

Who Will Your Superstars Be In A Year?

Your Coaching
Game Plan



INTEGRITY
Solutions

Your business can't compete and win without talent.

Economic and business realities are changing the playing field for every organization today.

**"The war for talent will reach
a critical point of concern
in 2020."**

– HRE Online:
Talent War Remains a Threat

**Unemployment
is half the rate
it was in 2009.**

– Bureau of Labor Statistics

**Two million people in the US are
voluntarily quitting their jobs
each month.**

– Bureau of Labor Statistics

\$11 billion is lost annually to
employee turnover.

– Dale Carnegie Training

Do the best players want to play for your team?



Less than a third of employees are engaged at work. (Gallup)



Disengaged employees are 2.5 times more likely to change jobs for **as little as a 5% pay increase.** (Dale Carnegie)



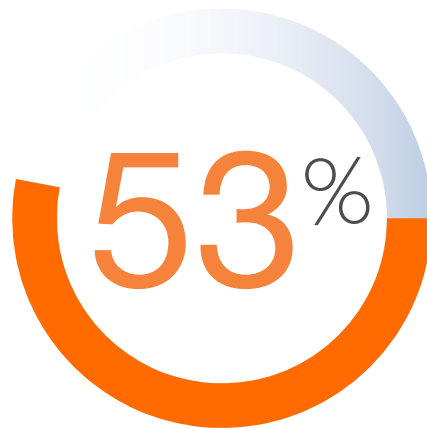
Companies with engaged employees outperform others by up to 202%. (Dale Carnegie)

“Boredom” is one of the top reasons talented employees leave: “[They] want to expand and polish their skills, abilities, and experiences. Employees who feel restrained or get bored will eventually start looking outside of the organization to fulfill their advancement needs.”

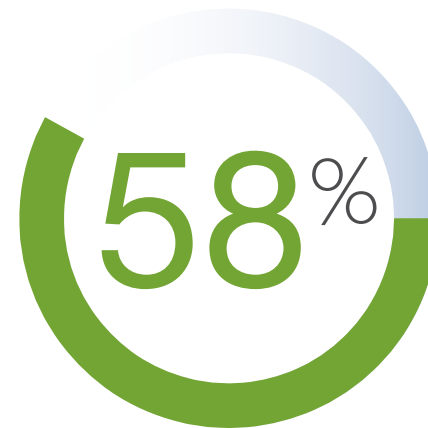
Source: Profiles International

Changing demographics — changing employee expectations.

According to the Bureau of Labor Statistics, millennials are now the largest generation in the workforce.



of hiring managers say it's difficult to
hire and retain millennials.

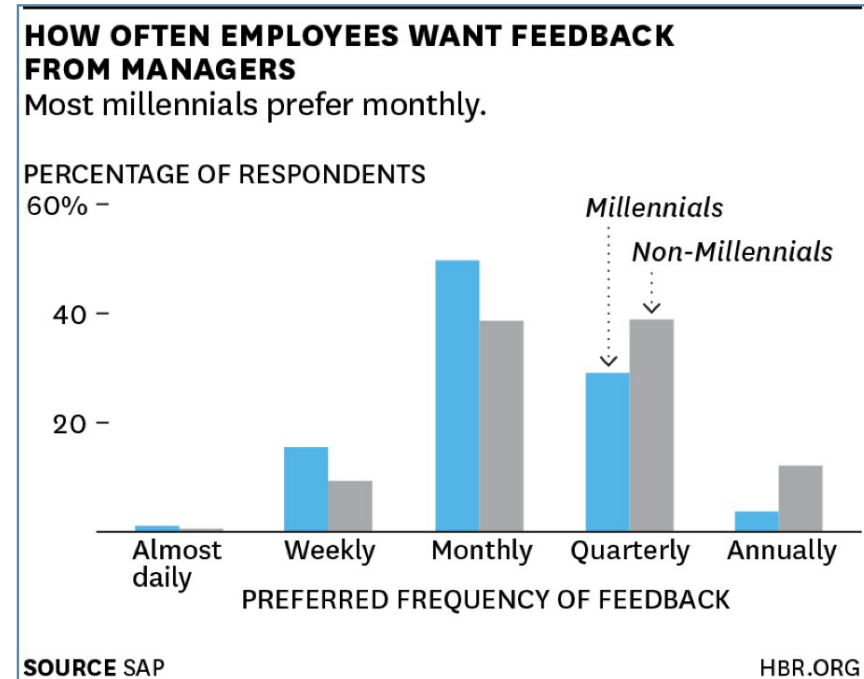


of millennials expect to leave
their jobs in 3 years.

Source: 2015 Millennial Majority Workforce Study

What do millennials want?

Based on a global survey that SuccessFactors conducted in partnership with Oxford Economics, millennials typically want feedback 50% more often than other employees. They expect feedback from their managers, and they want it monthly, not quarterly or annually. Only 46% agreed that their managers delivered on their expectations for feedback.



Millennials want:

TO GROW,
even if that means growing out of your company.



A COACH,
not a boss.

Source: Jeff Fromm, co-author, "Marketing to Millennials"

It's not just a millennial thing.

THE FEEDBACK GAP

69%

of leaders say they're uncomfortable communicating with their staff.

37%

struggle with giving direct feedback that they believe may cause a negative reaction.



1 in 5 have trouble giving praise for a job well done.

BUT 81% of employees would rather work for a company that values “open communication” vs. one that offers perks like top health plans, free food and gym memberships.

Source: “Why are so many managers afraid of talking to their employees?” Fast Company

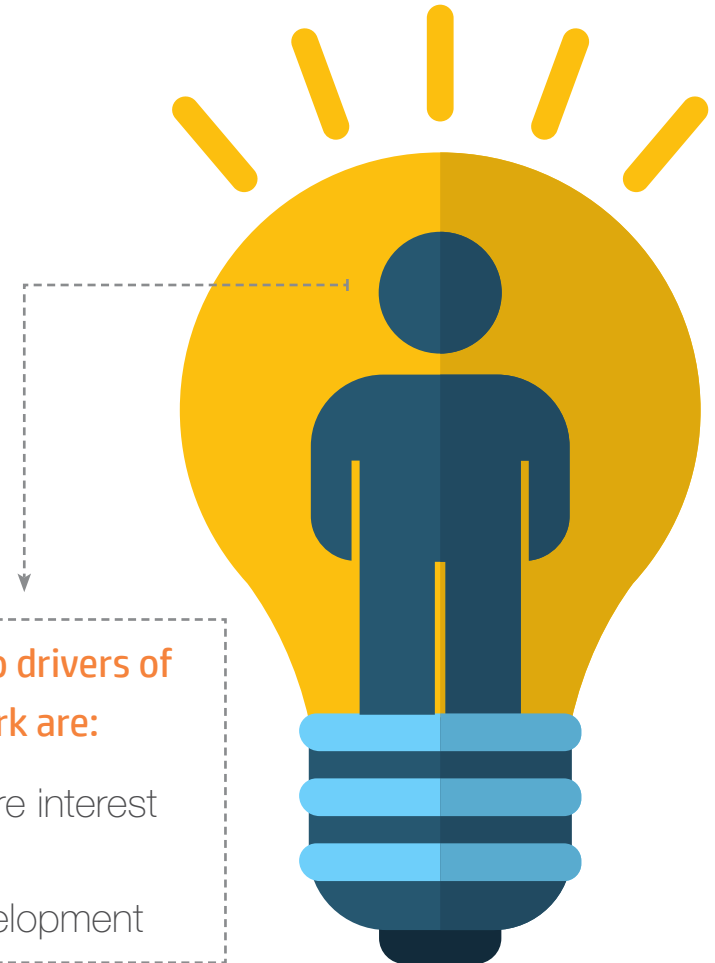
What do great places to work do differently?

GREAT LEADERS

- frequently express their own genuine belief in the value of their people
- actively and visibly support people in their efforts to change behaviors

Among the top 100 Great Places to Work®, top drivers of employees' perception of a great place to work are:

- a belief that "Management shows a sincere interest in me as a person, not just an employee."
- an organizational focus on employee development



Source: Great Place to Work® Institute

Why Coaching?

The best players want to play for the best coaches.

Few people rise to the top of their game without having coaches to guide, encourage and challenge them.

THE BEST COACHES:

- Help people become their best
- Have the ability to spot talent and potential in their people
- Use a process to guide high performance and productivity

More than
60%

of employees
who report to
managers who
are NOT good
coaches are
thinking about
quitting

versus

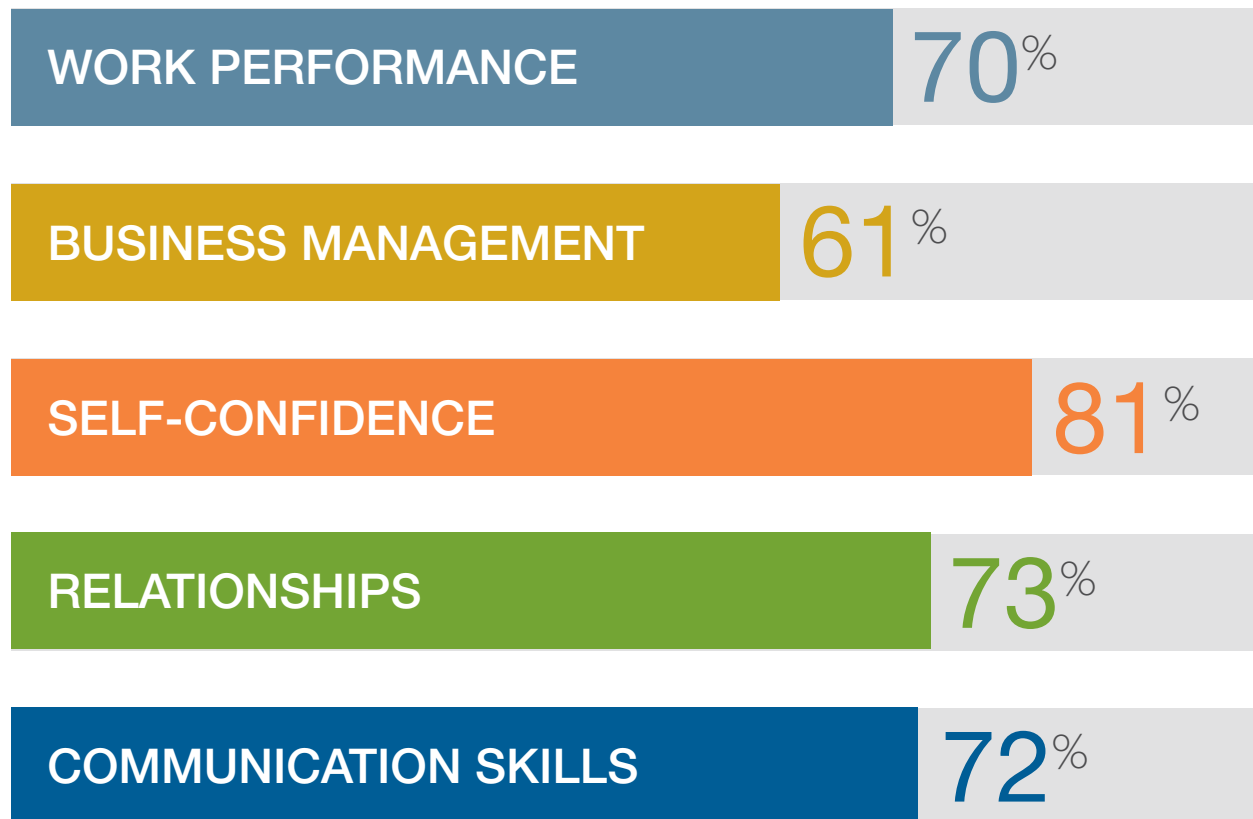
22%

who report to the
best managers

Source: Zenger Folkman study

Coaching unlocks potential.

Coaching improves:



Source: ICF

The benefits of great coaching.



THE BENEFITS OF EFFECTIVE COACHES:

- Greater employee engagement
- Improved retention
- Employee development and satisfaction from getting opportunities to grow and improve
- Improved manager-employee relationships

30%

of employees say they don't quit their jobs, they quit their managers.

Bureau of Labor Statistics

“Better coaches have three times as many people who are willing to go the extra mile.”

Source: Zenger Folkman study

Coaching delivers business results.

A Bersin by Deloitte study found that the organizations that effectively prepare managers to coach are

130% more likely
to realize stronger
business results.

Where will your superstars be in a year?

High performers get dumped on—and sometimes ignored.

The result?

Top performers often find themselves stuck picking up the slack—risking burnout—or left out of development opportunities, with their professional growth plateauing.



Many will get cherry-picked by the competition—and might jump at the chance to leave.

Where will your superstars be in a year?



As the job market continues to tighten, CSO Insights notes that nearly two thirds of companies are planning to increase the size of their salesforce over the next 12 months.

Where do you think those salespeople are going to come from?

Money and incentives matter, but they're only part of the retention story. And in an environment where ramping up new sales reps can take anywhere from 3-9 months (55% of companies, according to CSO Insights) to as much as a year or more (18.6% of companies), turnover can cost up to 200% of the employee's salary. Retention strategies have never been more important.

Coaching is a powerful way for managers to demonstrate a belief in their people's ability to push beyond their boundaries and reach higher levels of success.

When employees' passion and achievement drive are continually stoked, they won't jump ship to find that personal satisfaction somewhere else."

It's not just business; it's personal.

In addition to the business case, there is a personal case for coaching. We've all had someone in our lives who helped us recognize our potential and see greater possibilities. A manager can become this person for those they coach.



A win-win.

People will respect you
in direct proportion to
how much you respect them.

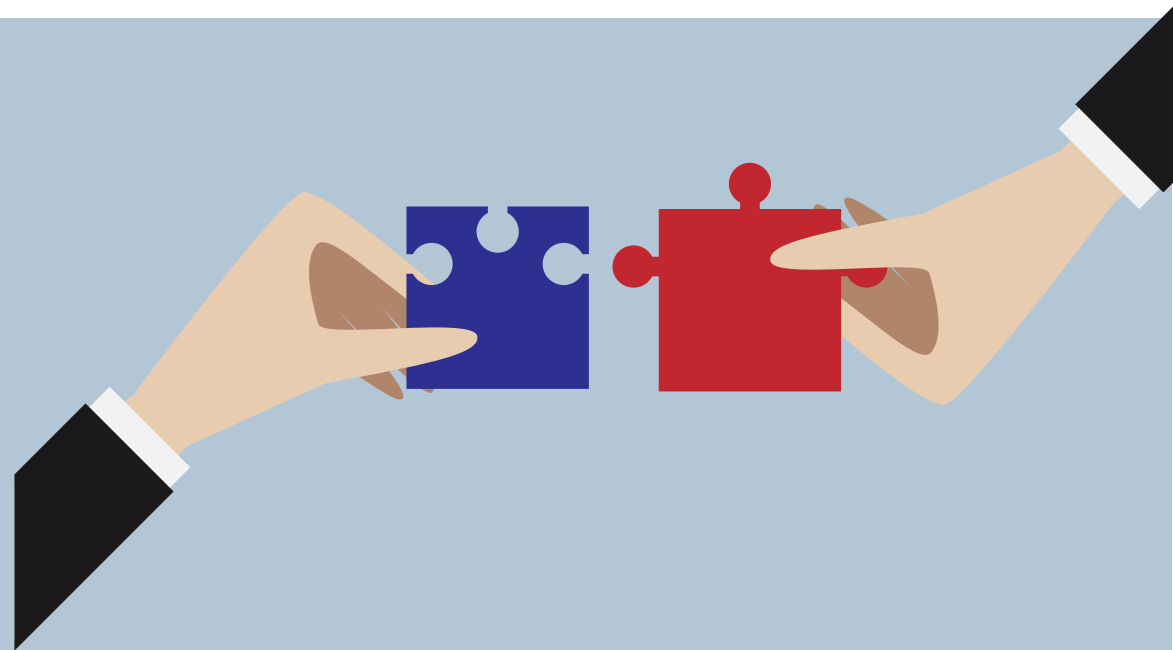
When people feel understood and
appreciated, they will be intensely
loyal to the manager who has
demonstrated care and interest.



The greater good.

Coaching is a great privilege and an awesome responsibility.

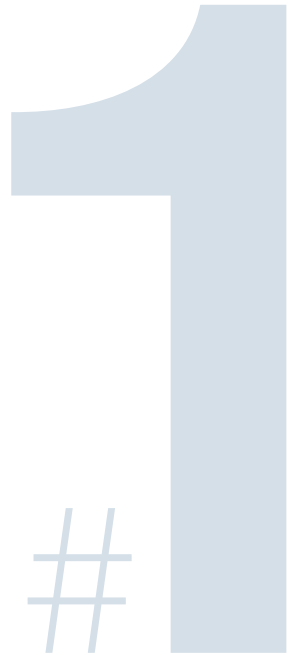
For managers who coach, it provides an opportunity to leave your fingerprints on people's lives.



The imprints you leave are part of your legacy.

If coaching's so great,
why aren't more
managers doing it?

If coaching's so great, why aren't more managers doing it?



It's not just a skills issue...

Although coaching skills are important, values and a genuine belief in people are often far more influential. A manager's beliefs and expectations about people often become self-fulfilling prophecies.

If coaching's so great, why aren't more managers doing it?

The Law of Limited Performance...

When employees fail to achieve desired results, managers often assume they've peaked in their performance and stop challenging them to improve. Once employees discover the level of performance managers will accept, they settle in. We call this the "The Law of Limited Performance." As with the Theory of Relativity, perspective is determined by what the observer relates to vs. what is possible.

Managers today may be skilled at running their operation, but many lack either the awareness or the critical coaching capabilities to inspire team members to grow, improve and deliver what is possible. This limiting loop inevitably results in lower productivity and untapped potential.



If coaching's so great, why aren't more managers doing it?

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Many think they are when they aren't...

Giving feedback on ride-alongs, conducting quarterly performance reviews and laying out a corrective plan when someone falters—these are all important activities, but there is more to coaching.

If coaching's so great, why aren't more managers doing it?

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*There just
isn't time...*

- "We're too lean."
- Many managers believe their "real job" is to focus on the operation: "How will I get the REAL work done if I'm coaching?"
- Scheduled vs. just-in-time (JIT) coaching

If coaching's so great, why aren't more managers doing it?

Understanding how time is really spent...

Effective managers know that investing time **now** in coaching gives them more time **later** for operational responsibilities.



And...

if they coach their people, their team's ability becomes higher. That means **managers can spend less time picking up the slack** and more time leading and strategizing.

The most efficient, effective managers are on the lookout for coaching moments and make coaching part of their daily routine.



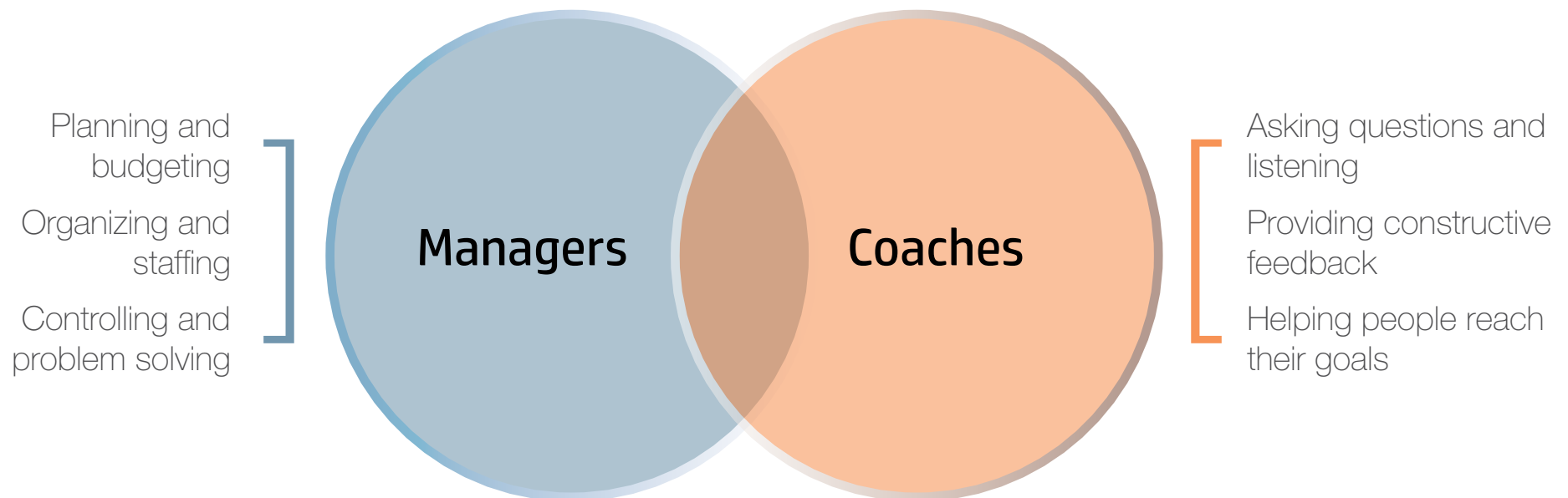
Great managers don't necessarily make great coaches.

Coaching is as much about the manager's own development as it is about developing the performance of their people.

Being a great manager or having a great playing history doesn't automatically make someone a great coach.



Managing vs. Coaching.



The skill sets of coaching and managing are different. Many managers have much more training on how to be an excellent manager than how to be an effective coach.

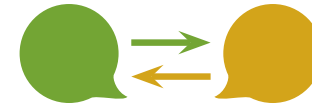
What makes a coach effective?



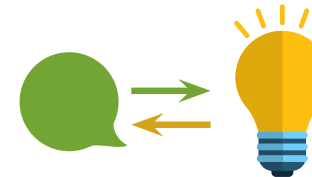
Ineffective coaches coach in their own image, directing and telling what's worked for them without regard for the person's needs, beliefs and motivations.



Ineffective coaches confuse coaching with corrective action or a performance management discussion, making people view coaching as negative and something to be avoided.



Effective coaches set the stage for two-way communication by understanding and adapting to the employee's behavior style and starting the discussion with what's important to the employee.

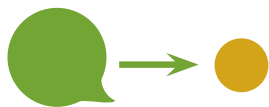


Effective coaches don't come to the table with all the answers. They know how to fully engage people and tap into their creativity, viewing coaching as a catalyst for helping the best get better.

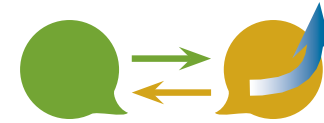
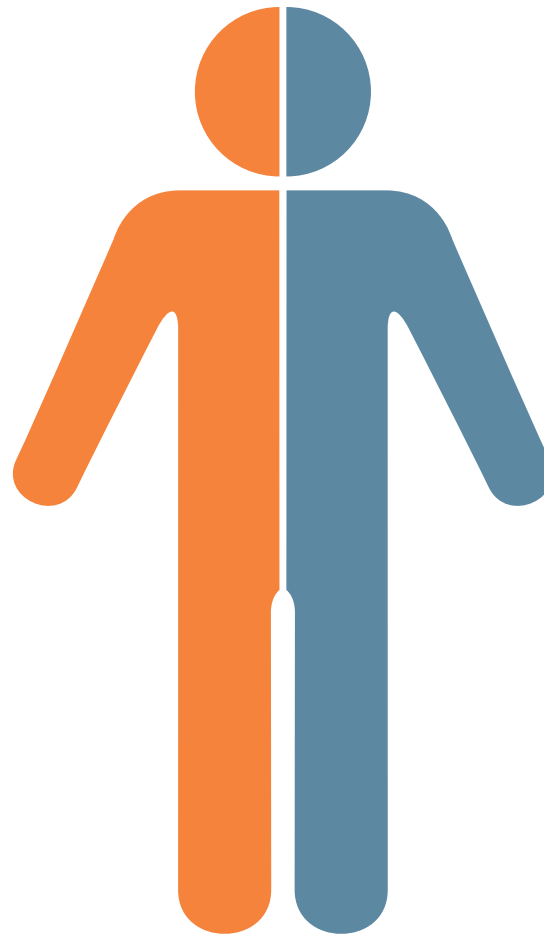
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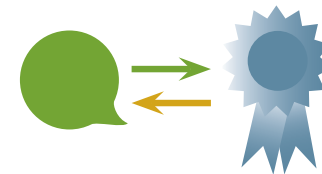
Ineffective coaches are “too busy” to maintain a consistent coaching schedule, often canceling sessions and sending the message that coaching—and by extension, the individual’s success—isn’t important.



Ineffective coaches have limiting beliefs and low expectations about the potential of their people. Because these beliefs manifest themselves in the manager’s coaching activities, they ultimately become self-fulfilling prophecies.



Effective coaches are consistent, committed and fully engaged, protecting coaching time and staying focused on the employee throughout. As a result, people feel that they are valued and that their success is a high priority.



Effective coaches believe in their people and see the possibilities that they may not see in themselves, encouraging a self-belief and achievement drive that pushes them beyond self-imposed barriers.

Effective coaches break the Law of Limited Performance.

Performance and productivity will not increase until belief boundaries expand. When boundaries expand, performance and productivity automatically expand to fit the new beliefs.

As a great coach, the manager's responsibility is to see what people CAN BE and then help them:

1. Set and achieve goals just beyond their comfort zone.
2. See greatness in people who don't see it in themselves and help them discover it.
3. Treat people as if they are already who they can become.
4. Believe in the unlimited creative capacity in people and nurture them to realize their potential.



The most successful coaches find ways of letting different generations be heard.

MILLENNIAL/GENERATION Y

(born 1981-2000)

Coaching Strategies:

- Communicate using technology.
- Provide supervision and structure.
- Allow flexibility in scheduling.
- Encourage collaborative problem-solving.
- Assign projects where they can gain experience.

GENERATION X

(born 1961-1980)

Coaching Strategies:

- Communicate using technology.
- Collaboratively establish deadlines and goals.
- Don't micromanage.
- Encourage work-life balance; reward with time off.
- Give them challenges and stretch assignments.

BABY BOOMER

(born 1946-1960)

Coaching Strategies:

- Acknowledge their experience.
- Recognize accomplishments.
- Provide lots of feedback.
- Give them challenging assignments.

From Manager to Coach

Your coaches need a game plan.



ONLY
20% of respondents rated
their companies highly on
using coaching effectively.



37%
stated they are
barely or not at
all effective.

Providing training to internal coaches is correlated to
both a coaching culture and coaching effectiveness.

Five Practices great coaches put into play.



- Ask meaningful questions about needs, challenges and goals.
- Gain insight into emotions as well as facts.
- Understand their full perspective before sharing your own.



- Actively listen to words, tone of voice and body language.
- Guide them toward discovering their own answers.
- Believe their answers can be discovered within them.



- Help them discover constraints and gain agreement.
- Suggest one action to remove a constraint or reach a goal.
- Keep the responsibility on their shoulders, not yours.



- Personalize praise for specific skills, attitudes and abilities.
- Sincerely communicate your belief in their ability.
- Express potential you see that they may not see in themselves.



- Gain commitment to specific actions, results and time frames.
- Explain you will follow-up and hold them accountable.
- Reinforce their importance to your organization.

When the coaches know how to coach, everyone wins.

In the midst of everything else going on today, coaching can seem like a luxury. In fact, it's anything but. Research consistently shows that effective coaching:

Helps the best get better: Coaching to strengths unlocks potential and opens the person up to new possibilities.

Keeps your top producers loyal: The attention, recognition and appreciation managers provide through consistent coaching can be the difference between retaining high performers and losing them to the competition.

Boosts the performance of middle players: By moving the large population of middle performers to the next level, coaching can turn into a great source of untapped revenue potential.

Allows managers to identify and address problems before they escalate: When managers know what's going on and have had ongoing coaching conversations, costly problems can be minimized or avoided altogether.

But to get those benefits, your coaches have to be willing and able to coach.

Don't drop the ball on coaching.



Recognize coaching is a personal development opportunity for managers as well as their team members.

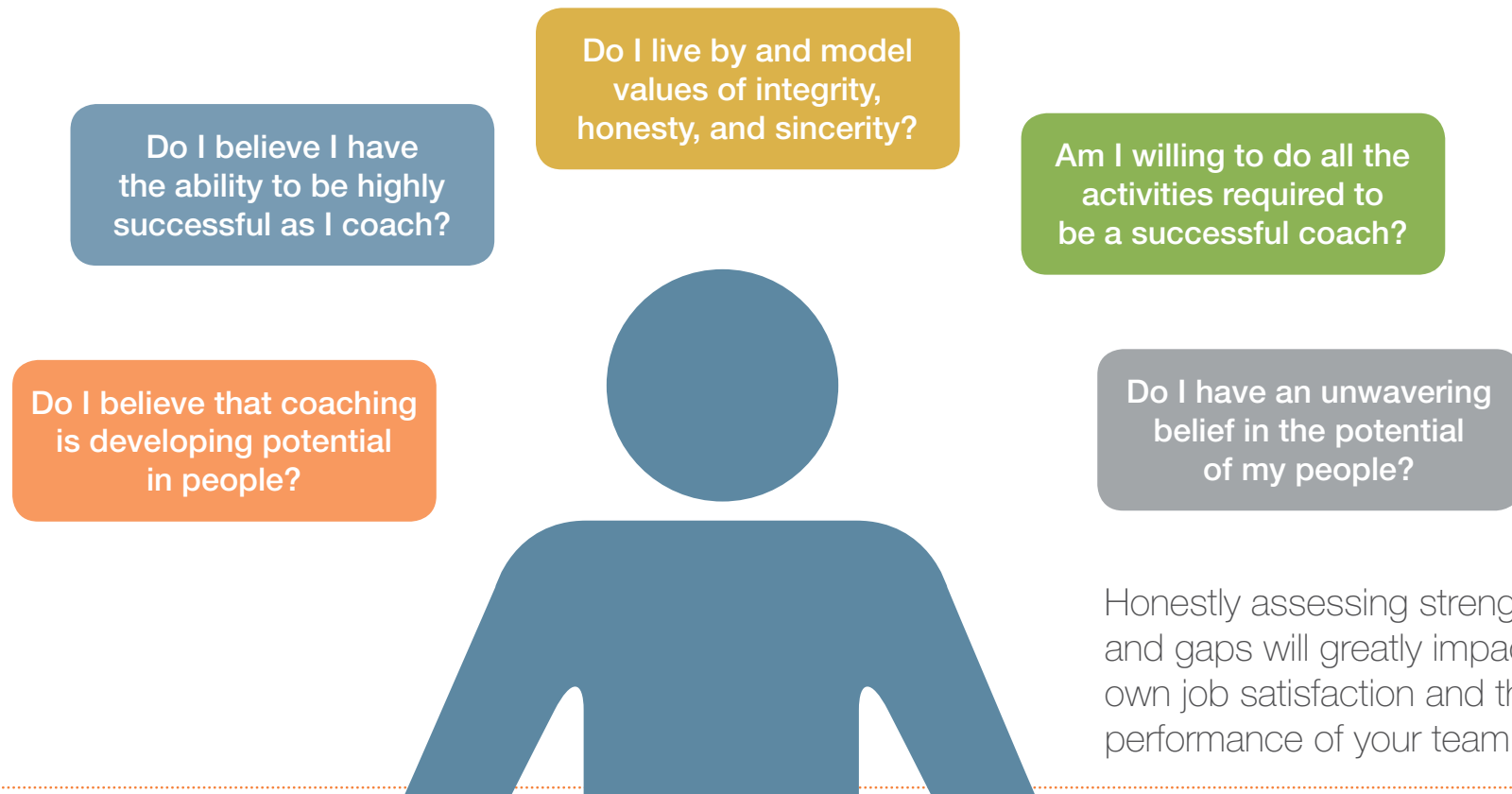
Develop managers who understand and know how to break the Law of Limited Performance.

Give managers the skills, framework and tools to be successful.

Create an environment that supports coaching and the time invested in it, because it's an investment that pays off for the individual and the business.

A coaching self-assessment for your managers.

Self-reflection is an important first step in helping your managers make the shift from boss to coach. Here's a quick self-assessment for helping your managers gauge their own readiness.



Honestly assessing strengths and gaps will greatly impact your own job satisfaction and the performance of your team.

Turning great bosses into great coaches.



is based on the
fundamental beliefs
that coaching is:

- Building people and helping them build your team and organization
- Identifying potential in people
- Helping people set goals and accomplish them
- Believing in people at a greater level than they believe in themselves
- Equipping people to become self-sufficient in their growth
- Sincerely caring about the success of others and investing time and energy
- Recognizing and celebrating successes
- Helping others develop a sense of purpose and vision for their professional and personal life
- Working with someone to identify meaningful, tangible and attainable goals

Coaching effectiveness is
influenced more by

your **values, belief in
people** and a **desire to
help them grow**
than by what you know.

INTEGRITY *Solutions* *develops the hidden potential in your team.*

We help our clients win more customers, keep more customers and grow profitable revenue. Integrity Solutions helps organizations align attitudes and beliefs around a customer-focused strategy so they can increase sales, strengthen customer relationships, maximize productivity and retain the best talent. For more than 45 years, our values- and ethics-based approach to sales performance, coaching, customer service and communication has been the competitive advantage for leading organizations around the world.

Our solutions create measurable results by enhancing attitudes and achievement drive, not just skill, leading to dramatic improvements in top performer retention, recruitment, market share, productivity and goal achievement. We close the gap between knowing and doing. With the power of Integrity, more than 2.5 million professionals and leaders worldwide are creating the kind of customer value that translates into long-term loyalty and profitable growth.

For more insights and tips, download our Coaching Toolkit!
Coaching may be the most effective way to raise performance across an organization. Successful leaders are effective coaches.
<http://www.integritysolutions.com/go/coaching-toolkit-2>

Let's talk

INTEGRITY
Coaching®

Integrity Coaching® is a developmental process that equips managers with the knowledge, skills and tools to improve sales performance and develop people to their highest potential. It is based on the belief that coaching begins with building people. We'd love to hear from you. Email us at info@integritysolutions.com. Call us at (615)-385-2246 or toll-free at (800) 646-8347.

In 2016 Integrity Solutions was named a Top 20 Sales Training Company by Selling Power as well as named to Training Industry, Inc's Sales Training Companies Watch List.

