Creating Performance Breakthroughs Through Self-Coaching

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Topping the list of greatest concerns to leaders in the Forum Leadership Challenges Index is leadership bench strength:

“Many leaders believe they do not have enough skilled talent to achieve their strategic goals, and are missing opportunities to grow revenues and profits as a result.”

Ed Boswell, CEO, The Forum Corp
Forum Leadership Challenges Index, 2010
“Many organizations have made practically no provision for future leadership. Only 19 percent indicate that they’ve identified high-potential talent who can lead in the future. Organizations without a process in place undermine their strength.”

Deborah Schroeder-Saulnier, Right Management Senior VP for Global Solutions Right Management Survey, 2010
“These surveys call for new and better ways for developing people, especially in the areas of management and leadership, sales and service, and personal and professional growth.”

Ken Shelton
Executive Editor
Leadership Excellence magazine
December 2010
The Coaching Gap

- Limited resources prevent companies from investing as much as they should in the next generation of leaders.
- Professional coaching is generally reserved for the C-suite.
- Many of tomorrow’s leaders will come from middle management. They get *training*, but not *coaching*:
  - Between 2002 and 2009, HR spent more than twice as much time providing managers below the C-suite with “managerial and supervisory” trainings as with “executive development” programs.*

*ASTD’s 2010 State of the Industry Report
## Training Is Not a Substitute for Coaching

<table>
<thead>
<tr>
<th>Training</th>
<th>Coaching</th>
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<tbody>
<tr>
<td>Mainly academic, theoretical</td>
<td>Deals with live issues</td>
</tr>
<tr>
<td>Short duration</td>
<td>Long-term process</td>
</tr>
<tr>
<td>Minimum personalization</td>
<td>Is “me” focused</td>
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<tr>
<td>Doesn’t require looking deep within yourself</td>
<td>Is inner directed</td>
</tr>
<tr>
<td>Can get away with passive participation</td>
<td>No place to hide</td>
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<td>Primary focus is on skills transfer</td>
<td>Primary objective is lasting behavior change</td>
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Creating Performance Breakthroughs Through Self-Coaching
The "coaching gap" keeps many of tomorrow’s leaders from reaching their full potential.

Self-coaching is a way to fill the coaching gap.
What Is Self-Coaching?

Self-coaching is an approach to achieving performance breakthroughs through the use of a disciplined process in which the individual assumes full accountability for mastering the process and for attaining the goal.

The preconditions for self-coaching success include:

- **Accurate data**—so that the self-coachee understands the current “actual” and what winning looks like.
- **A “Guide” in the loop**—someone who is in a position to observe progress and help the self-coachee stay on track.
- **The willingness to become vulnerable**—to go beyond the comfort zone.
<table>
<thead>
<tr>
<th>Self-Coaching</th>
<th>Is Not…</th>
<th>Is…</th>
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<tbody>
<tr>
<td></td>
<td>For those who are failing</td>
<td>For those who have demonstrated the potential to shoulder greater responsibility</td>
</tr>
<tr>
<td></td>
<td>Designed to fix dysfunctional employees</td>
<td>Designed for high potentials to elevate their level of play</td>
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<tr>
<td></td>
<td>Punishment</td>
<td>Recognition</td>
</tr>
<tr>
<td></td>
<td>For the weak of heart</td>
<td>For those who:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- can depersonalize the process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- view feedback as a gift rather than a threat</td>
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<tr>
<td></td>
<td></td>
<td>- want to self-explore and assume personal accountability</td>
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</table>
The Self-Coaching Process

- Parallels the executive coaching process
- Minor variations:
  - Terminology (e.g., “Guide” and “Circle of Support” vs. “mentor” and “stakeholders”)
  - In the absence of an executive coach, Guide assumes some of the coach’s responsibilities
- Self-coachee is accountable for his/her own performance improvement
Self-Coaching: A New Way to Develop Future Leaders

- Cost effective in times of shrinking budgets
- Focuses on permanent behavior change
- Provides skills needed by today’s leaders: focus is on E.Q. and self-knowledge
- Is process driven
- Individuals are accountable; requires limited assistance from colleagues/HR/organization
- Shows employees that they are valued
- Ensures enthusiastic, skilled successors to today’s leaders
Creating Performance Breakthroughs Through Self-Coaching

The 7 Steps in Self-Coaching

1. Determine Your Self-Coachability
2. Select and Commit to an Intention
3. Identify Your Guide and Circle of Support
4. Solicit Feedback
5. Analyze and Respond to Feedback
6. Develop and Act on a Game Plan
7. Track Your Success and Recalibrate

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Current Leaders’ Role: Before Step 1

- Identify candidates for self-coaching
- Explain the process to candidates
- Help them determine whether or not they would like to try it
- Can be done one-on-one or in a half-day workshop format
Current Leaders’ Role: Step 1

Ask menu of questions to determine if candidates are *able, ready, and willing* to permanently change their behavior.

- Are you willing to acknowledge that there are areas within yourself that you need to change/improve?
- Are you able to step back and take a depersonalized look at yourself and your situation?
- Are you convinced that you have significantly more to gain than to lose by changing your behavior?
- Are you willing to accept your support group’s honest feedback and not be defensive or resentful?
- Full list of questions on [www.coachyourselftowin.com](http://www.coachyourselftowin.com)
Current Leaders’ Role: Steps 2–3

Continue to facilitate the process at each step

Help set a clear, meaningful, realistic Intention

- Key challenges for self-coachees:
  - Uncover and debunk current “stories”
  - Create “new you” stories
  - Spot “counterfeit” Intentions (actions are not congruent with expressed Intention)

Help develop selection criteria for a Guide and a Circle of Support; advise on their selection; be a Guide or Circle member
Current Leaders’ Role: Steps 4–5

Continue to facilitate the process at each step

1. Solicit Feedback
   4. Provide initial feedback; coach individuals on relevant stakeholders

2. Analyze and Respond to Feedback
   5. Show self-coachee how to depersonalize feedback; help them interpret comments

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Continue to facilitate the process at each step

Provide input into self-coachees’ Personal Development Plans

Help them assess progress and get back on track if they derail
Current Leaders’ Role – Ongoing

- At each step, ask questions to keep self-coachees on track and make sure they “stay in process”
- At regular intervals, lead a mutual support group so self-coachees can share problems, tips, lessons learned
- Help self-coachees recalibrate, if necessary
Are You Ready to Facilitate Self-Coaching?

- Does your target audience for self-coaching have confidence and trust in you? Can you assure them of confidentiality?

- To what extent do you know the self-coaching process—or can you quickly master it?

- Do you have the time to follow up, provide guidance and support throughout the process?
COACH YOURSELF TO WIN

7 Steps to Breakthrough Performance on the Job and in Your Life

HOWARD M. GUTTMAN

“...[A] forceful seven-step self-improvement process that can be used by anyone interested in taking up their game, whether on the job or in their life.”
—MARSHALL GOLDSMITH, author of the New York Times bestseller MOJO

For Additional Information and Support, Visit:

www.coachyourselftowin.com
Howard M. Guttman is principal of Guttman Development Strategies, Inc. (GDS: www.guttmandev.com), a Mount Arlington, NJ-based management consulting firm specializing in executive coaching; building horizontal, high-performance teams; strategic and organizational alignment; and management development training.

GDS has been ranked as a top Leadership Development consulting firm by Leadership Excellence magazine, which also named Mr. Guttman to its list of “Excellence 100 Top Thought Leaders.”

GDS’s clients include Bloomberg LP; Colgate-Palmolive; John Hancock; Johnson & Johnson; L’Oréal USA; Mars, Inc.; Novartis; Pfizer; and Walmart.

Mr. Guttman’s most recent book is Coach Yourself to Win: 7 Steps to Breakthrough Performance on the Job and in Your Life. He is also the author of Great Business Teams: Cracking the Code for Standout Performance and When Goliaths Clash: Managing Executive Conflict to Build a More Dynamic Organization.

For further information on Mr. Guttman’s career and contributions to the field of organization development, please visit http://en.wikipedia.org/wiki/Howard_M._Guttman.
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The Self-Coaching Process

Guttman Development Strategies, Inc.
Executive/Management/Organization

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