

MANAGER AS COACH

OBJECTIVE

PROVIDE TOOLS FOR YOU TO USE

- TO DEVELOP YOUR MANAGERS
- TO CULTIVATE TALENT AND
- TO BUILD BETTER CULTURES

The exercises and materials are for you to use to train your staff

CONNECTIONS

BEST BOSS

PROJECT OXYGEN:

Google analyzed 10,000 PIECES OF DATA about what makes THE BEST BOSSES

- 1. made time for one-on-one meetings**
- 2. helped people puzzle through problems by asking questions, not dictating answers**
- 3. took an interest in employees' lives and careers**

Technical expertise ranked dead last among Google's big eight.

MISSION CRITICAL JOB IS TO **DEVELOP PEOPLE** **MANAGER AS COACH**

- 1.PSYCHOLOGICAL SAFETY
- 2.SPECIFIC DEVELOPMENT VISION FOR EACH PERSON
- 3.PROVIDE REGULAR DEVELOPMENT FEEDBACK
- 4.OFFER EFFECTIVE COACHING
- 5.NON-TRANSACTIONAL ONE-ON-ONES

PROJECT ARISTOTLE

GOOGLE

EVALUATED 200+ TEAMS

WHAT INGREDIENTS CREATE
HIGH PERFORMANCE TEAMS

GOOGLE'S DISCOVERY

Team effectiveness is determined mostly by HOW team members interact with each other, and much less by WHO is on the team.

PROJECT ARISTOTLE

PSYCHOLOGICAL SAFETY IS THE **FOUNDATIONAL NORM**

the most important of five key dynamics that characterized effective teams.

1 **Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.

2 **Dependability**
Team members get things done on time and meet Google's high bar for excellence.

3 **Structure & Clarity**
Team members have clear roles, plans, and goals.

4 **Meaning**
Work is personally important to team members.

5 **Impact**
Team members think their work matters and creates change.

PSYCHOLOGICAL SAFETY

TEDX HARVARD PROFESSOR AMY EDMONSON

PSYCHOLOGICAL SAFETY IS THE FOUNDATIONAL NORM

Create triads to answer the questions, In YOUR organization:

- **what inhibits psychological safety?**
- **what fosters psychological safety?**

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Write one insight you would like to
to take back to your organization

1

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INSPIRING DEVELOPMENT VISION

GROWTH

VISION INSPIRES

PRE-WORK:

1. What innate skills and strengths do they have
2. What impact could you imagine they have after development efforts
3. In what ways would they like to grow as a professional [find out from them]

ALIGN ON THE VISION:

1. What IMPACT could they have that you are both invested in
2. What SKILLS to invest your development and coaching efforts
3. What ACTIONS they will commit to
4. What SUPPORT you will provide to foster this

ACTIVITY: CHOOSE ONE DIRECT REPORT TO ANSWER QUESTIONS ABOVE¹₃

Real Time Feedback

Real Time Feedback

How prevalent is this in your organization?

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FEEDBACK MECHANICS

PRACTICE: to prepare you to train others

Consider a direct report who had a recent performance
breakdown

READ FEEDBACK MECHANICS

Highlight key insights and ideas on page 1-2 you want to practice
Follow outline on p 3

FEEDBACK MECHANICS

PRACTICE

Turn to Page 4
Get in pairs to practice

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MANAGER AS COACH

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4. COACHING: helped people puzzle through problems by asking questions, not dictating answers

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READ COACHING MECHANICS AND ONE-ON-ONES

Turn to page 5 in your playbook
This is another tool you can share with your org

MISSION CRITICAL TOOL WEEKLY ONE ON ONE

IN YOUR LEARNING TRIAD SHARE:

What's an insight or a learning from today's session and how will you apply it?

THANK YOU!