



# Powerful Leadership Communication and Coaching

Angela Kazazian, Entelechy, Inc.

ARMA Conference  
1:15 – 2:45 pm

# For Over 25 Years...



For over 25 years we have created customized leadership development programs for hundreds of organizations across the world training hundreds of thousands of leaders.

We know what works.

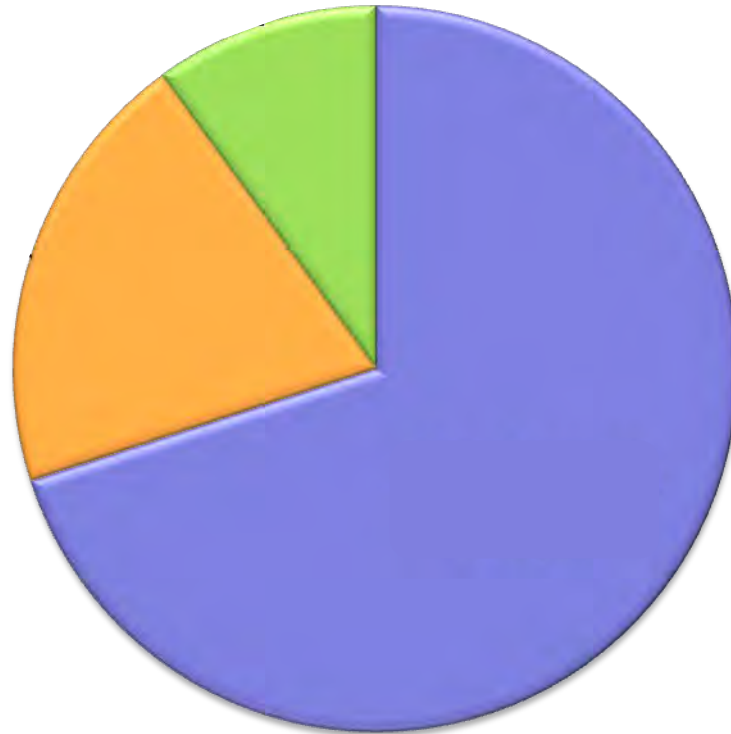


# Session Objectives

- Communication isn't just talking, it's listening. Identify key points to improve your own communication skills.
- Identify the characteristics of a great leader.
- Differentiate coaching from other types of performance management techniques including corrective action, feedback, and training.
- Describe an effective coaching model, highlighting the key elements.
- As a group, observe a coaching session then coach the coach following the coaching model; and assess your own coaching strengths and areas for development.



# Coaching for Talent Development

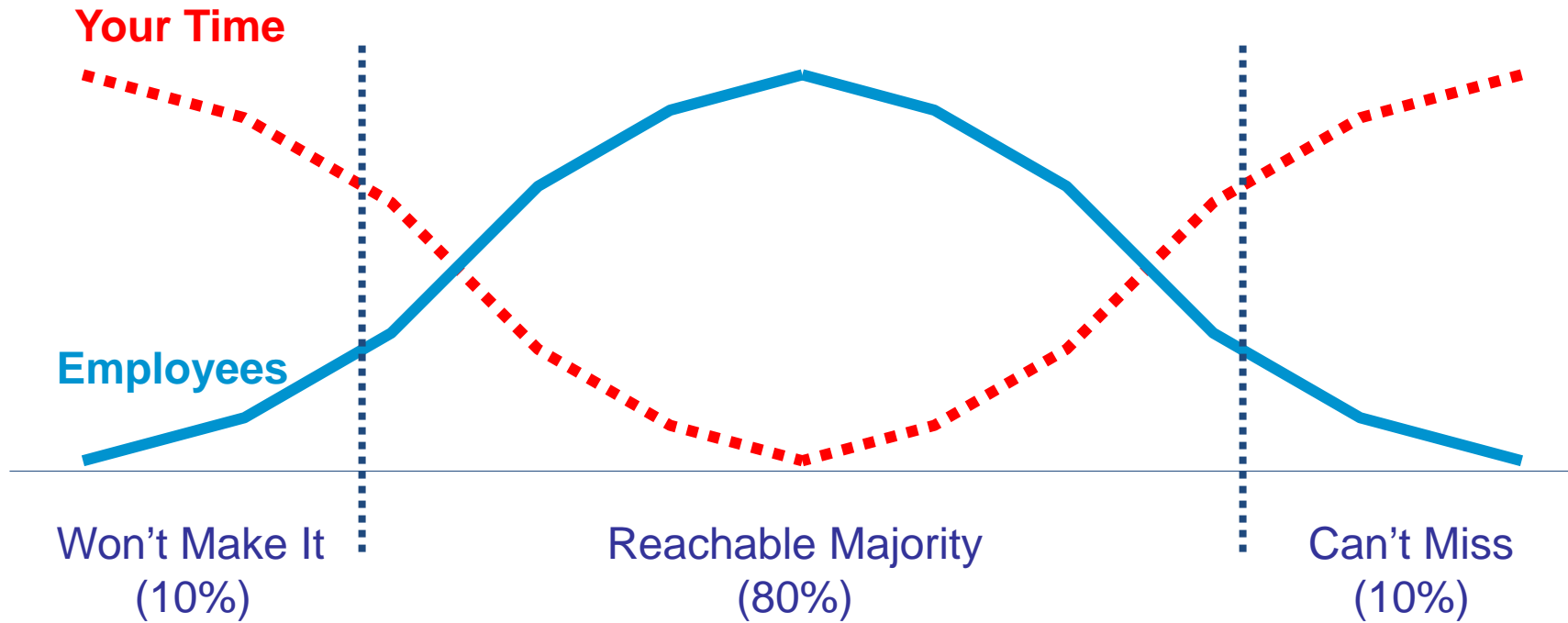


*Source: Bersin & Associates, 2008*

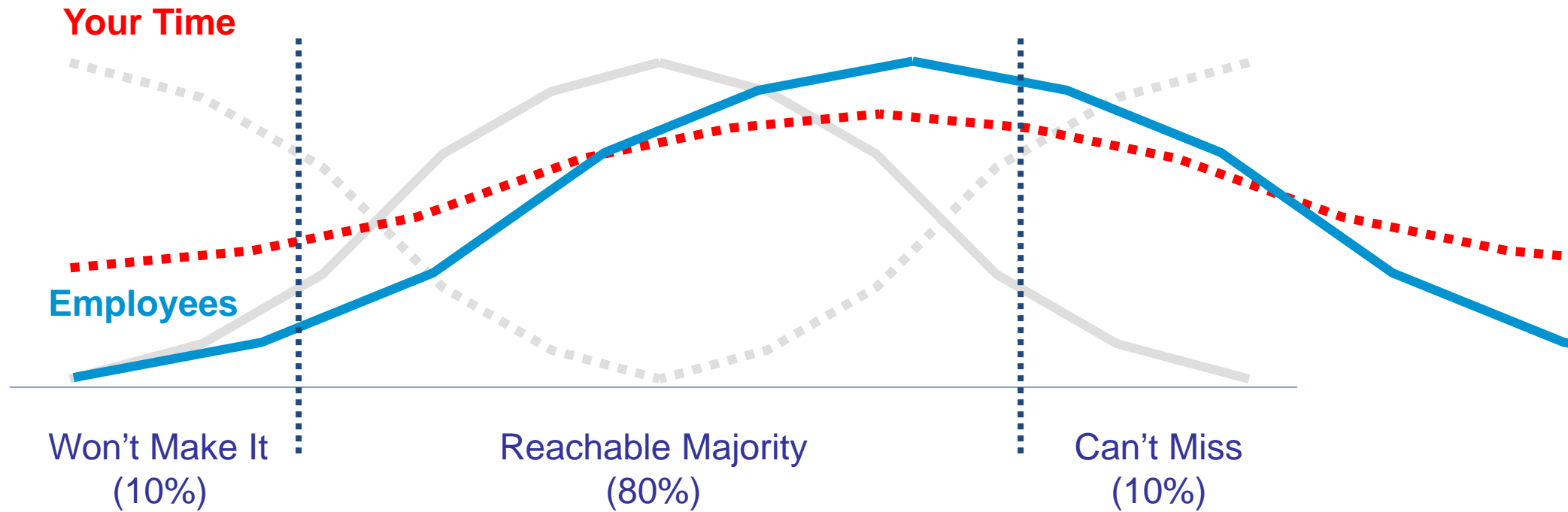
# Coaching for Employee Engagement

- 32% Highly engaged in their work.
- 42% Say that their manager gives them regular feedback on their performance.
- 29% Say that they are rewarded when they do a good job.
- 25% Indicate that their managers coach them to improve performance.

# 80/20 Rule



# 80/20 Rule



Let's MOVE THE MIDDLE!

# Ways to Move the Middle



## Feedback Conversation

Used to **REDIRECT** or **REINFORCE** behavior.

- Positive or constructive.
- Provides a perspective the employee might not have considered.
- Timely and usually informal.
- Frequent.



## Coaching Conversation

Used to **DEVELOP** a specific skill, or to **ENGAGE** and challenge a **WILLING** employee to do better.

- Deliberate, ongoing effort to develop employee performance.
- Employee must be willing to be coached.
- Formal or in-the-moment.



## Difficult Conversation

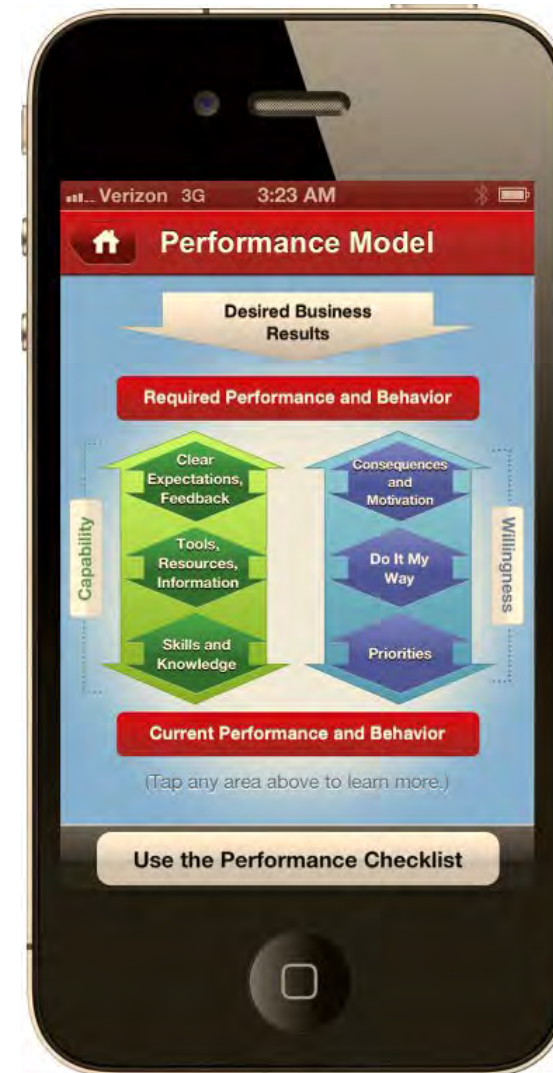
Used to address a **PERFORMANCE PROBLEM** before corrective action is necessary.

- Takes unacceptable behavior to acceptable behavior.
- Constructive feedback attempts to address the performance problem have been unsuccessful.
- Requires thought and planning.
- Scheduled when required; direct.



# In Order to Coach, Managers Must First...

- Analyze employee performance
- Build relationships with employees



Entelechy's PerfChecklist

# What Coaching IS

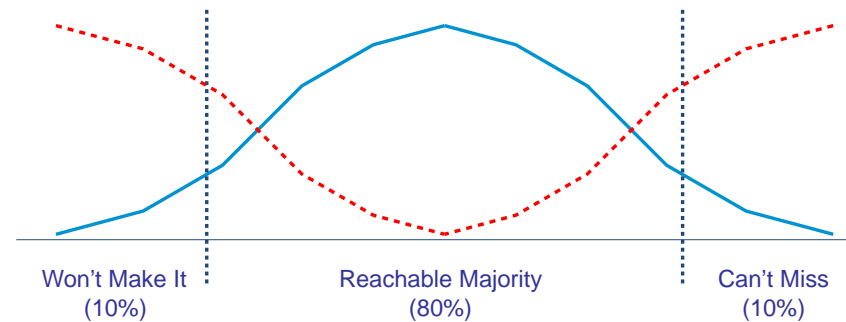
Two-way interactive process of communication, facilitation, and discovery.

Method of building courage, self-esteem, responsibility, and cooperation through self-assessment, disclosure, and feedback.

Commitment to superior performance, sustained improvement, and positive relationships.

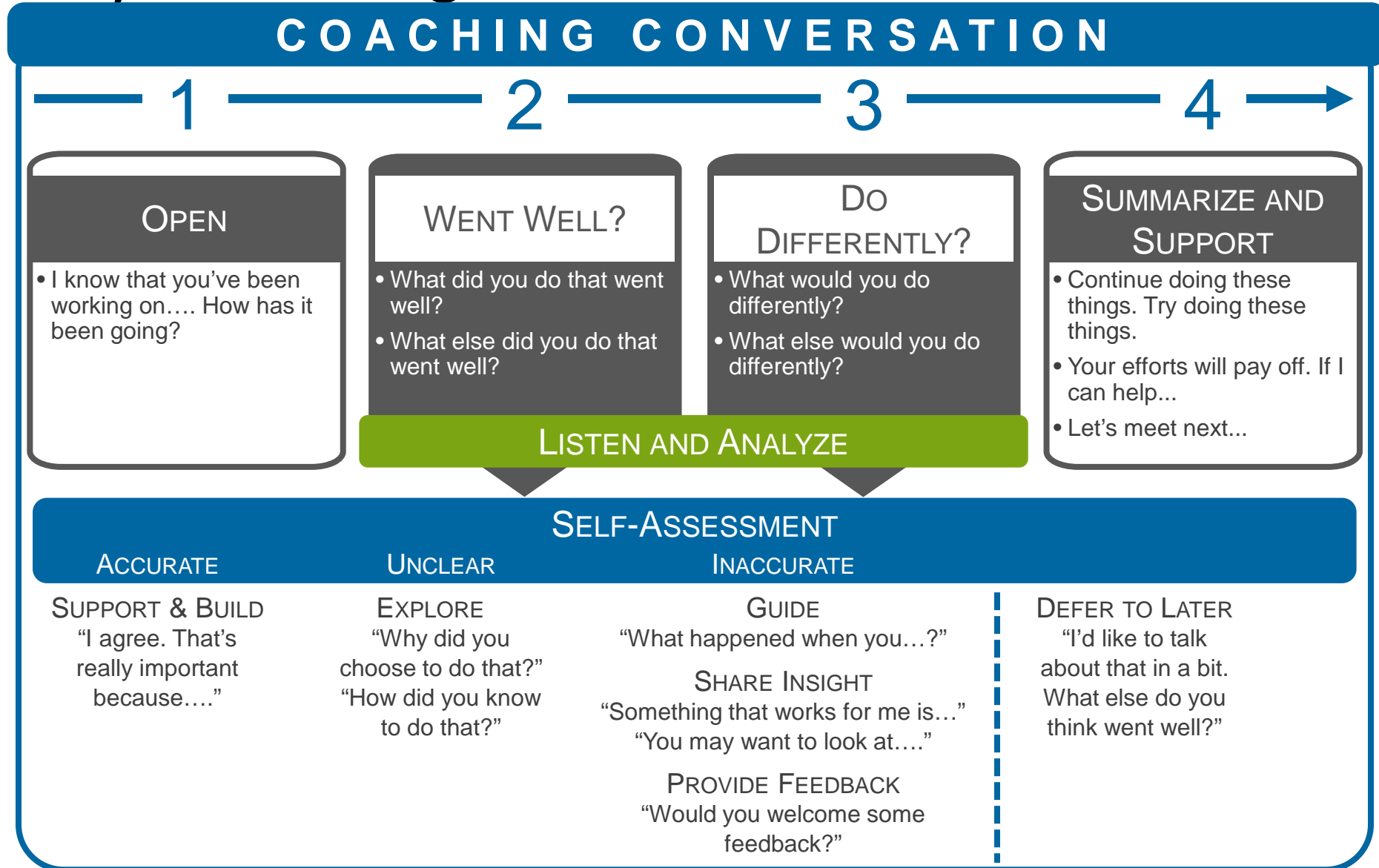
# More About What Coaching IS...

- Used to proactively and deliberately develop skill or engage an employee.
- If you did nothing, it's likely that nothing bad will happen – but nothing better will happen either!
- The employee is willing; he or she **WANTS** to improve and develop.

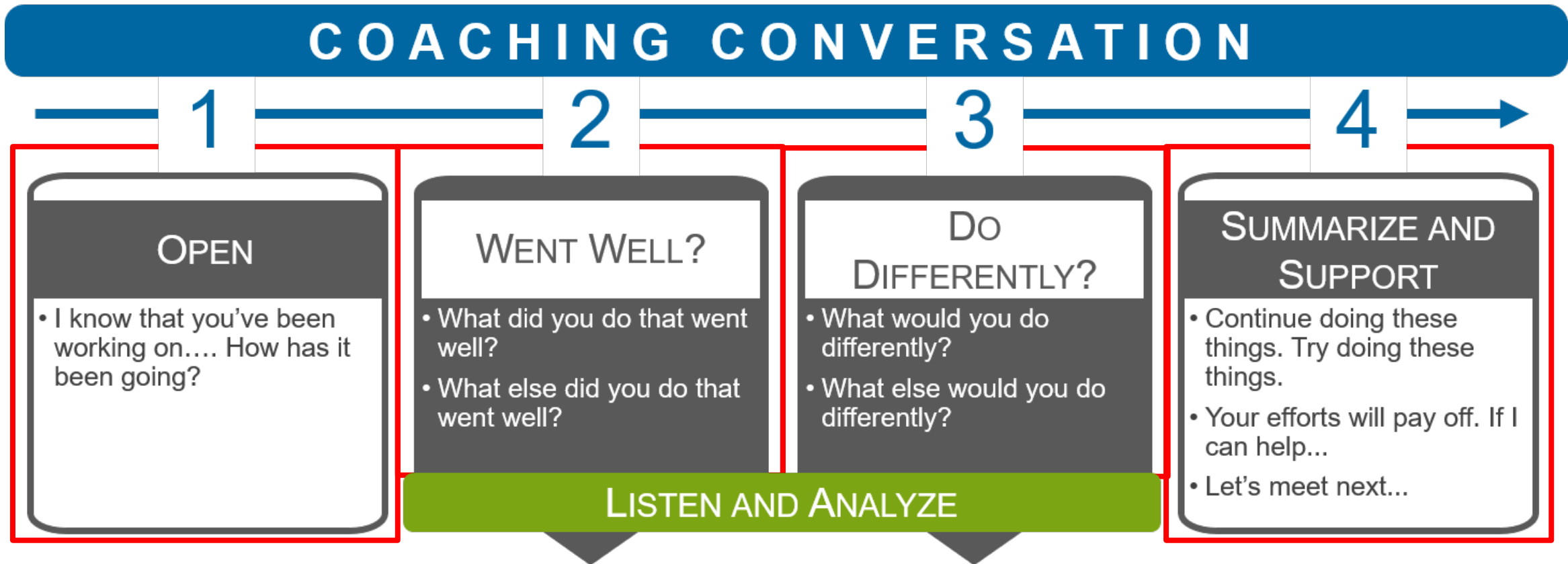


Let's **MOVE THE MIDDLE!**

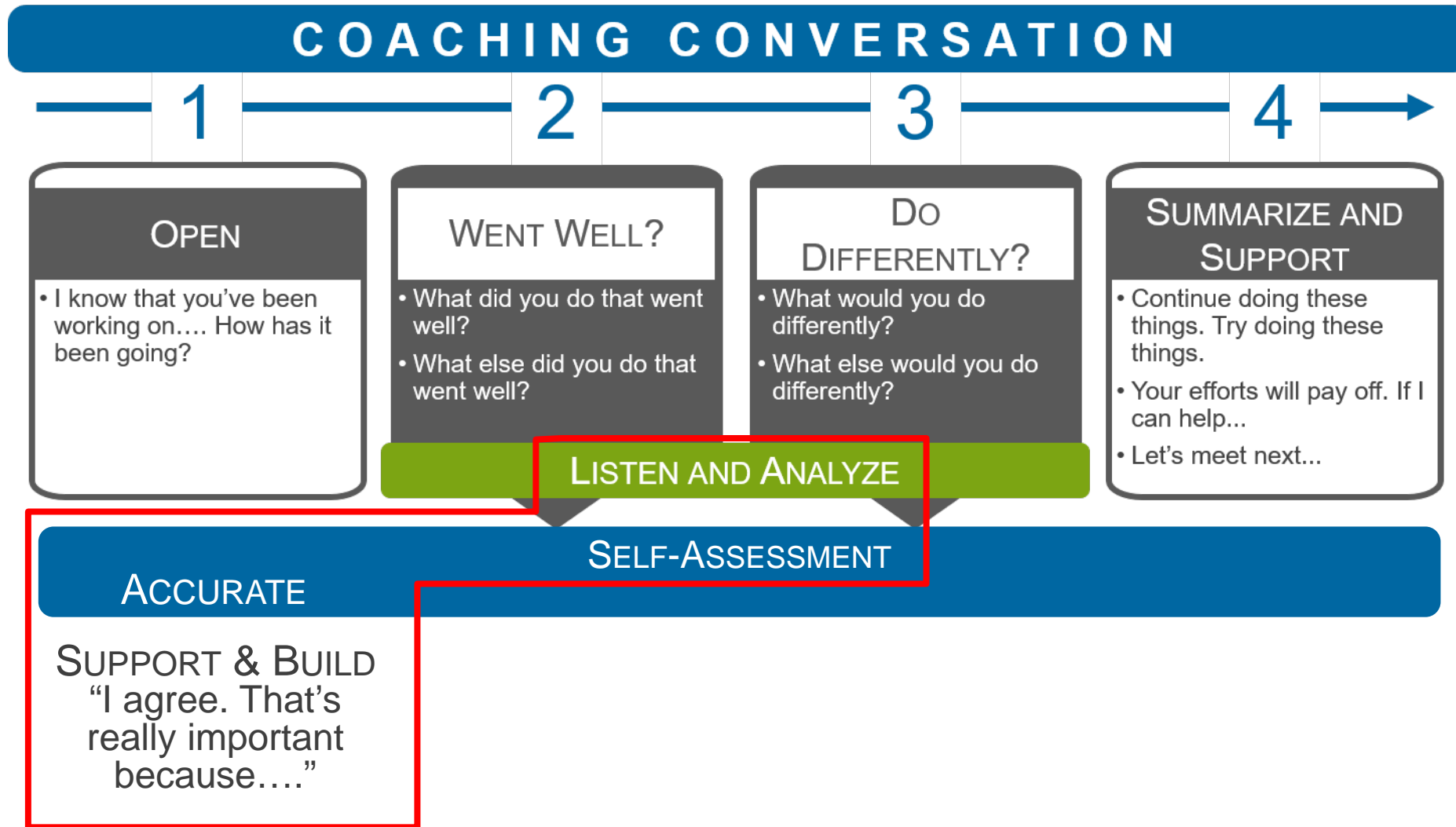
# Entelechy's Coaching Model



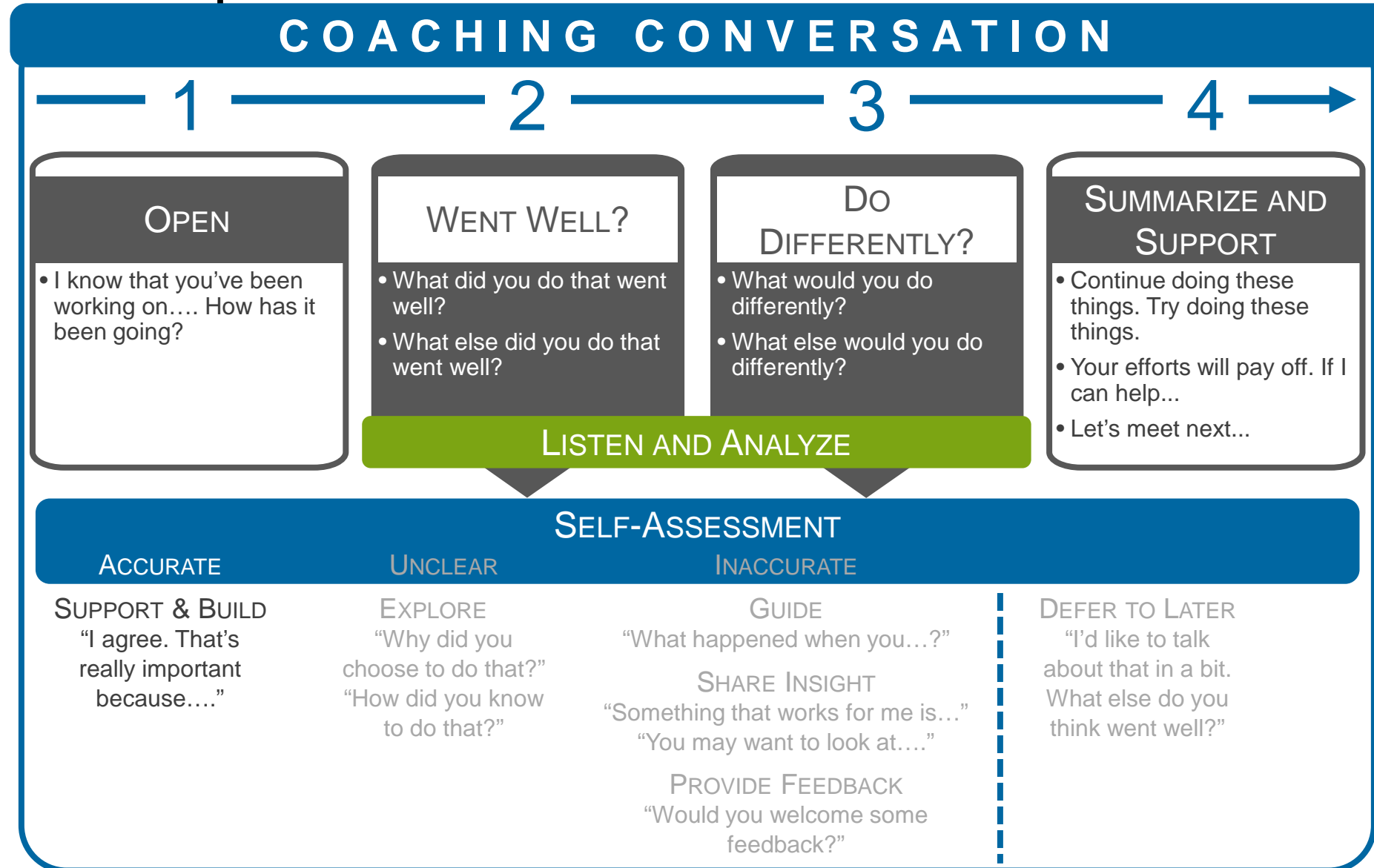
# Entelechy's Coaching Model



# Support the Self-Assessment!

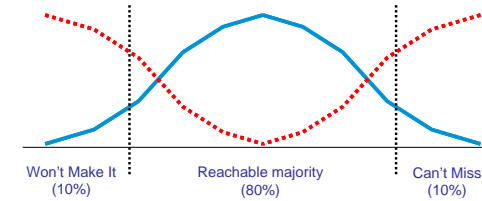


# Coach the Expert



# Coaching Challenges

- Don't have time.
- Too many people.
- The organization doesn't see the benefit in coaching.
- Employee doesn't see the benefit in coaching.

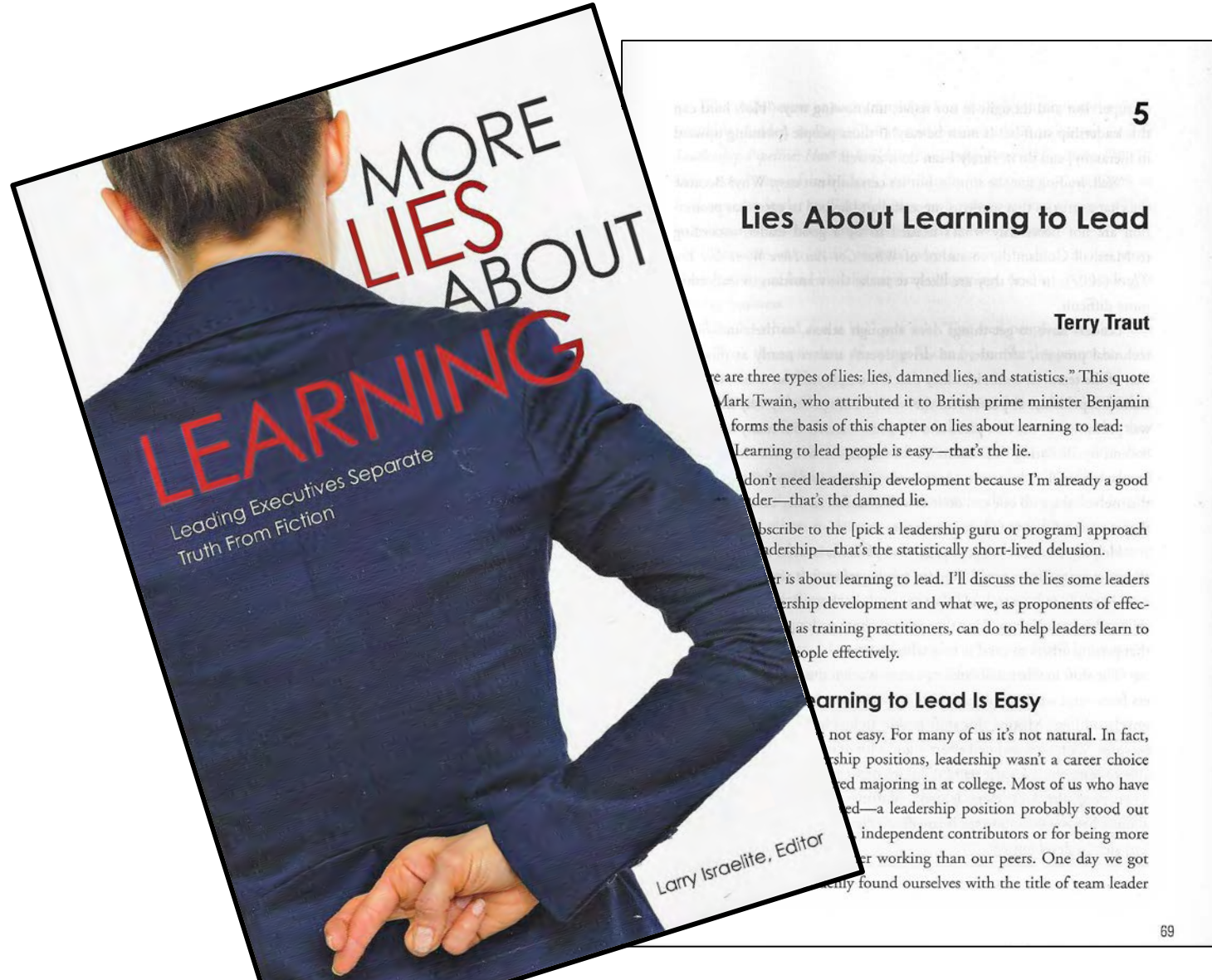




# Implementing a Coaching Initiative

- Sell the value (articulate the benefits); find champions.
- Start where you are.
- Tie coaching to performance metrics.
- Separate coaching from performance management.
- Define YOUR coaching model and process.
- Start with those who want; build to those who need.
- Keep it valuable (broadcast the benefits).

# And the Lucky Winners Are...



5

## Lies About Learning to Lead

Terry Traut

There are three types of lies: lies, damned lies, and statistics." This quote from Mark Twain, who attributed it to British prime minister Benjamin Disraeli, forms the basis of this chapter on lies about learning to lead:

Learning to lead people is easy—that's the lie.  
I don't need leadership development because I'm already a good leader—that's the damned lie.

Subscribing to the [pick a leadership guru or program] approach to leadership—that's the statistically short-lived delusion.

This chapter is about learning to lead. I'll discuss the lies some leaders tell about leadership development and what we, as proponents of effective leadership training as training practitioners, can do to help leaders learn to lead and lead people effectively.

### Learning to Lead Is Easy

Learning to lead is not easy. For many of us it's not natural. In fact, when we were in leadership positions, leadership wasn't a career choice we had made majoring in at college. Most of us who have held a leadership position probably stood out from the crowd as independent contributors or for being more effective than our peers. One day we got promoted and suddenly found ourselves with the title of team leader

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