Coaching
Optimizing for Today’s World of Work
It’s wonderful when a leader learns and develops a new skill!
But when that skill is **coaching**, it quickly impacts the performance of many.
Leaders don’t become good coaches just by having the role.

Leaders become good coaches through proactive skill development.
Coaching is one of the few skills that even long-tenured executives rarely master... reinforcing that experience alone won’t grow your leaders.

Source: High-Resolution Leadership, DDI, 2016
When done well, coaching can lead to:

- Agility
- Rapid development
- Creativity
- Synergies
When done *poorly*, coaching can lead to:

• Poor morale
• Frustration
• Lost opportunities
• Rigidity
...and this can have a ripple effect on employees.
Organizational structures are flat, matrixed, and complex.

Leaders have to coach both down and across.
And coaching is a key link in strategy execution.

Coaching provides focus on these critical areas.
Perhaps this is why coaching is one of the most talked about capabilities when it comes to leadership.
There is currently a high focus on coaching, yet the skill will be even *more critical* in the future.

Some of the Most Critical Skills Are Still Out of Focus

**Current Focus**

- Building consensus and commitment
- Communicating and interacting with others
- Developing strong networks/partnership
- Leading across generations
- Intercultural communication within international business environments
- Integrating oneself into intercultural or foreign environments

**Future Skill Criticality**

- Coaching and developing others
  - Identifying and developing talent
  - Managing and successfully introducing change
  - Inspiring others toward a challenging future vision
- Fostering employee creativity and innovation
  - Leading across countries and cultures

**Source:** [Global Leadership Forecast, DDI, 2014](#)
But, the approach to coaching is not evolving to meet the changing nature of how people work.
There are 2 reasons why this is happening.
Leaders are no longer intimate with the functional knowledge of those he/she leads.
Today’s coaches must seek and guide development, not just set goals and evaluate...
...yet our assessments of over 15,000 leaders shows a gap in these most critical aspects of coaching.
This disconnect is even more profound when comparing leader self-perceptions of skills and behavioral assessment data.
Leaders consider themselves highly effective in coaching and developing others.

However....

Source: Global Leadership Forecast, DDI, 2014
... assessment data tell a different story.
Leaders display proficiency in:

• Conveying expectations
• Clarifying the situation
• Assessing gaps and/or opportunities
Leaders struggle with:

• Providing feedback
• Guiding collaborative development
• Fostering confidence

All of which are part of coaching.
Leaders aren’t able to help their direct reports navigate today’s business landscape.
Employees *need* leaders who can help them steer through the complexity.
Due to the speed of business, coaching is no longer a scheduled event.

Today’s leaders must coach *in the moment*. 
Leaders are being asked to have more frequent and informal coaching conversations...
...yet when those conversations are **ineffective** AND more **frequent**, everyone loses.
Coaching skills can, and do, improve...
Coaching behaviors can be learned!

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**IM®** is proven to improve critical leadership competencies. 

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Trust</td>
<td>95%</td>
</tr>
<tr>
<td>Influencing Others</td>
<td>91%</td>
</tr>
<tr>
<td>Communicating Effectively</td>
<td>89%</td>
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<tr>
<td><strong>Coaching for Improvement</strong></td>
<td><strong>85%</strong></td>
</tr>
<tr>
<td>Coaching for Success</td>
<td>84%</td>
</tr>
<tr>
<td>Managing Performance Problems</td>
<td>84%</td>
</tr>
<tr>
<td>Leading Change</td>
<td>83%</td>
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<tr>
<td>Setting Performance Expectations</td>
<td>82%</td>
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<tr>
<td>Delegation and Empowerment</td>
<td>78%</td>
</tr>
<tr>
<td>Resolving Conflict</td>
<td>74%</td>
</tr>
</tbody>
</table>

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*Percent of effective leaders as self-rated by **IM®** participants*
Making Bad Leaders Better and Good Leaders Great

The percent of effective leaders increases most dramatically where the biggest gaps exist.

Source: *Proof of Impact*, DDI, 2017

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So what can you do?
1. Motivate your leaders

• Provide an engaging assessment experience that yields behavioral insights and illuminates blind spots.
• Personalize their learning.

This will help leaders understand \textit{HOW} to improve coaching effectiveness.
2. Leverage data intelligence to inform development

Source: The Value of Assessment: Prediction, Validity, and Business Impact, DDI, 2015
3. Identify Trends

Capture a snapshot of coaching capabilities across the enterprise... then benchmark to see how your leaders stack up.

Source: The Value of Assessment: Prediction, Validity, and Business Impact, DDI, 2015
And try these proven practices:

• Invest in leaders early in their careers
• Prepare leaders in transition
• Discover your leaders’ strengths and gaps
• Don’t limit development to frontline leaders—develop ALL levels
• Reinforce learning and sustain the momentum
Coaching is a set of *behaviors* not just a single skill.

All these behaviors come together to have a bigger impact.
So, what if you captured that brilliant idea?
All because your leaders are:

• Listening to their people
• Coaching them through organizational transformations
• Navigating complexity
In Summary
When done *well* coaching can lead to:

- Agility
- Rapid development
- Creativity
- Synergies

When done *poorly* coaching can lead to:

- Poor morale
- Frustration
- Lost opportunities
- Rigidity
There are 2 reasons why coaching is not evolving:

1. Leaders aren’t as familiar with the functional knowledge of those he/she leads.
2. Leaders aren’t able to help their direct reports navigate today’s business landscape.
What can you do?

1. Motivate your leaders
2. Leverage data intelligence to inform development
3. Identify trends
4. Benchmark
And try these proven practices:

• Invest in leaders early in their careers
• Prepare leaders in transition
• Discover your leaders strengths and gaps
• Don’t limit development to frontline leaders—develop ALL levels
• Reinforce learning and sustain the momentum
Ensure the “ripple effect” has a positive impact on your organization!
We’d love to help strengthen your coaching program!

Contact us today!

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