-leaders must seek a delicate balance between conceptualization and day-to-day focus.
7. **Foresight** - Foresight is a characteristic that enables servant-leaders to understand lessons from the past, the realities of the present, and the likely consequence of a decision in the future. It is deeply rooted in the intuitive mind.
8. **Stewardship** - Robert Greenleaf's view of all institutions was one in which CEOs, staff, directors, and trustees all play significance roles in holding their institutions in trust for the great good of society.
9. **Commitment to the Growth of People** - Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, servant-leaders are deeply committed to a personal, professional, and spiritual growth of each and every individual within the organization.
10. **Building Community** - Servant-leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and has caused a feeling of loss. Servant-leaders seek to identify a means for building community among those who work within a given institution.



Listening

- To be truly listened to....what a blessing!



Listening

- Are you listening to me now?
- ***Really*** listening?
- Or are you simply hearing my words?
- Or are you listening to that little voice in your head?



Listening

- Silence the voice inside. It's:
 - Distracting
 - Assuming
 - Somewhat selfish
 - Misinterpreting
 - Wasting valuable time
 - Not Servant Leadership



Listening Levels

- **Level 1 Listening: Internal**
 - I hear you but I am focusing on what it means instead of continuing to listen to you
 - I'm missing things, and misinterpreting
 - I'm also **letting my inner voice take me elsewhere**
- **Level 2 Listening: Focused**
 - I hear you and I'm paying attention to **how** you are saying it
 - I'm confirming my understanding back to you
 - I'm not interpreting
- **Level 3 Listening: Global**
 - I hear you. I hear more than the words. I hear, see, feel, sense everything in and around us
 - I feel your emotion, pick up your body language, notice your tones
 - I also notice everything around us and using it to our benefit

Agile Coaching Institute

Listening

- Getting to Levels 2 & 3:
 - You don't know what she will say next and **you are very curious**
 - Reboot with a **fresh mind**
 - **Laser-in** on voice, body language, emotions
 - Appropriately **perceive surroundings**
 - Be on the **edge of your seat**

Listening At Level 3



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“Open the mind and heart to the present, and embrace...”

Servant Leadership

How are we doing?



Servant Leadersh

Listening

GROW

Coaching Model-GROW

High-Performing Team

Amazing Velocity

Continually Improve

Not About Me!

Fail Small & Fast



Remember our
context!

Coaching

Self-Sufficiency

LEAVING

High-
performing
teams become
more self-
sufficient every
day!



Coaching Model-GROW

Learn to solve

THEIR OWN

Problems



Coaching Model-GROW

- When your team gets stuck...

Too Close
To The Problem.



Coaching Model-GROW

- Coach your team on how to **zoom-out**
- Teach them a process for removing impediments
- Teach them GROW



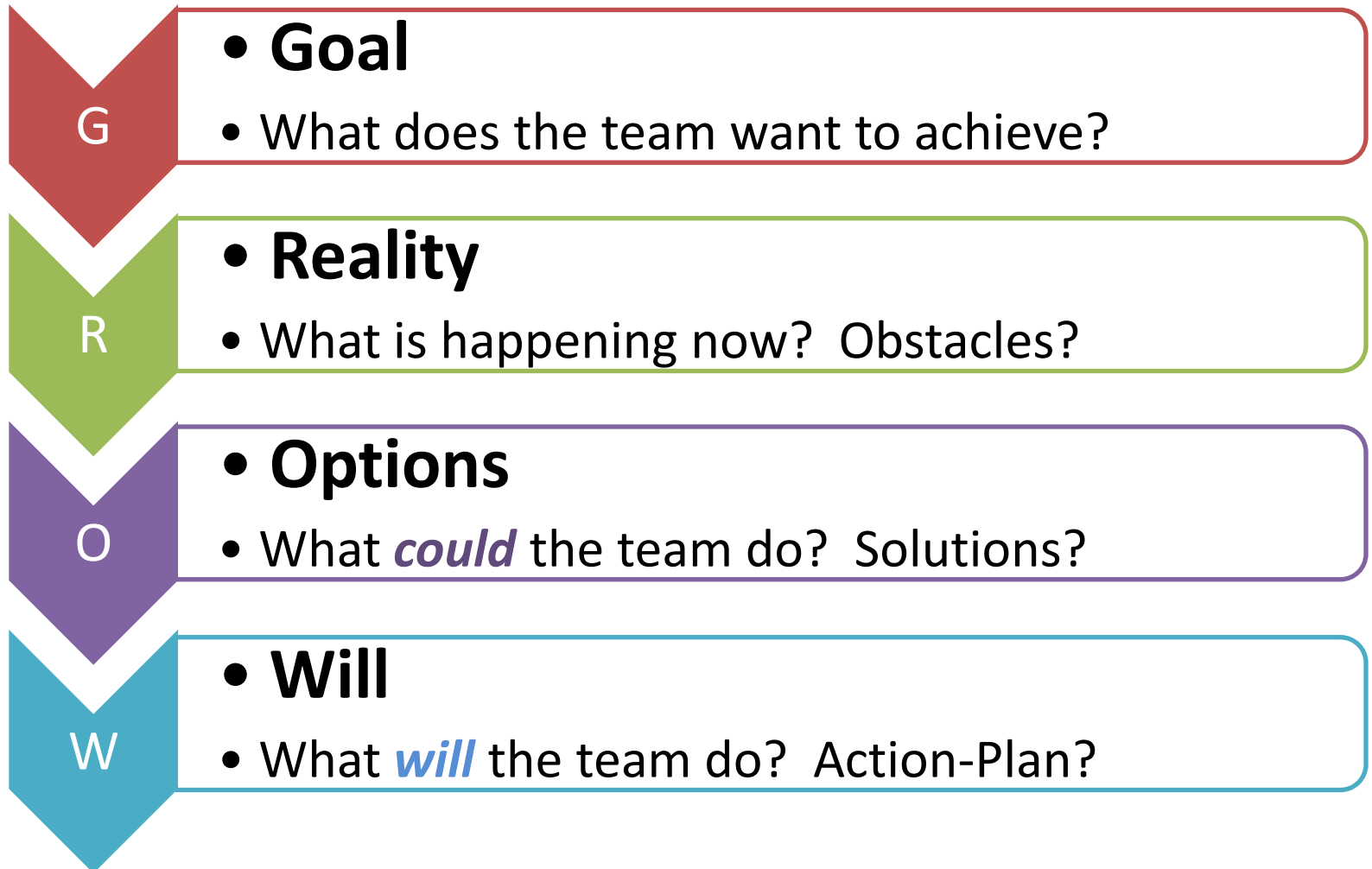
Coaching Model-GROW

- GROW helps teams become:

Goal-Oriented
Solution-Focused
Committed



Coaching Model-GROW



Coaching Model – GROW

- When your team runs into a problem and they come to you for help: _____
 - ***Don't offer a solution! Don't fix their problem!***
- Instead, better serve them by:
 - Facilitating a dialogue that will help the team solution and come up with their own approach
 - Use this GROW model to organize your dialogue

Coaching Model-GROW

- Example Of A GROW Dialogue:

Team Member	Shares an impediment during today's Standup. 'The new database doesn't allow us to search the way Sales needs it to.'
Coach	Is there an obvious solution?
Team Member	No
Coach	Let's discuss this as a team after the Standup

- The team Standup ends and the team later moves on to an offline discussion about the impediment...

Coaching Model-GROW

Other Team Mbr	The new database doesn't allow us to search the way Sales needs it to. Coach, what should we do?
Coach	Hmm, what's our team's objective/goal?
Other Team Mbr	We need to be able to look up 'Total Sales' by 'Buyer Age'
Coach	So, we didn't think of this when designing the database?
Other Team Mbr	No, we accounted for 'Total Sales' by 'Region' and by 'Agent' but not by 'Buyer Age'
Coach	Bummer! Well, what are our choices?
Other Team Mbr	We could add a new index.
Coach	Cool. What else?
Other Team Mbr	We can add another table with age bands.
Coach	I get it. Other thoughts?
Other Team Mbr	Maybe we can use 'Buyer Years Employed' instead which we already have.

Coaching Model-GROW

Coach	Anything else?
Other Team Mbr	Nope. That's it.
Coach	Is there any way we could have seen this coming?
Other Team Mbr	Well, we probably should have mocked up scenarios and reviewed them with Sales prior to development.
Coach	I can see that. OK. What will you do?
Entire Team	<i>(Discusses pros and cons of each option)</i>
Other Team Mbr	We're going to use 'Buyer Years Employed'.
Coach	Are you all, as a team, clear on how to approach this?
Other Team Mbr	Yes.
Coach	When will it be ready for review?
Other Team Mbr	By the end of next week.
Coach	Is it OK if I follow up with you next Friday?
Other Team Mbr	Yes!

Coaching Model-GROW

- Thoughts?
- Could you pick-out the GROW process?

Coaching Model-GROW

Other Team Mbr	The new database doesn't allow us to search the way Sales needs it to. Coach, what should we do?"	
Coach	Hmm, what's the team's objective/goal?	
Other Team Mbr	We need to be able to look up 'Total Sales' by 'Buyer Age'	Goal
Coach	So, we didn't think of this when designing the database?	
Other Team Mbr	No, we accounted for 'Total Sales' by 'Region' and by 'Agent' but not by 'Buyer Age'	Reality
Coach	Bummer! Well, what are our choices?	
Other Team Mbr	We could add a new index.	Option
Coach	Cool. What else?	
Other Team Mbr	We can add another table with age bands.	
Coach	I get it. Other thoughts?	
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Coaching Model-GROW

Coach	Anything else?	Option
Other Team Mbr	Nope. That's it.	
Coach	Is there any way we could have seen this coming?	Will
Other Team Mbr	Well, we probably should have mocked up scenarios and reviewed them with Sales prior to development.	
Coach	I can see that. OK. What will you do?	
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Other Team Mbr	Yes.	
Coach	When will it be ready for review?	
Other Team Mbr	By the end of next week.	
Coach	Is it OK if I follow up with you next Friday?	
Other Team Mbr	Yes!	

Coaching Model-GROW

- Food for thought:
 - Remember Level 2 & 3 listening skills
 - Detach yourself from the **Options**
 - Do not offer an opinion
 - All options are valid (brainstorming)
 - Ask, don't command
 - In the scenario, every time the coach spoke, it was a question
 - These questions matter...

Coaching Model-GROW

Coaching Questions



Coaching Model-GROW

- Use a Worksheet To Help You Practice

Goal	Describe Goal	
Reality	Describe Reality	
Option 1	Describe Option	
	Activity 1	Target Date
	Activity X	Target Date
Option 2	Describe Option	
	Activity 1	Target Date
	Activity X	Target Date
Notes		

Post on
Team-Wall

- May also serve as a reference later on

Coaching Model-GROW



Practice It
Own Technique
Informal

Project Manager

The Ideal Servant Leader & Coach

- Move Beyond Command & Control
 - Leverage your experience & knowledge to convert your 'commands' or 'direction' into Coaching Questions
 - Leverage the PMBOK Guide® Knowledge Areas to question instead of telling
- Create an environment of learning and self-direction
 - Encourage a '**thinking**' space
 - Enable diversity of solutions
- Let your team go!
 - They will amaze you

Ground your
leadership in humility.

Project Manager The Ideal Servant Leader & Coach

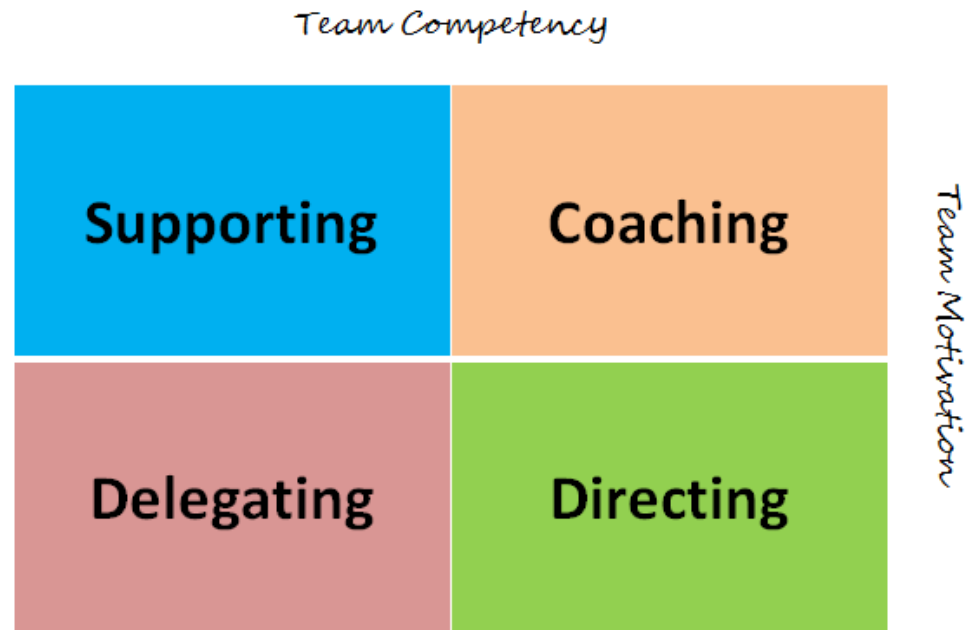


Invert The Pyramid

Project Manager

The Ideal Servant Leader & Coach

- But remember the situation, the task at hand and the maturity of your team



Coaching High-Performing Teams



Team Competency



Coaching High-Performing Teams



Thank You



Extra

- In teams of three:
 - Self-assign (1 Coach, 1 Team Member, 1 Observer)
 - Team Member:
 - Shares impediment and asks for help
 - Coach:
 - Facilitates a GROW process
 - Observer:
 - Provides feedback to both when GROW conversation is done