



Coaching Strategies to Prepare Leaders for Today's Diverse Workforce

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Session Objectives

- The purpose of this session is to give the participants strategies to more effectively coach in today's diverse workforce
- The process we will follow will focus on:
 - What is coaching?
 - Some assumptions
 - The biggest challenge you face in coaching others!
 - How "Generation" comes into play in diversity
 - How individual diversity affects the coaching relationship
 - What's next
- The payoff for our session is that participants will have some ideas and tools to more effectively coach their diverse workforce

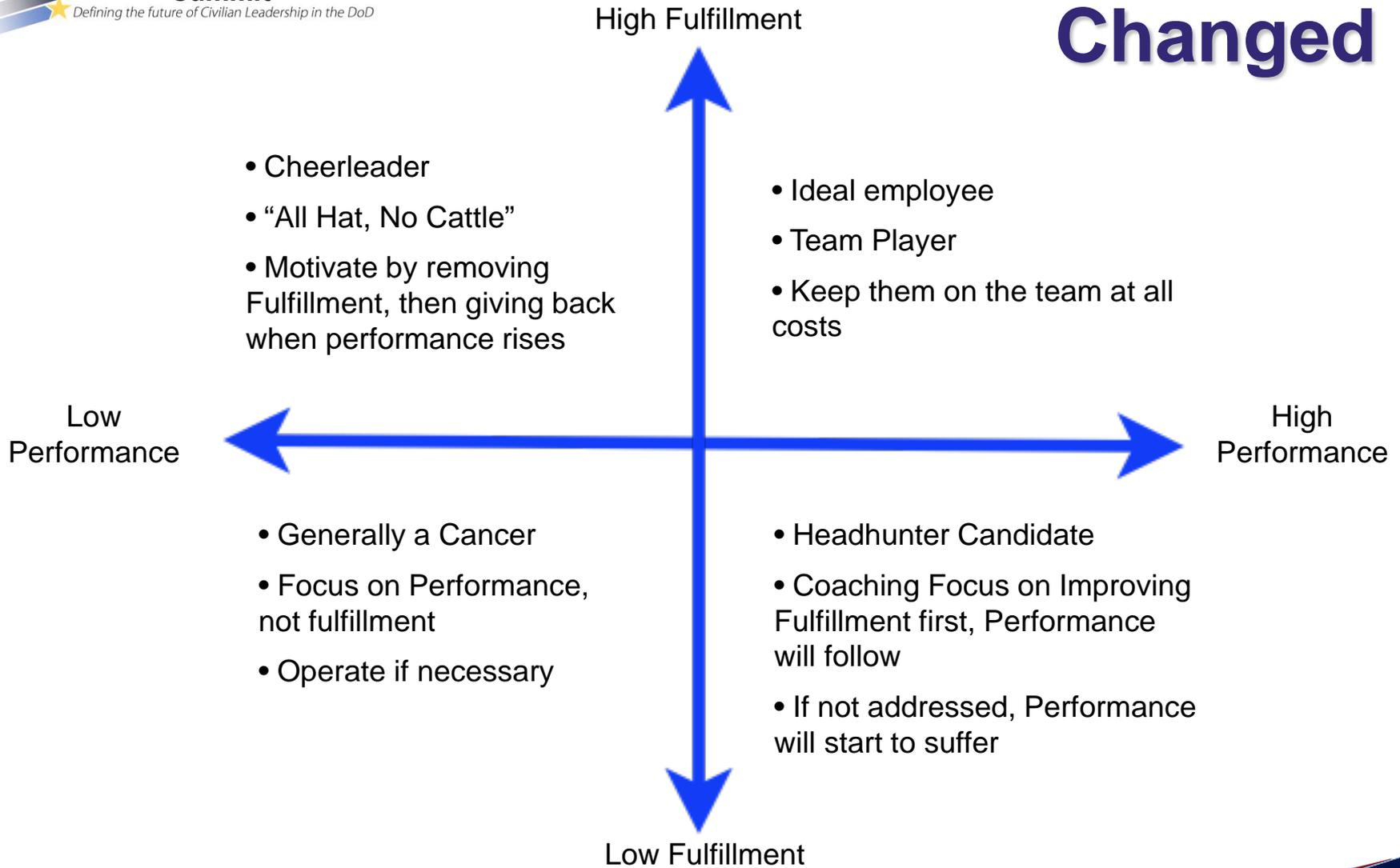
Coaching Definition

- International Coach Federation (ICF)
 - Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.
- DOD
- AR 600-100
 - In the military, coaching occurs when a leader guides another persons development in new or existing skills during the practice of those skills. Unlike mentoring or counseling where the mentor/counselor generally has more experience than the supported person, coaching relies primarily on teaching and guiding to help bring out and enhance current capabilities. A coach helps those being coached to understand and appreciate their current level of performance and their potential, and instructs them on how to reach the next level of knowledge and skill.

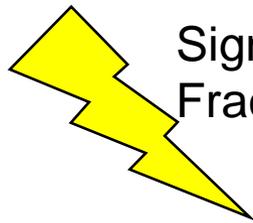
Assumptions Around Coaching

- Coaching is based on trust
- It is the coachee's trust of the coach that matters
- Tools are irrelevant if trust is missing
- Change is creating the challenges in today's workplace
- Diversity of your team is a large part of the change
- People do not mind change, they mind being changed
- If the coach cannot change, why would coachee want to change?
- Therefore, The Biggest Challenge to Coaching in today's diverse environment is:
 - **YOU!!!!**
 - **Can you be the coach your employees trust and need?**

How Motivation has Changed

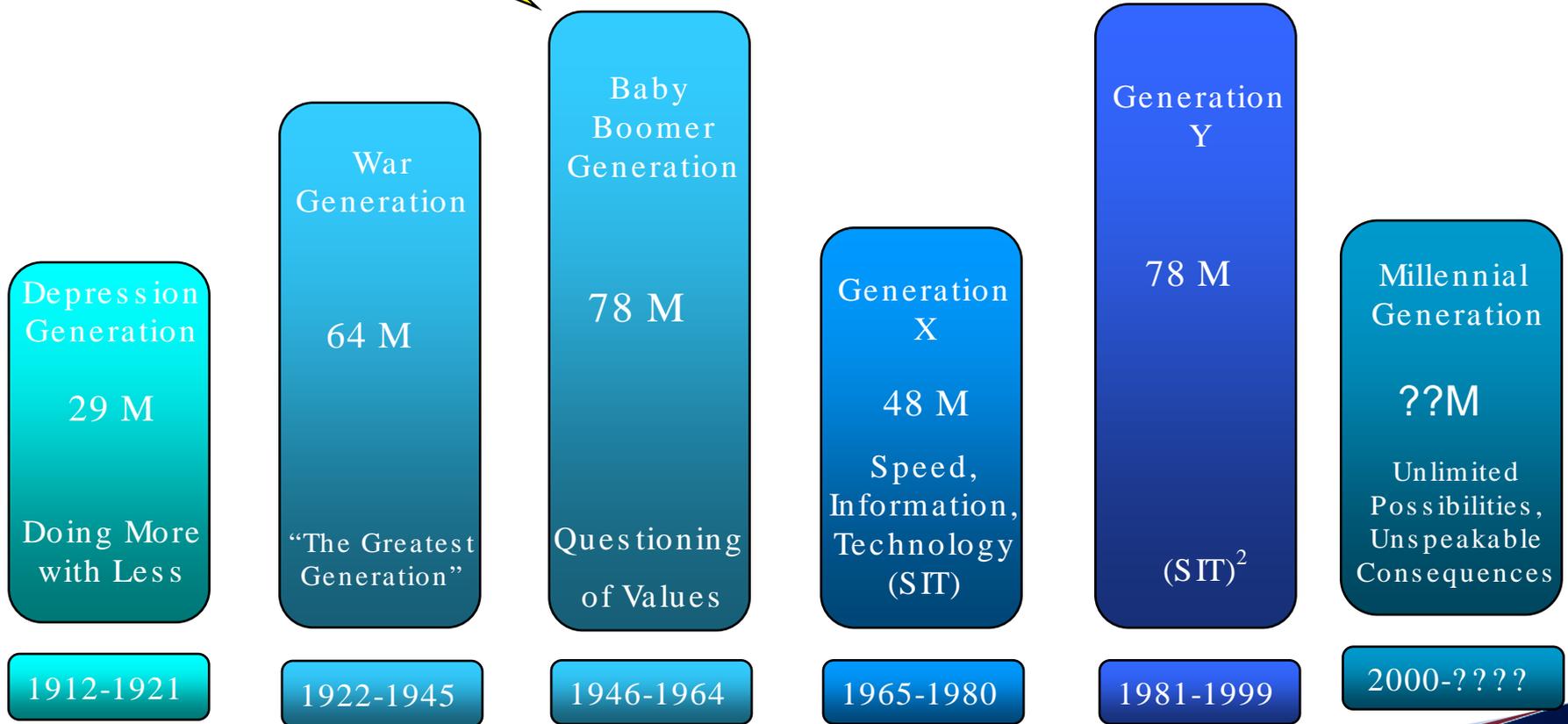


Generations—A Snapshot



Significant Fracturing

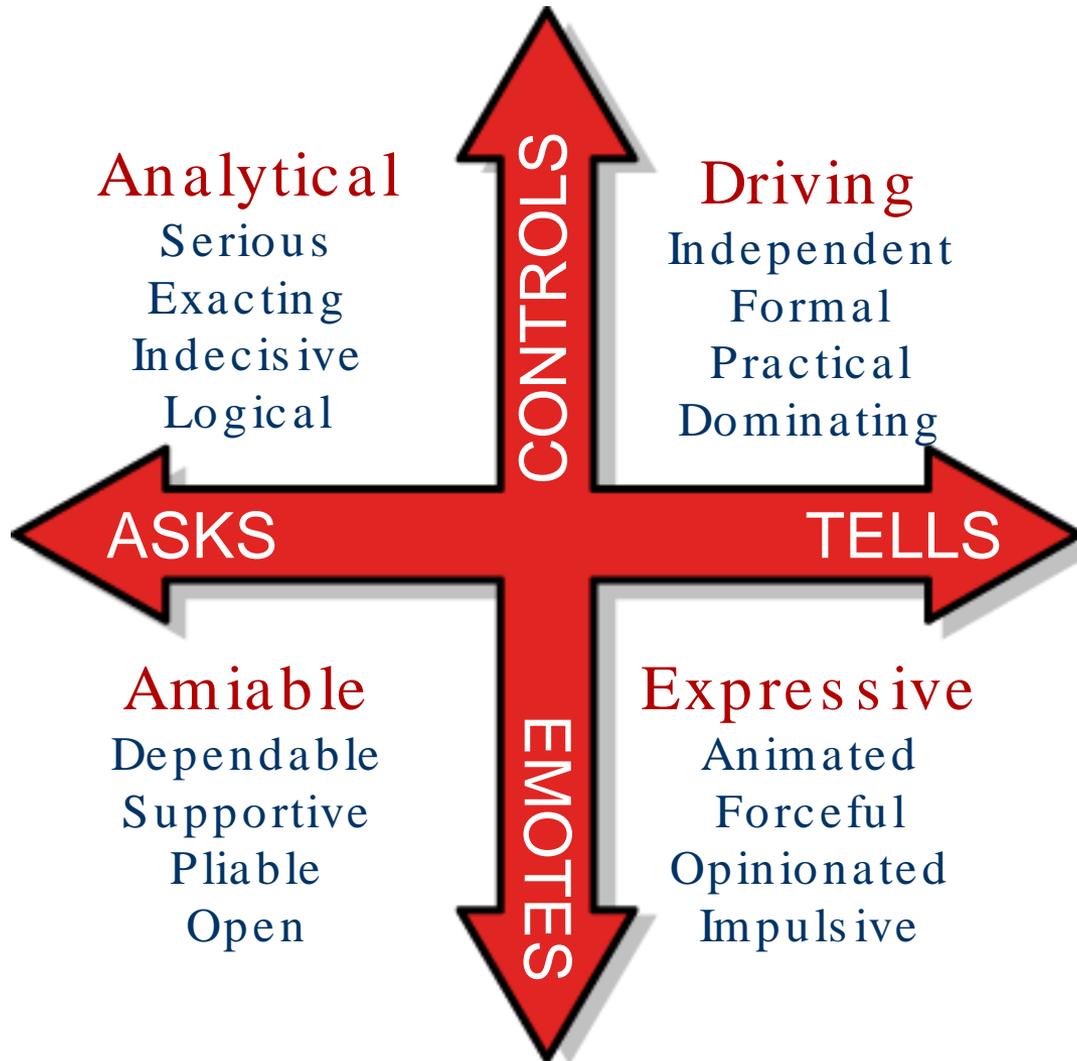
- Vietnam -Civil Rights
- Women's Liberation
- JFK -MLK -RK



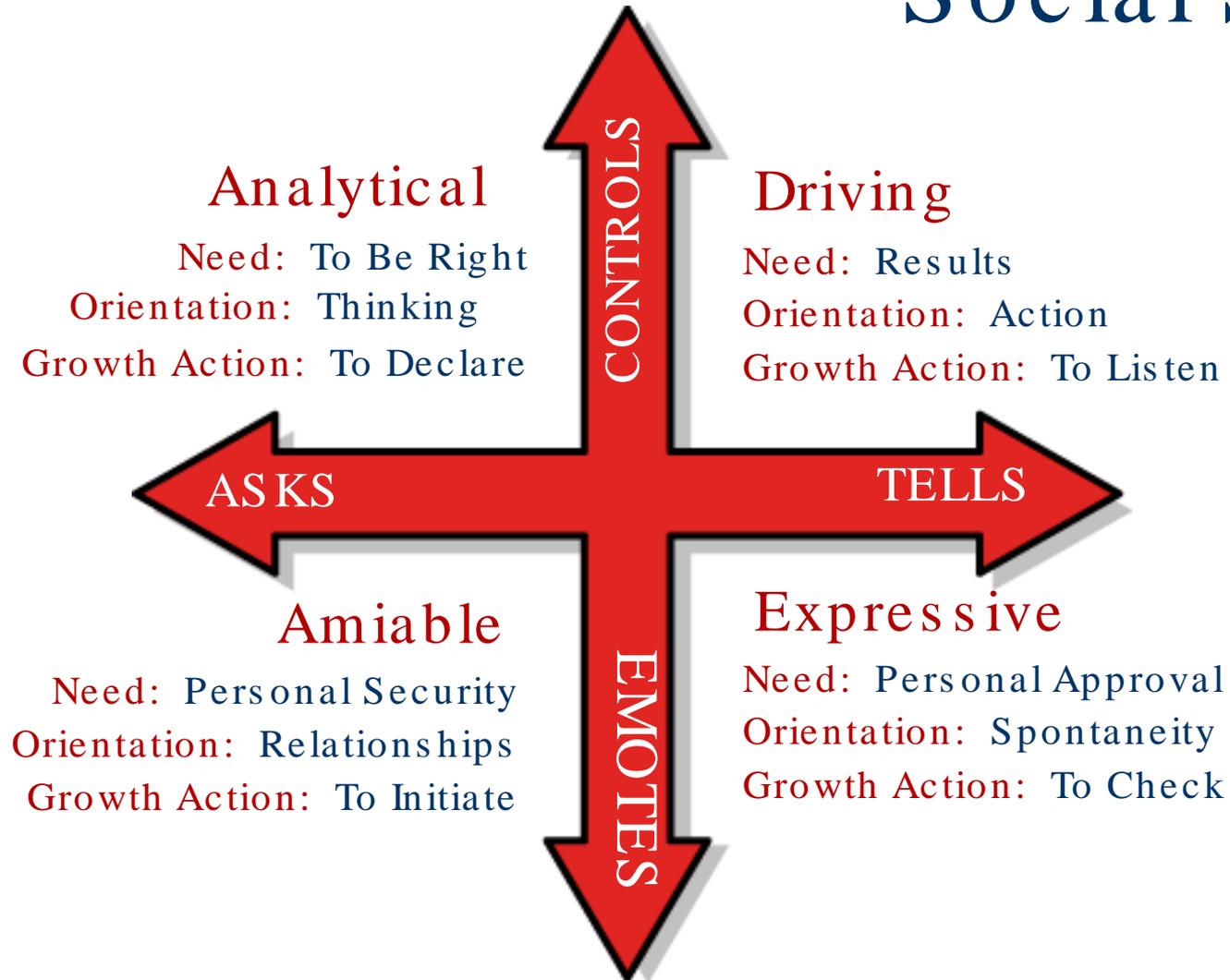
Expectations of Generation Y

- Gender Neutral Generation
- Very collaboration oriented
- Balance clearly delegated assignments with freedom and flexibility
- Offer increasing responsibility as a reward for accomplishments
- Take the time to get to know them and what they can do
- Provide ongoing training and learning opportunities
- Create a comfortable, low-stress environment
- The opportunity to creatively express themselves
- Allow flexibility in scheduling
- They are at work to work, but have some fun now and then
- Balance the roles of “boss” and “team player” (*For good or bad, many of them experienced parents as “friends”*)
- Treat Y’ers as colleagues; not as interns or “teenagers”
- Be respectful and call forth respect in return
- Consistently provide *constructive* feedback
- Reward Y’ers when they’ve done a good job
- Change is all they know
- Performance and Fulfillment are completely linked

SOCIAL STYLE Model™



Key Characteristics of the Social Styles



A Thought on Change

- “If you are uncomfortable with change, you will be even more uncomfortable with irrelevance.”
 - General Eric Shinseki, Former CSA

- What will you do to be the coach necessary to develop your team?

Resources

- Websites:
 - Coachfederation.org
 - Tracomcorp.com
- Books:
- Social Styles
 - **People Styles at Work**, Bolton and Bolton
 - **The Delicate Art of Dancing with Porcupines**, Phillips
- Generation
 - **Generations at Work**, Zemke, et al.
 - **When Generations Collide**, Lancaster and Stillman
 - **Millennials Rising**, Howe and Strauss
 - **Boomers, Xers, and Other Strangers**, Hicks and Hicks
- Coaching
 - **Coaching to the Human Soul**, Vols, 1 and 2, Sieler
 - **Coaching for Improved Work Performance**, Fournies
 - **Coaching for Leadership**, Goldsmith and Lyons

Next Steps

- What are your thoughts about how you might use coaching in your Components?
- In what ways do you feel your organization is most strongly impacted by coaching?

**“It is not necessary to
change...”**



**...survival is not mandatory.”
W. Edwards Deming**

Thank You

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