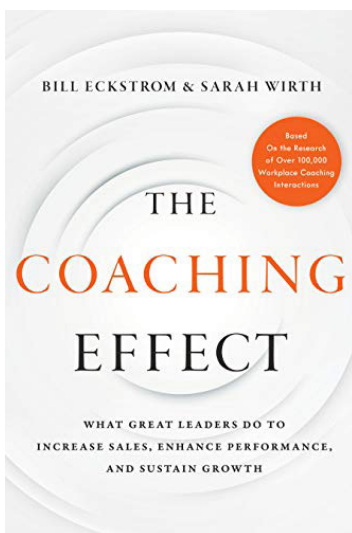


EXECUTIVE BOOK SUMMARIES

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THE SUMMARY

Jim Collins 2005

INTRODUCTION

High-growth coaches are not afraid to push, to demand, and to challenge to get their teams to perform. They consciously or subconsciously know that growth can only occur in a state of discomfort.

ONE: THE GROWTH RINGS

As we began researching basic coaching activities and behaviors, we discovered a model that showed why exponential and sustained growth only occur in a state of discomfort. We call this model the four Growth Rings.

Stagnation

Stagnation is a situation in which people may need to follow too many steps, get someone else's permission, or deal with minutia that stifle creativity, independent thought, or action.

Chaos

Also low-growth and low-performance, Chaos can be caused by internal or external events or conditions. Chaos is having zero predictability or control over inputs and outcomes.

Order

Order is where people tend to want to exist because it is the most comfortable

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environment, but it is also the most dangerous. Order is achieved when the same repeated processes lead to a predictable result.

Complexity

Complexity is the only environment that creates exponential growth or consistently sustains growth.

TWO: COACHING REDEFINED

Though growth is the desired outcome, it is typically stated as a goal—and it is achieved by improving the coaching inputs. To illustrate this, we need to introduce another model—the Coaching Performance Equation.

$$\textit{Relationship} + \textit{Order} + \textit{Complexity} = \textit{Performance}$$

THREE: COACHING QUANTITY AND COACHING QUALITY

Our research points to four high-growth coaching activities that have the strongest correlation to discretionary effort. Think of them as the base of a pyramid on which greater growth can be built: One-to-one meetings, team meetings, performance feedback, career-development plans.

FOUR: ONE-TO-ONE MEETINGS

Proactive, consistent one-to-one meetings are necessary to generate trust, communication, and accountability with team members. There is a strong relationship between effective one-on-one meetings and team performance. The right agenda can help increase communication, camaraderie, engagement, and productivity.

FIVE: TEAM MEETINGS

Team meetings are often used as a communication vehicle for leadership within a company (think of long conference calls in which their manager talks 95 percent of the time) but they are rarely used in ways that could most benefit team members—to help them learn how to do their jobs more effectively. The quality of your team meetings can be improved by knowing how often they should occur, the right agenda to use, and how to make them more focused on your team's needs.

SIX: PERFORMANCE FEEDBACK

Good feedback is a gift to the people receiving it. It helps them improve their skills. It helps them overcome challenges. It helps them achieve their performance goals. And, yes, it even helps them avoid the embarrassment of making a mistake that everyone but they can see.

SEVEN: CAREER DEVELOPMENT

Supporting and guiding your team members in developing their careers is one of the most important yet challenging things you can do as a coach. Investment in a person's long-term growth also yields short-term performance benefits.

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CONCLUSION: THE FOUR-STEP COACHING PROCESS

There are four steps our clients have successfully used to implement their coaching processes and create high-growth coaching cultures.

Step 1: Measure — The most important way that we measure our client's coaching acumen and execution is by asking team members about the consistency and effectiveness of the coaching they receive.

Step 2: Educate and Train — Too many companies view education and training as stand-alone events that will single-handedly provide what is needed to create behavioral change and growth outcomes. Despite what is learned at an educational event, that knowledge is often not applied and change is often not implemented.

Step 3: Implement — We have found that the best way to create a collaborative implementation environment that is driven is by bringing together people who are trying to improve their coaching behavior in implementation huddles.

Step 4: Track and Analyze — In most companies we study, coaches are doing only 54 percent of the necessary coaching activities they need to achieve in order to hit their performance goals.

If you think most businesses wish to become high-growth coaching organizations, you are correct. But just like many individuals aren't willing to commit to a diet and workout regimen to be in great physical shape, many companies aren't willing to charge into Complexity and experience the discomfort necessary to build great coaching environments.