

# LeanOhio Green Belt: Transforming the Public Sector

Week Two

**Coaching change for  
LEAN Belts:  
Helping others achieve  
by helping them change**

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Objectives

- Become an Agency Coach
- How to encourage the learner, constructively
- Help the learner progress in the training and achieve necessary outcomes
- Help the learner change, intentionally
- Understand resonance and connecting
- Remember the importance of Creativity



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

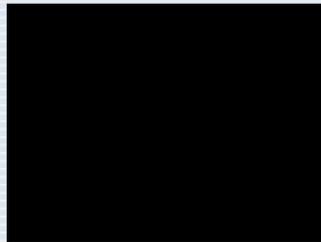
## Content

- Part 1 – What is Mentoring Relationship
- Part 2 – Become a Coach
- Part 3 – Coaching for Intentional Change
- Part 4 – Mentor Relationship
- Part 5 – Mentor Communication

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## How mentoring/coaching works



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Mentoring

A Mentor	A Mentor is NOT
Is a trusted experienced advisor of Lean Six Sigma Tools	The Person who runs the project
Supports for development of Lean Six Sigma knowledge	The Person who controls the process under investigation
A Partner	A friend/friend relationship

SIMPLER. FASTER. BETTER. LESS COSTLY.



## Mentor/Mentee Relationship

Mentor	Mentee
Listens	Listens
Questions and challenges	Asks questions and seeks out knowledge
Give information/advice	Schedules sessions
Draw on own Lean Six Sigma experience	Open to learning and asks for help

SIMPLER. FASTER. BETTER. LESS COSTLY.



## The Toolbox

- Share Tools from your Toolbox
- Show How the Tool Works
- Don't be Judgmental
- Don't be a "Boss"
- Be Constructive
- Be Encouraging

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Absolutes of coaching

- **YOU** must want to be a coach
- **LEARNER** must want coaching

"They that will not be counseled, cannot be helped. If you do not hear reason she will rap you on the knuckles."

~Benjamin Franklin

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

# Part 1: What is Coaching

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Coach?



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## What is Coaching

- Guiding
- Facilitating
- Inspiring
- Helping to Learn
- Helping to Transform

“Inflate your estimate of what you feel you are capable of accomplishing in developing your full potential.”

~adopted from Avolio (2005)

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Strategies to Support Mentee

- Giving Advice
- Giving Information
- Taking action to support
- Giving opportunities to view and learn from others
- Observing and giving feedback
- Reviewing

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## What is Coaching

- Effective Coaching requires 2 things

1. Engaging another
2. Connecting with another

The very same skills that we must utilize when working with  
Process Teams!

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

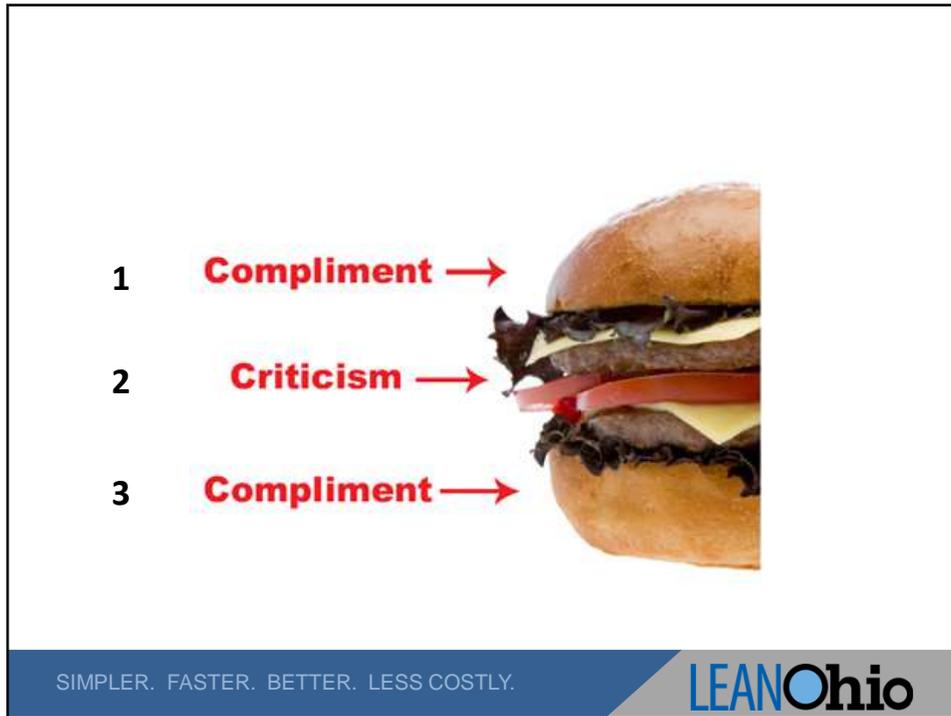
## What is Coaching

- Engaging others by providing.....3 pieces

- |                          |          |
|--------------------------|----------|
| - Vision                 |          |
| - Hope                   | <b>1</b> |
| - Inspiration            |          |
|                          |          |
| - Correction             |          |
| - Direction              | <b>2</b> |
| - Constructive Criticism |          |
|                          |          |
| - Vision                 |          |
| - Hope                   | <b>3</b> |
| - Inspiration            |          |

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio



1 **Compliment** →

2 **Criticism** →

3 **Compliment** →

SIMPLER. FASTER. BETTER. LESS COSTLY. **LEANOhio**

## What is Coaching

- Connecting with others
  - Establishing trust (confidentiality)
  - Openness
  - Demonstrating empathy

Ideas for accomplishing this.....??

SIMPLER. FASTER. BETTER. LESS COSTLY. **LEANOhio**

## Coach?? Trust??

Inspiration??



Folks need to be minimally comfortable around you!

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## What is Coaching

Do people follow you  
or do they tolerate you?

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Part 2: Becoming a Coach

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Becoming a Coach

**A Coach is NOT a Supervisor or Manager**

“Researchers have been studying organizational climate for more than 50 years and routinely find that **60% to 75%** of the employees in any organization - no matter what occupation was involved – report that the worst or most stressful aspect of their job is their immediate supervisor.”

- Pfeffer & Sutton, 2006

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Becoming a Coach

- An effective Coach must:
  - Understand themselves
  - Manage themselves
  - Understand others
  - Manage relationships

Anyone can be a coach



The four parts of Emotional Intelligence

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Becoming a Coach

- Recall a time when you successfully changed something about yourself
  - What was it ?
  - What made it happen ?
  - What were the circumstances leading to it ?
  - What made it last ?
  - Who helped you ?

Quit smoking, college, drinking, divorce, home, job change, marriage, moving, vegetarian

Coaching is about helping someone change themselves!

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Becoming a Coach

“People learn what they want to learn”

“People change what they want to change”

-Weatherhead School of Management

1. You signed up
2. You will not fail
3. I will help you

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Becoming a Coach

- Key Competencies of a Coach
  - Approachable
  - Compassion
  - Empathy
  - Genuineness
  - Integrity and trust
  - Interpersonal skills
  - Self-knowledge

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Part 2: Coaching for Intentional Change

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Intentional Change

“Coaching is helping another person make progress on their intentional change

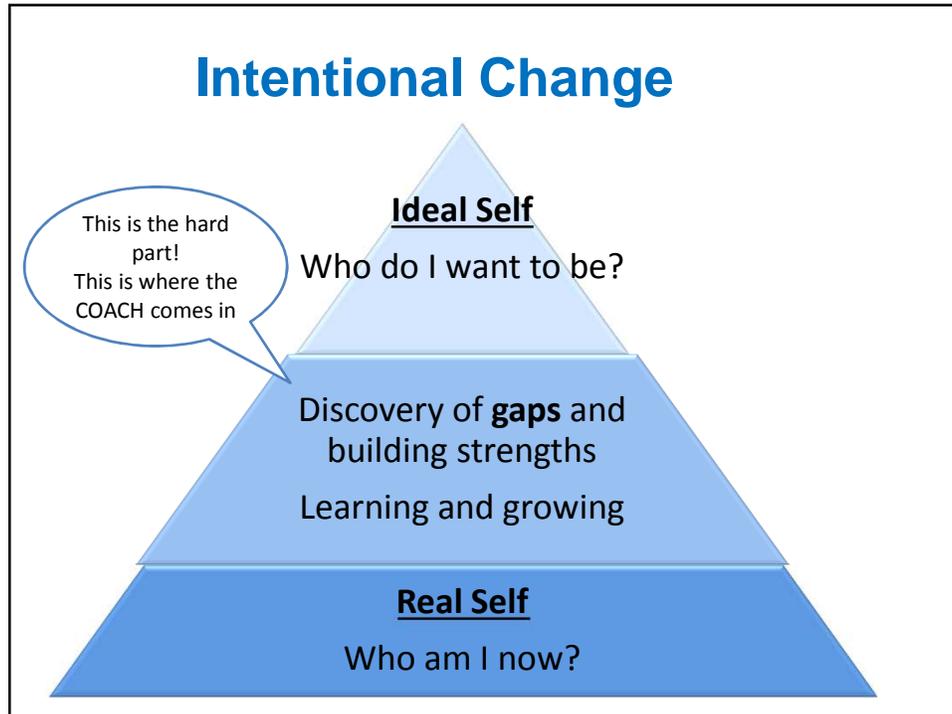
- Weatherhead School of Management

“Building the bridge as you walk on it”

- Robert Quinn

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio



## Manage Your GAPS

- See the GAPS as opportunities
- Keep your Focus
- Remember that this may be “Life Changing”
- Try to be as Creative as possible
  - Good problem solutions require creativity

SIMPLER. FASTER. BETTER. LESS COSTLY.

**LEAN**Ohio

## Intentional Change

- What gets in the way of us changing?
  - Ego
  - Interest
  - Lack of support
  - Upbringing
  - Past failure
  - Education ??
  - Loss of creativity

Sir Ken Robinson



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

### Deposits

Positive Emotions

- Strengths
- Future
- Hope
- Possibilities
- Optimism
- Learning
- Opportunity
- Development

### Withdrawals

Negative Emotions

- Weaknesses
- Gaps
- Problems
- Fear
- Pessimism
- Failure
- Past
- Ultimatums

## Intentional Change

### We CAN change and HELP others change

- Focus on the positives
- Make more deposits than withdrawals
- Discuss the negatives then return to positives
- Leave people with **hope** not ultimatums

In his seminal book, "Seven Habits of Highly Effective People," Stephen Covey describes a process of making deposits into an "emotional bank account"

"Effective people are not problem-minded; they're opportunity-minded."

~ [Stephen R. Covey quotes](#) from [The Seven Habits of Highly Effective People](#)

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Intentional Change

- Do not do the work for the learner
- Encourage them to do the work
- Point out the right way
- Help define the right tools

Remember; "coaches teach others how to fish"

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Part 4: Mentor Roles

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Mentoring Activities

- Initial Meeting (set, clarify and agree on relationship)
  - Expectations
  - Review Aspirations: Overall Goals
  - Project Identification Discussion
  - Scheduling the supporting activities (frequency)
  - Consensus on relationship and roles

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Mentoring Activities (2)

- A valuable part of mentoring process is providing mentee with an opportunity to observe or participate in Lean Six Sigma activities for example:
  - Project Meetings
  - SIPOC
  - Scoping Meetings
  - Process Mapping
  - Brainstorming
  - Data Review
  - Kaizen Events

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Goals

- Steps to move forward – VISION
  - Goals for Lean Six Sigma Practitioner
    - Learning
    - New Behaviors
    - New Skills
    - More Knowledge
    - Build on current strengths
    - Remove obstacles
    - Take action
    - Focus

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Final Meeting

- Review the mentoring relationship
- Review of project report-out (sign-off)
- Giving additional assistance and preparation of project

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

## Implementing What You Have Learned

- **DMAIC**
  - Define
    - Burning platform, Director's problem, Complaints, Bad Press
  - Measure
    - Errors, Complaints, Occurrences, Time
  - Analyze
    - Process Map, Fishbone, 5 Whys, Parato
  - Improve
    - Implement, Action Plan, Action Registers
  - Control
    - Follow-up, Project Manage, Visual Management
      - Wall charts, dashboards, web pages

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio



SIMPLER. FASTER. BETTER. LESS COSTLY.

**LEAN**Ohio

## Questions

SIMPLER. FASTER. BETTER. LESS COSTLY.

**LEAN**Ohio