Executing the Role of a "Player/Coach" via Effective Observation

LD Holland

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Industry Operating Experience

▸ **<u>Fundamentals Areas</u>**

  ◦ **Unclear Standards and Expectations**
  ◦ **Insufficient Engagement With The Workers**
  ◦ **Ineffective Reinforcement**

▸ **<u>Organizational Effectiveness</u>**

  ◦ **Not Setting and Reinforcing Clear Standards**
  ◦ **Not Modeling High Standards**
  ◦ **Insufficient Performance Monitoring Tools and Analysis**

Why are we focusing on Coaching and Observation ?

There is an opportunity to better leverage leaders lower in the organization to help promote the desired shift in personnel behavior to further improve performance.

Effective Leadership Team

- **Leaders throughout the organization demonstrate and reinforce effective teamwork and collective ownership for results and the functioning of the organization. *Collectively, leaders manage the human and technical aspects of the operation,* focusing on continuous improvement, learning, and employee success.**

Engaged Employees

- **Employees are valued, respected, and motivated and are committed to achieving excellence. The leadership team actively involves employees in problem-solving and continuous improvement.**

EMPLOYEE OF THE MONTH

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Coaching Questions

▸ **What is coaching ?**

▸ **Why coach ?**

▸ **Who do you coach ?**

▸ **When do you coach ?**

▸ **Where do you coach ?**

▸ **How much time do you spend coaching ?**

Coaching Effectiveness Competencies

- ▸ **Empathizing Ability**
- ▸ **Listening Skills**
- ▸ **Capacity to Confront and Challenge**
- ▸ **Problem-Solving Ability**
- ▸ **Feedback Skills**
- ▸ **Capacity to Empower**
- ▸ **Mentoring Skills**
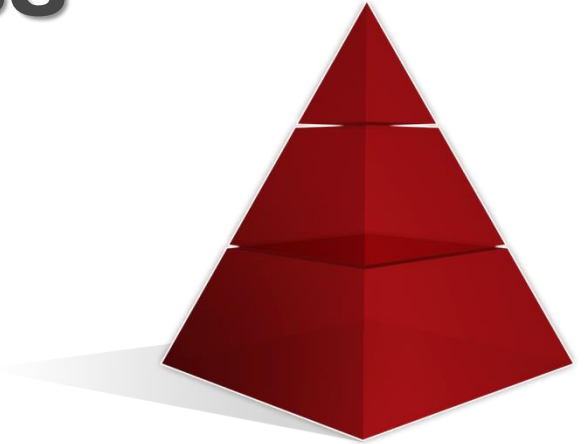
Source: *Coaching Effectiveness Profile*, HRD Press

High Performance Observations

- **Prepare**

- Take the time needed

- **Observe**

  - People
  - Surroundings
  - Processes

- **Coach/Feedback**

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The Good Stuff

R^+ = **Positive Reinforcement**

R^- = **Negative Reinforcement**

4 to 1

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Why Observe People First ?

Observing behaviors allows us to detect:

➢ **Error Precursors**

➢ **Flawed Defenses**

➢ **Latent Organizational Weaknesses**
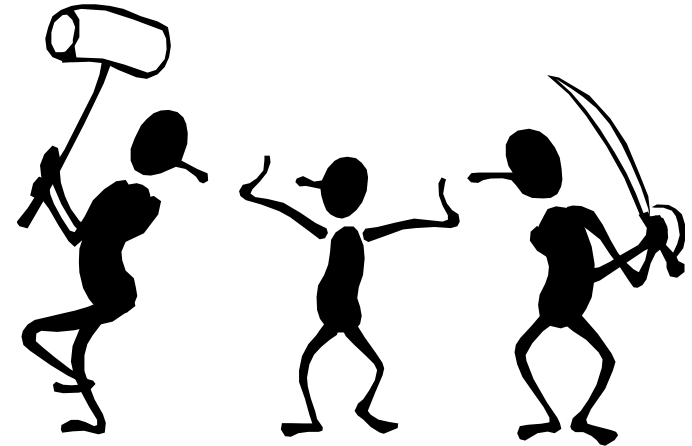
Observations in General

- *Look* for what you want to find; *question* what you don't understand.

- Read the worker's "body language"; 60% of communication is *non-verbal*.

THE BASIC RULES OF *ENGAGEMENT:*

1. Know the facts (based on the standard)
2. Know when to ENGAGE the workers
3. Be upfront and accept input from the workers
4. Always allow time for worker feedback
5. Understand the R+ and R- balance for feedback
6. Engage the workers when appropriate
7. Length of observation based on the behavior Validation
8. Establish dialogue at the correct intervention point
9. Validate the paperwork
10. Close out the observation

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Coaching is all about…

INSPIRING
the team

ENCOURAGING
 the team

CHALLENGING
the team

Feedback

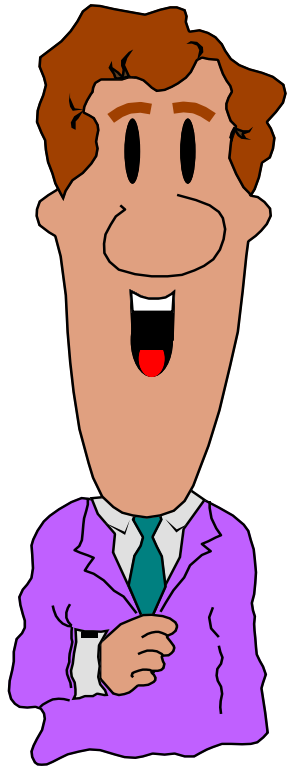*"If we don't correct **inappropriate behavior**, the inappropriate behavior will become the accepted behavior."*

*"If we don't reinforce **appropriate behavior**, the appropriate behavior will diminish."*

Am I Ready to Shape This Situation ?
Overcoming Feedback Anxiety

▸ **The best way to overcome feedback anxiety is to <u>practice</u> your feedback skills so that you have the confidence to correct a worker's performance problems.**

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Why we hesitate to *CHALLENGE*

Apprehensive about a **negative response**

Don't want **to embarrass** the other individual

Don't feel we have **enough knowledge** about a subject

Takes a lot of **effort**

Too **Busy**

Don't feel we have the responsibility or **"authority"** to correct others
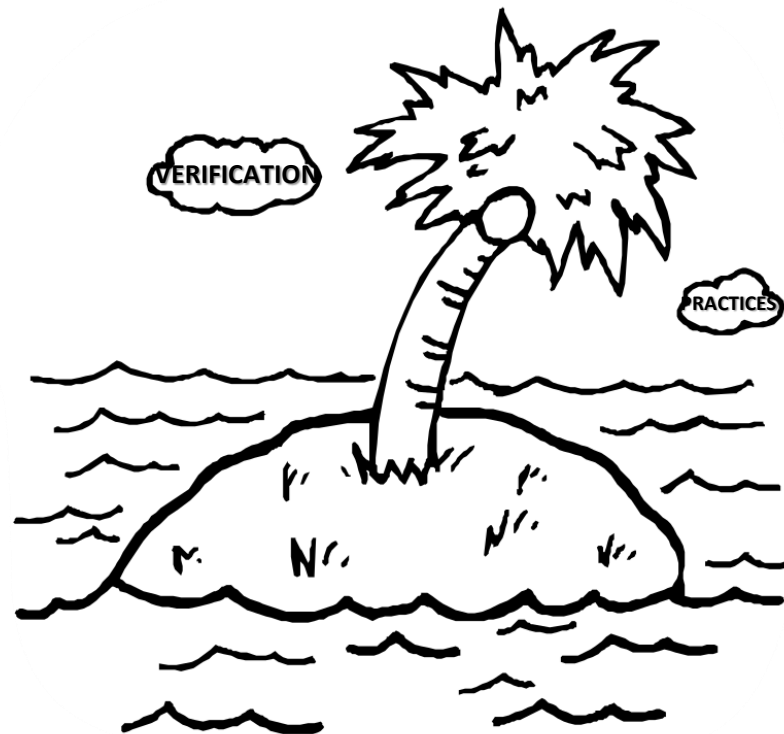
Unsure of our **ability** to coach effectively

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Behaviors + Results

Results axis (vertical, + upward), Behaviors axis (horizontal, + rightward)

- Top-left: **Lucky**
- Top-right: **Good**
- Bottom-left: **You're in Trouble!**
- Bottom-right: **More work to do!**

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Island Hopping Observation Philosophy
For Pinpointing Behaviors associated with High Risk Tasks

VERIFICATION

PRACTICES

Based on the Marines approach to securing Japanese acquired Islands in the South Pacific during World War 1

2016 and 2017 focus areas:

- Pre-Job Briefs (2015 & 2016)
- Verification Practices (2017)

- Dedicated Team of Technical Specialists (1 from each region) Total of 4

- Dedicated Team Leader focused on direction of team

- Pinpointed behaviors based on current trends (Leading Indicators)

The MOST IMPORTANT Coaching Principle......

That Which Gets

REINFORCED

Gets Done !

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Discussion and Questions