

COACH2 the bottom Line

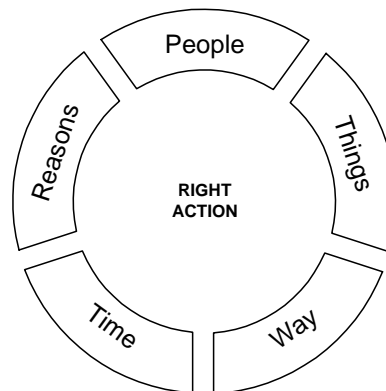
The Coach2 the bottom line coaching methodology enhances the effectiveness of coaching interactions by supporting and encouraging appreciative communications in all phases of business. It is a source model—designed to build capability.

“Employee capability simply suggests that when employees have both technical and social know-how, they are more able to accomplish work. A leader’s job is to clarify, what employees need to know and do, then to figure out how to make sure employees do what is needed”.

Dave Ulrich, Jack Zenger & Norm Smallwood, *Results-Based Leadership*.

The Appropriate Action = Right Action

In order to satisfy the needs of the many in a right and humane way, every person, every organization must subscribe to Right Action.



*When people ask me what the responsibilities of leadership, management and coaching are in an organization, I offer the following statement: “**The right people doing the right things at the right time in the right way for the right reasons.**”*

Mike Jay, MBC, COACH2 the bottom line.

Right Action consists of:

- Right People
- Right Things
- Right Time
- Right Way
- Right Reasons

Achieving Right Action is a difficult and constantly moving target imbedded in integrity, moral and emotional competence and conscious recognition of the needs of the many. Coaching aligns personal and organizational goals and thereby creates a powerful movement toward Right Action.

The COACH2 Model is grounded in three core competencies:

These core competencies are essential to effective coaching interactions. They are intertwined with one another in a continuous cycle of exploration and discovery of the espoused theory, a person's action theory and the theory in use of the person being coached. A person's **espoused theory** relates to what they say; **action theory** to the *intentionality of designed right action*; and a **theory in use** reflects *what they do*. The lack of integrity or coherence between these theories is fertile ground for coaching interactions.

Coach2 competencies are tools to surface and explore openings: opportunities that arise to connect to; and leverage what really matters.

The competencies ride on knowledge, skills and abilities in all areas of business communication, enhancing emotional intelligence and continuing to promote personal and organizational effectiveness.

“Successful organizations do something different or better than other organizations to be successful. We can call this “something different” or “something better” a “competitive advantage,” a “capability” or a “core competency” depending on our conceptual framework or our discipline. Regardless of what we call them, these distinct abilities are highly valued and guarded by the organizations that have them, and highly sought after by those that don’t.

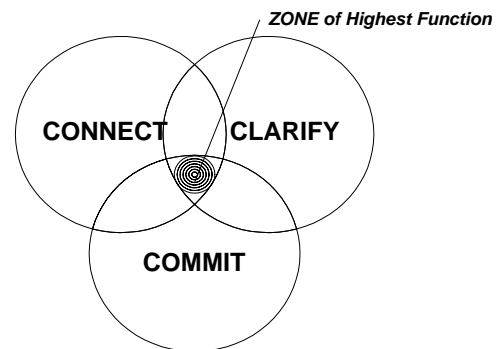
Global Business Culture Study Group, November 1998, by Mark Hannum

Management and Leadership must focus on the success of the firm, through challenge, coaching and real investment in its people.

“Since the release and full use of the individual’s full potential is the organization’s true task, all organizations must provide for the growth and development of their members and find ways of offering them opportunities for such growth and development. This is the one true mission of all organizations and the principal challenge to today’s organization”.

Warren Bennis, *On Becoming a Leader*, 1987.

COACH2 Core Competencies



The overarching goal of Right Action allows the person being coached to achieve *bottom-line outcomes: awareness, purpose, competence well-being and results*. The coach uses compassion, developmental empathy and clarity to create a space for these outcomes—designed through a coaching interaction.

The outcomes are critical to growing the capability to make appropriate decisions around Right Action. These outcomes are critical to creating highly functioning people that have adaptability, vitality, passion and the willingness to go the extra mile. Performance, change and transformation are all clearly issues that confound modern organizations and are critical to building capability in organizations. We are now looking at a fourth-level of learning named transcendence that produces the integral leadership required in modern global business.

The bottom line? Increasing the capability of talent in organizations pays off. According to the cutting-edge research at the Gallup Organization world-class managers create an environment in which ***“Their well-managed workgroups are more profitable (44% higher), more productive (50% higher), and have higher degrees of customer loyalty (50% higher).”***

Performance, change transformation and the ability to transcend complex problems in complex adaptive systems are all clearly issues that confound modern organizations and are critical to building capability in organizations.

Mike Jay, MBC

In organizational change, the boundaries between coach and player blur. Leaders must give as well as receive high quality help. One way to do this is to establish a cadre of coaches in which people can learn how to coach by helping others.

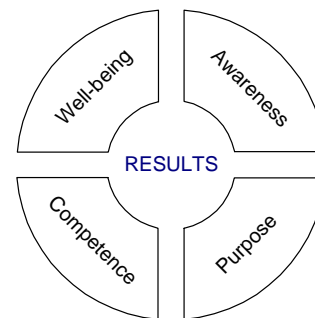
The Dance of Change, Senge, et al.

The extensive B\Coach network of certified coaches and training systems have the ability to synthesize coaching solutions for organizations of all sizes and needs. Specifically designed interventions and coaching solutions for individuals, teams, and organizations are available.

Bottom Line Outcomes... in Effective Coaching

Interactions:

- Awareness
- Purpose
- Competence
- Well-Being
- Results



The Coaching Interaction Model:

Openings...

interactions involving the COACH2 model follow a non-linear cycle consisting of openings, possibilities, plans, outcomes and RightACTION.™ While everyone can find gaps in performance, what becomes clear to leaders, managers and individuals is that *awareness around performance gaps does not necessarily eliminate the gaps!*

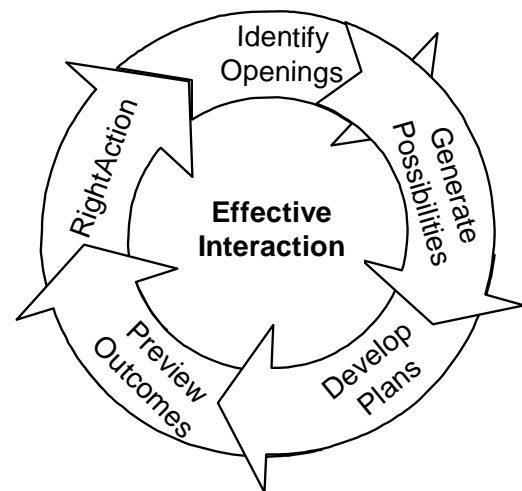
COACH2 eliminates gaps by leveraging what's important through openings—a point of leverage where the person coaching and the person being coached both create actionable solutions that eliminate gaps through shifts in double-loop learning: a shift in the governing variable creating a dramatic shift in performance.

Possibilities are introduced through interactions around “what’s important.” Plans are formed from the alternatives. However, taking the time to preview the outcomes of these plans (scenario planning) before taking action is essential and *cost efficient* and unique to the COACH2 model. Commitment to RightACTION™ occurs when the person taking that action is ready, willing able and fit. *This requires an integrated systems approach.*

Coaching brings about maximum effort through the discovery of intrinsic motives and profound unique strengths that move the person being coached to action. Coaching explores our sense of what’s important and how those constructs are aligned with the demands in the complex adaptive environment.

Coaching allows organizations the opportunity to retain and develop top employees and to redirect those that are not efficient matches for the performance being required of them. Creating capability in the individual with RightACTION™ is a humane way to create generative change over time.

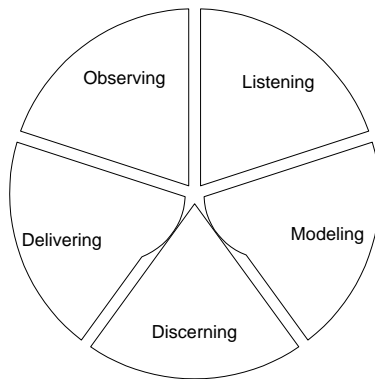
COACH2 Coaching Interaction Model (CIM)



Deming’s work indicated that people taking action have control of only 1 of 5 actual components that make up successful performance—that of effort! Coaching creates actionable change. It taps into the only factor of performance, which is under individual control – effort.

Five factors of performance:

- *Innate ability*
- **Individual effort**
- *Selection and training*
- *Variation in the system*
- *Variation in the measurement of performance.*



The Key Abilities:

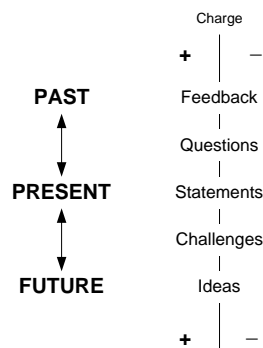
- Listening
- Observing
- Discerning
- Modeling
- Delivering

COACH2 creates competence in 5 key abilities. These abilities allow the coach to affect powerful interventions required by increasing organizational complexity and ambiguity. Essentially, coaching is “all about them.” In other words, the interaction is focused on the person being coached. Coaching is about building capability to perform more efficiently over time. It is successful when it increases the ability of the person being coached to make appropriate decisions and create RightACTION™.

Components of Delivery:

- Feedback
- Questions
- Statements
- Challenges
- Ideas

COACH2 DELIVERY METHODS



Delivery is the exchange medium between the person coaching and the person being coached. These five components of delivery are the skills that the coach must learn inside out. The charge and timing of delivery--the past, present and future nature of delivery--are keys to determining styles that are effective at appropriate moments in the coaching interaction.

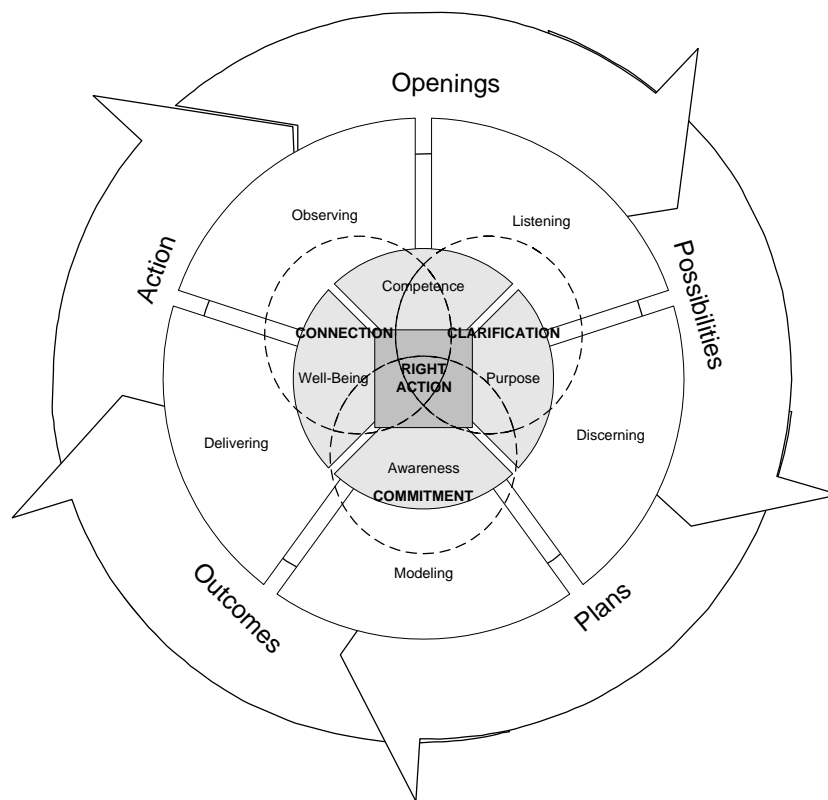
In our work with exceptionally talented leaders and coaches, we’ve discovered that they make dozens of intuitive judgments daily about how to work with their people. Sometimes they focus on removing barriers to performance. Other times they immerse themselves in a situation and exert a great deal of influence on the way it turns out. There are times when they help people work through personal or performance problems, and there are times when the only requirement is to provide straightforward information. In some situations the coach is the dominant figure, while in others the team practically forgets he or she is there.

A PASSION FOR EXCELLENCE, Tom Peters & Nancy Austin

Integration of Complexity:

“A major issue that is getting practically no attention in the management literature is the reality in many cases the chief executive officer does not have the conceptual capacity to grasp the degree of complexity that he or she must now confront. In short, they simply do not know what they are really up against and what is happening to them and to their organizations, let alone knowing what to do about it. They simply can’t absorb the range of information they should and organize it from multiple sources and focus it on the organizations’ problems in a way that would both become vision and strategy.”

Harry Levinson, *Why the Behemoths Fell*,
American Psychologist, May 1994



The organizations of the future put people first in order to integrate agile systems. Organizations have a choice to build resilience into the current performance paradigm or react to every market change after the fact—usually too late! Sustainable competitive advantage will come from capability and not micro-management. Leadership will recognize the need for top performers and **development** will be at the forefront of retaining, motivating and rewarding these key players in complex adaptive systems.

B\Coach through its business coaching system and its 4-year leadership coaching system at <http://www.leadu.com/5> utilizes a broad array of performance and developmental theory and practice in its training and development systems.