

LEVERAGING COACHING FOR ORGANISATIONAL CHANGE

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*Plus ça change, plus c'est la même chose.
(More change is more of the same thing.)*

French proverb

No man ever steps in the same river twice, for it's not the same river and he's not the same man.

Heraclitus
Greek philosopher
535-475 BC

Challenge of Organizational Change

Nearly two-thirds of all major changes in organizations fail

- Only 20 to 30% of reengineering projects succeed¹
- Only 23% of mergers & acquisitions make back their costs²
- Just 43% of quality-improvement efforts make satisfactory progress³
- 9% of major software development applications in large organizations are worth the cost. 31 percent get cancelled before completion.⁴
- 53% will result in cost overruns by 189 percent!⁴

¹ Hal Lancaster. "Reengineering Authors Reconsider Reengineering" Interview with Michael Hammer and James Champy. *The Wall Street Journal*. January 17, 1995.

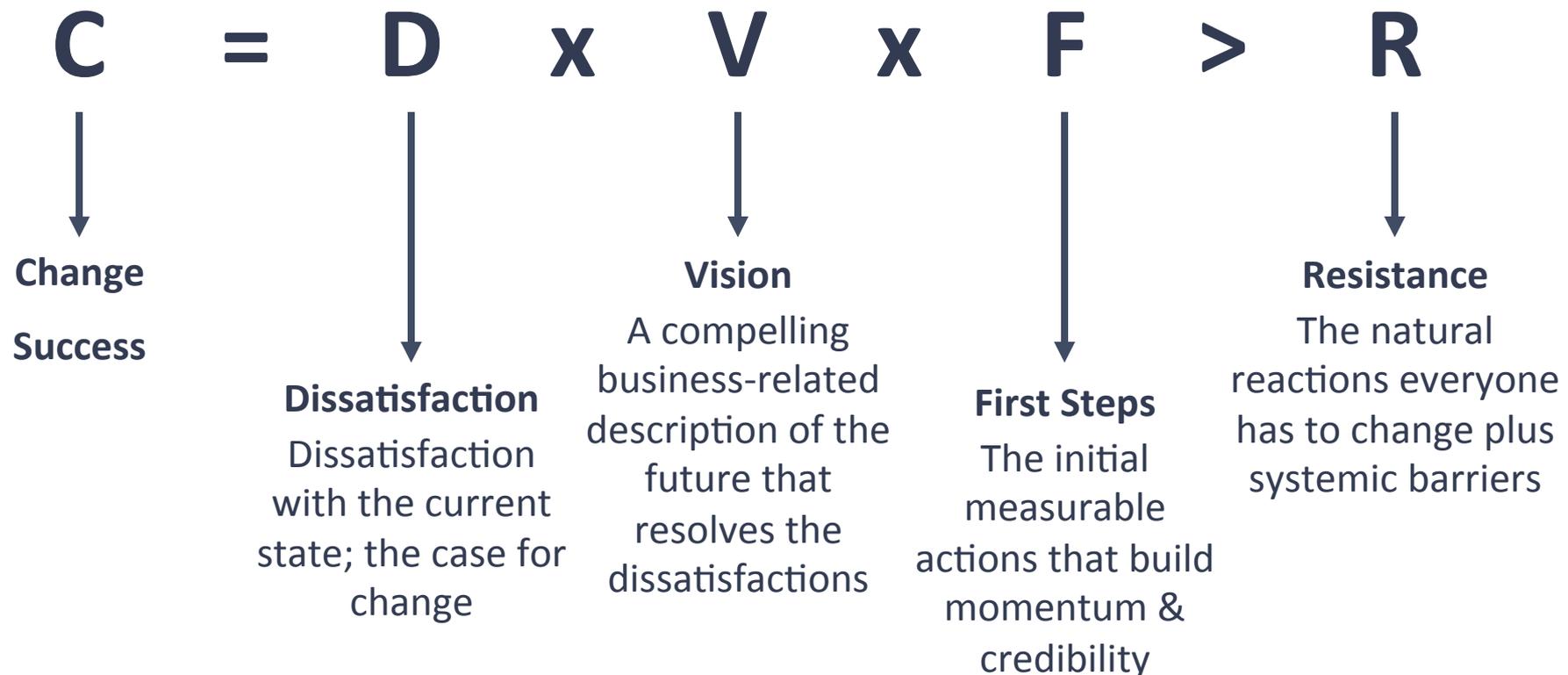
² Anne Fisher. "How to Make a Merger Work." *Fortune*. January 24, 1994.

³ Linda Moran, Jerry Hogeveen, Jan Latham, and Darlene Russ-Eft. *Winning Competitive Advantage*. Zenger Miller. 1994.

⁴ Jim Johnson. "Chaos: The Dollar Drain of IT Failures." *Application Development Trends*. January, 1995.

Gleicher Change Formula

$$C = (DVF) > R$$



Our Agenda

Introduction

Coaching for Change

Change Models

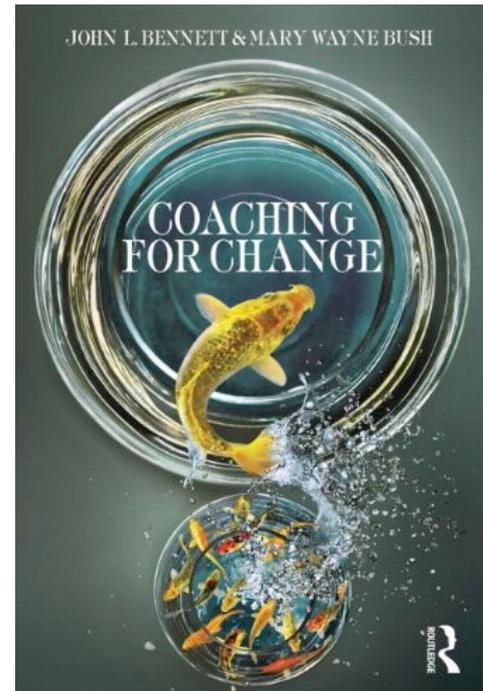
Developing Change Coaching Mastery

Questions/Answers

Closing

Coaching for Change

- Discount (20%) code: **LRK69**
- Discount available through December 31, 2014
- www.routledge.com/books



Coaching for Change: Experiences

- What are some examples of changes that you have been involved in?
- Was coaching involved? How? If not, who would you have coached?
- What difference did coaching make/could have made?

*The conversations we have
drive the actions we take that
lead to the results we achieve.*

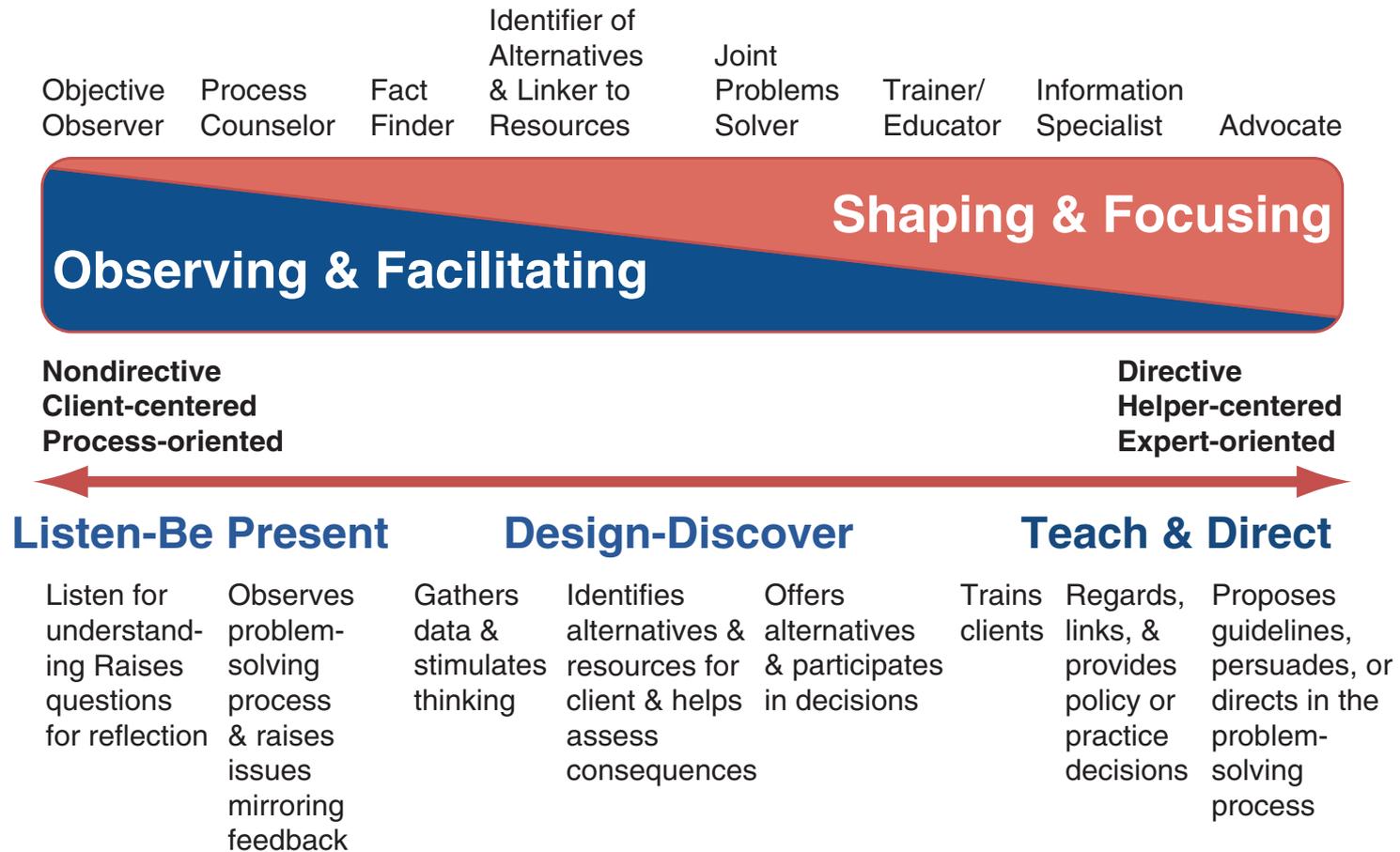
Helping Relationships

	Consulting	Mentoring	Therapy	Coaching
Person Being Helped	Client: Individual, sponsors, and/or organization	Protégé	Client: Individual, group, family	Client: Individual, team
Helper	Consultant	Mentor	Therapist or counselor	Coach or person using coaching process and skills
Focus of Attention	Group, Team, Organizational System	Individual	Individual, group	Individual, group, team
Expertise	Content and/or process	Organizational culture, resources; career progress; job; personal experience	Psychological framework, process	Process & sometimes content knowledge/ expertise
Formality	Formal, structured	Informal or formal; structured or unstructured	Formal, structured	Informal or formal; structured or unstructured

Helping Relationships (continued)

	Consulting	Mentoring	Therapy	Coaching
Remediation	Frequently	No	Usually	Infrequently
Assessment	Diagnostic	Current and future	Diagnostic; psycho-social history; pathology	Awareness and progress
Frame of Reference	Past, present and/or future	Past, present, and future	Past and/or present, and future	Present and future
Terms	Contract	Agreement (formal or informal)	Treatment plan	Contract or agreement
Credential	Not required	Not Required	Required	Not required
Remuneration	Sponsoring organization	Organization or voluntary	Individual or third party	Individual or organization

Continuum of Helping Relationships



(Bennett & Bush, 2014, Figure 2.1)

Examples of Change

Individual

- New role or responsibility
- New process or performance expectation
- New location or culture

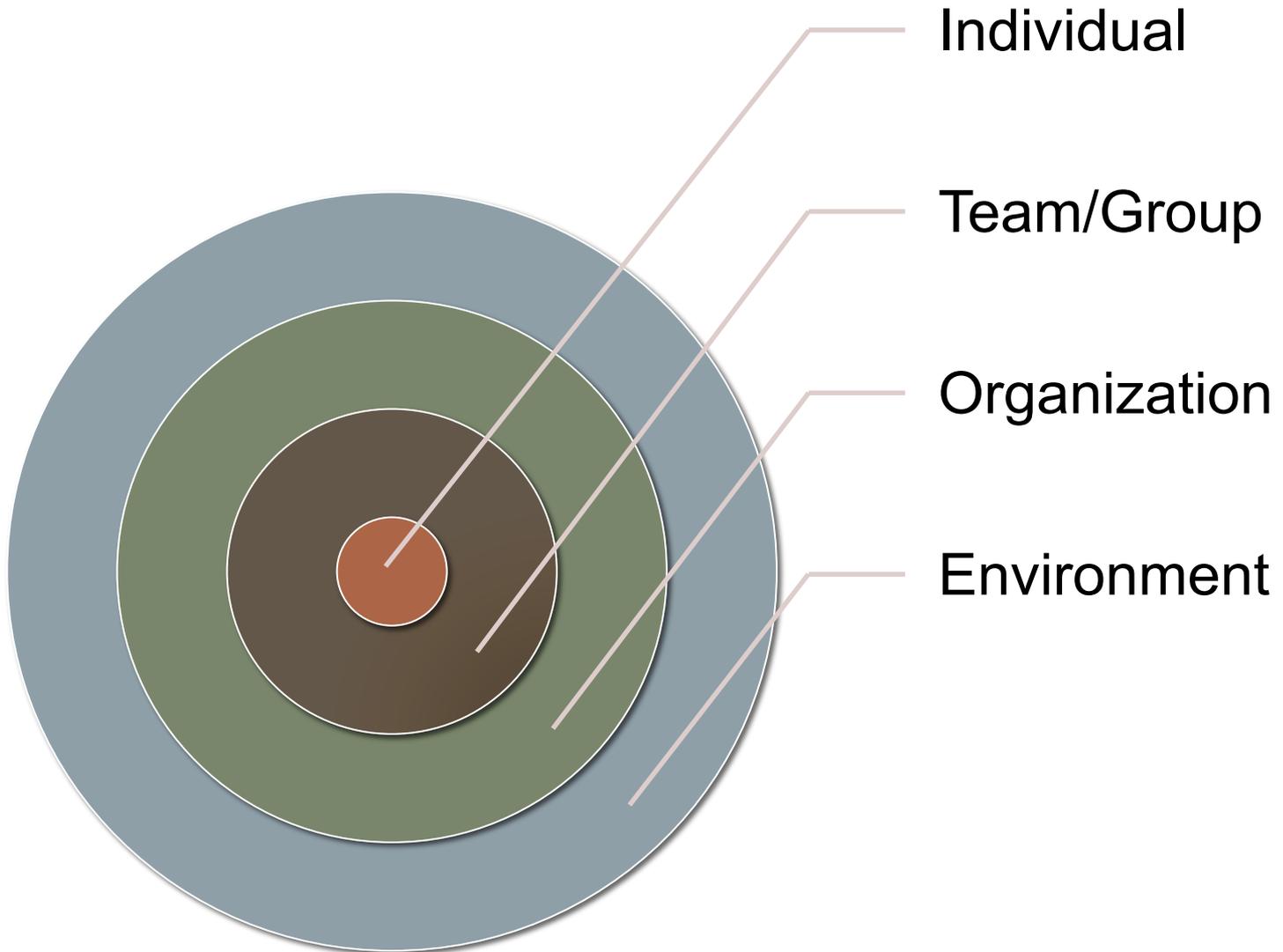
Group/Team

- Performance review or audit
- New or changing membership or team charter
- Improvement of existing product or policy
- New process or product

Organization

- New product development
- New or adjacent market entry
- New leader/strategy/direction
- Organization redesign/restructuring
- Merger/acquisition

Perspectives



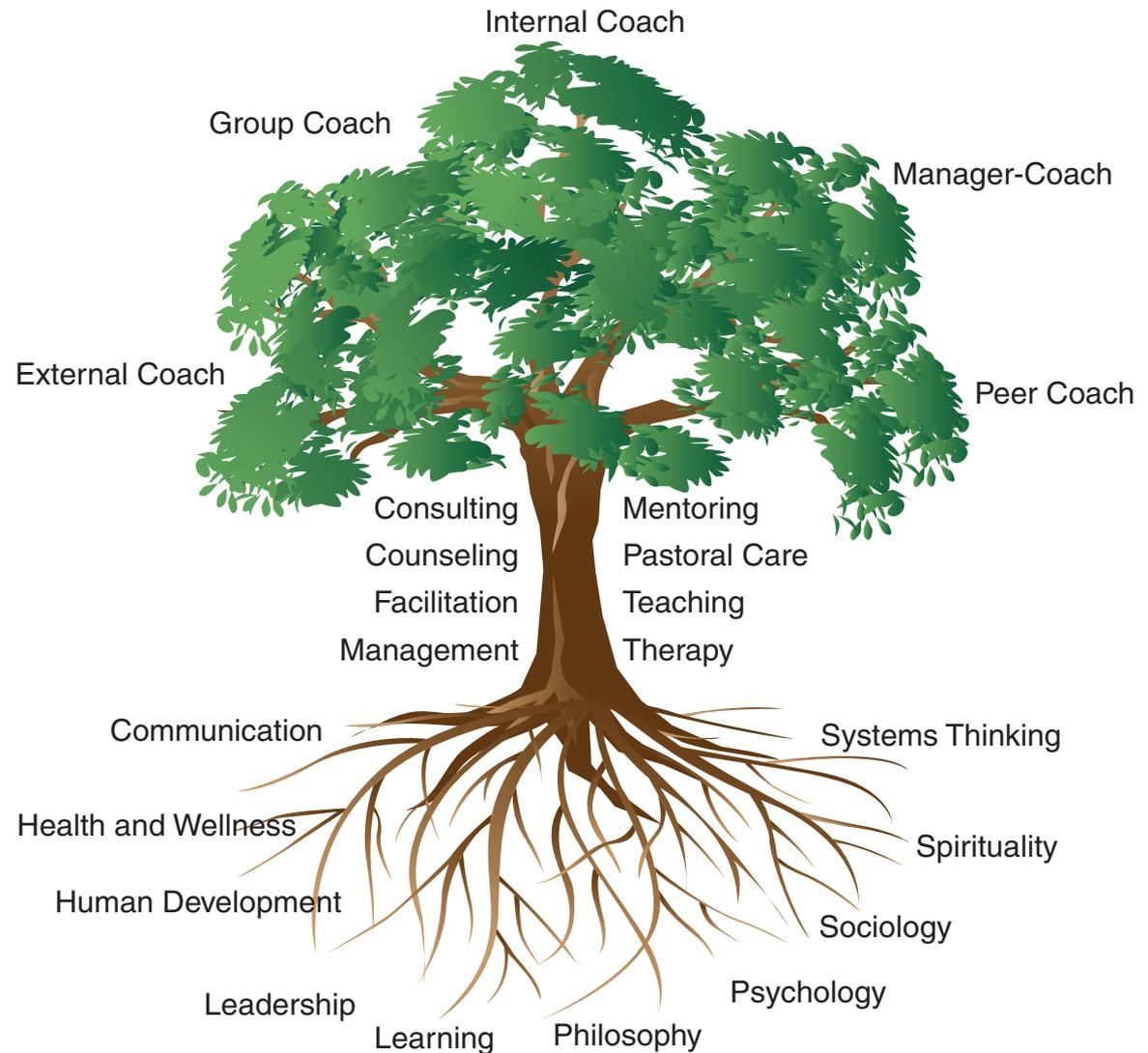
Coaching is an Optimal Intervention for Change

- Leaders at all levels embrace their roles in change
- Effective change strategies are used
- Targets of change get what is needed
- Challenges & obstacles to change are identified and addressed
- Individual & organizational capacity is built

All coaching is about change.

Coaching is...

Trans-disciplinary
(adds the element of systematic coordination among disciplines to study and develop theory and practice)



(Figure 3.1)

What is Change Coaching?

- Helping relationship focused on client, action, & results
- Applied behavioral science grounded in numerous disciplines
- Cognitive, emotional, behavioral, spiritual aspects
- Requires self-awareness
- Skill, tool, & role used by leaders at all levels
- Competencies can be taught & developed
- Focused on change: performance, development, and/or transformation

Coaching helps individuals, teams, & organizations prepare for, excel through, and improve from change

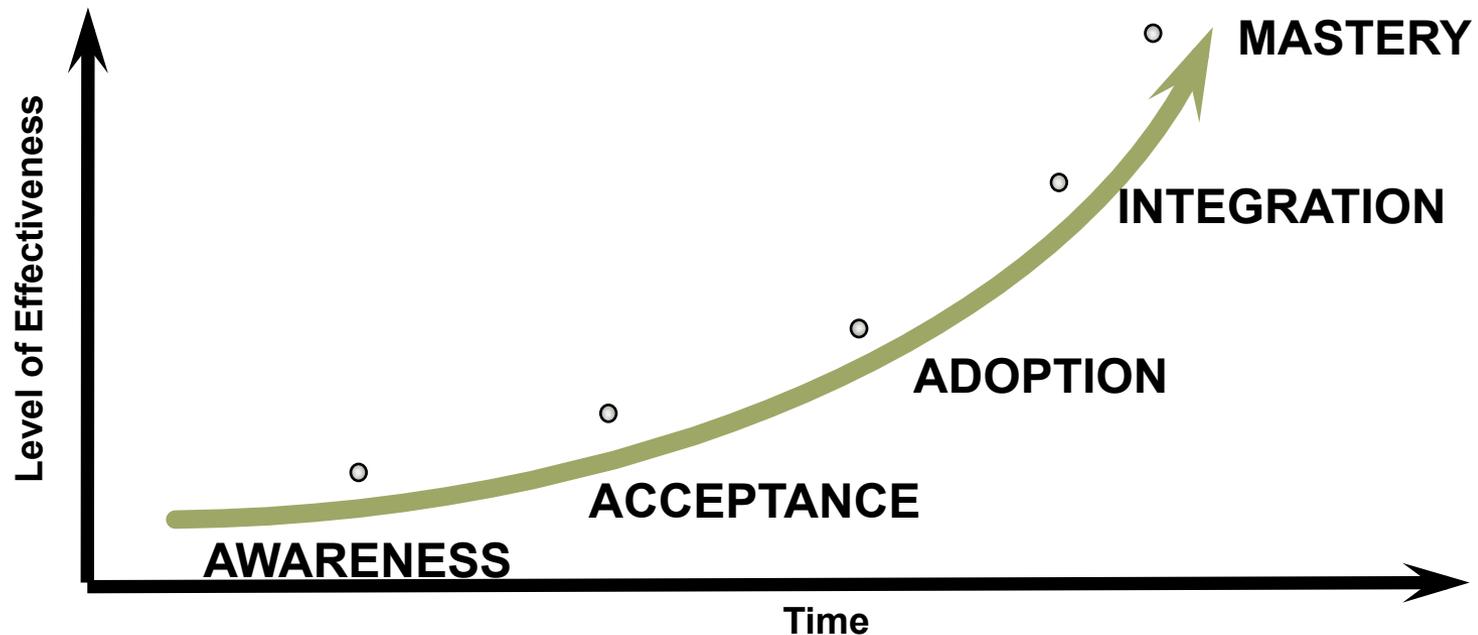
Focus of Coaching for Change

Focus	Examples
Performance	<ul style="list-style-type: none">• Applying knowledge and skills to achieve a desired result (e.g., sales)• Acting on a plan; making decisions, and following through (accountability)• Communicating, influencing others to change
Development	<ul style="list-style-type: none">• Gaining self-awareness of strengths• Acquiring knowledge about a barrier to performance• Developing a skill• Creating a strategy and gaining stakeholder agreement• Creating an action plan and building supportive relationships required to implement a course of action• Moving to a new level of human development
Transformation	<ul style="list-style-type: none">• Shifting professional and career focus• Developing a clear, compelling vision for a project or group• Transitioning from one level of responsibility to another (e.g., supervisor to manager, or senior leader to executive)• Focusing intentionally, creating a legacy and a desired future

Focus of Change Coaching—Examples

	Individual	Team	Organization
Performance	Making a direct report aware of a performance gap and helping them develop a plan of action.	Coaching a group to identify key stakeholders for a change, and develop an action plan to support the change.	Coaching to help organizational stakeholders understand the importance of an organizational change initiative and take action in the role of a change agent.
Development	Coaching an employee to identify and work toward additional goals or projects that would gain additional visibility or lead to promotion in the organization.	Coaching a team to improve creativity or critical thinking; its decision making or other processes that will increase productivity.	Coaching a change leader to develop a compelling case for change, or change strategy or communications plan and messaging.
Transformation	Supporting an employee in transitioning to a new role, shifting a work focus to a new role, expanding responsibilities that will benefit the organization.	Supporting a group in taking on a significant new level of responsibility, influence or coordination that will result in innovation.	Coaching key leaders or teams to advance the business strategy, identify new markets and partnerships, or create product/process innovation.

Mastery Model



The aim of both coaching and change is to achieve mastery.

Self Assessment

Coaching Self Assessment

Name: _____

Date: _____

Directions: Read each question carefully and circle the number that best describes your behavior. Please respond as you understand your current behavior—how you actually do, not what you think you should do.

		Almost Never	Rarely	Sometimes	Frequently	Nearly Always
1	I ask questions in order to draw-out someone and more clearly understand their perspectives and desires.	1	2	3	4	5
2	I spend more time listening to get clarity about the “whole situation” than sharing my point of view or experiences.	1	2	3	4	5
3	I help other people move forward with their desired changes.	1	2	3	4	5
4	I encourage others to try new behaviors and approaches.	1	2	3	4	5
5	I encourage people to see different perspectives.	1	2	3	4	5
6	I assist people in seeing different perspectives.	1	2	3	4	5
7	I give honest, clear feedback about individual behaviors in a caring manner.	1	2	3	4	5
8	I focus on the desired outcomes of others more than the specific details of the problem/issue.	1	2	3	4	5
9	I help people see the benefits of collaborating/partnering with others to achieve their desired outcomes.	1	2	3	4	5
10	I share observed behaviors with people in a timely manner.	1	2	3	4	5
11	I am OK with not knowing answers.	1	2	3	4	5
12	I honor the confidentiality of others.	1	2	3	4	5
Subtotal (total each column)						
Total						

Total Scores:

50-60: Continue to build on your strengths

36-49: Focus your development

12-35: Develop your capabilities

Approaches to Change

	Description & Examples	Applied to the Individual	Applied to the Team/ Organization
Planned	<p>Change is a disruptive phenomenon with specific phases that can be managed and controlled.</p> <ul style="list-style-type: none"> • Lewin: Planned Change • Bridges: Transitions • Prochaska et al: Stages of Change 	<p>Centers on helping the person identify the phases that will produce the change, where he or she is among them, and what needs to be done to move forward.</p>	<p>A series of sessions or workshops to identify and discuss the changes and phases – both current and needed. Group agreement at all levels about next steps and action learning “experiments” to test.</p>
Emergent	<p>Change is a natural part of life and is addressed as it arises from current-state needs, desires and goals.</p> <ul style="list-style-type: none"> • Dannemiller: Whole Scale • Vaill: WhiteWater Change • Boyatzis: Intentional Change 	<p>Leverages conversations to note changes that are occurring, and that need to occur to address need and goals. Including others in the conversation and acknowledging impacts of other concurrent changes</p>	<p>Large Group Interactions (LGI) or meetings with “everyone in the room” to identify current state, what is needed to change and the intention and strategy for change to occur. Ongoing group meetings to assess progress and address issues.</p>
Prescriptive	<p>Change must be directed through a project- or leader-led approach, milestones, & metrics.</p> <p>Kotter: Change Leadership Various: Six Sigma, Lean Hiatt: ADKAR</p>	<p>Creates a project plan or process to identify change goals, create milestones and measures, engage needed support and action plans to achieve them.</p>	<p>Adoption of a methodology or change leader/leadership team to drive the change, including milestones, communications, reward and recognition, metrics and stakeholder engagement .</p>

The Change Agenda

Element	Description	Tools or Models to Use
What?	What specifically needs to change, and what is its potential impact and outcome/benefit?	Vision, Strategy, Case for Change
Who?	Who are the key stakeholders in the change? How will they be affected? What are their roles? What information will each of them need?	Stakeholder Identification, Conner's Roles of Change, Resistance to Change, Change Approach
Where?	Where will the change will the change be deployed or needed? In what geographical area or part(s) of the system?	Vision, Strategy, Kerber-Buono Organizational Change Capacity Questionnaire
When?	When must the change be implemented? How soon? Is there urgency? Are there other changes or situations that will be impacted by this change?	Change Readiness Assessment, Vaill's Whitewater change model
Why?	Why the change? What are the compelling reasons that this change must be made, and made now?	Vision, Case for Change, SWOT, Org Analysis
How?	How will the change be successful? What are the milestones, action plan, communications, reward and recognition, implementation and sustainment plans?	Action Plan, Communication Plan, Sustainment Plan Gleicher's Formula Mastery Model

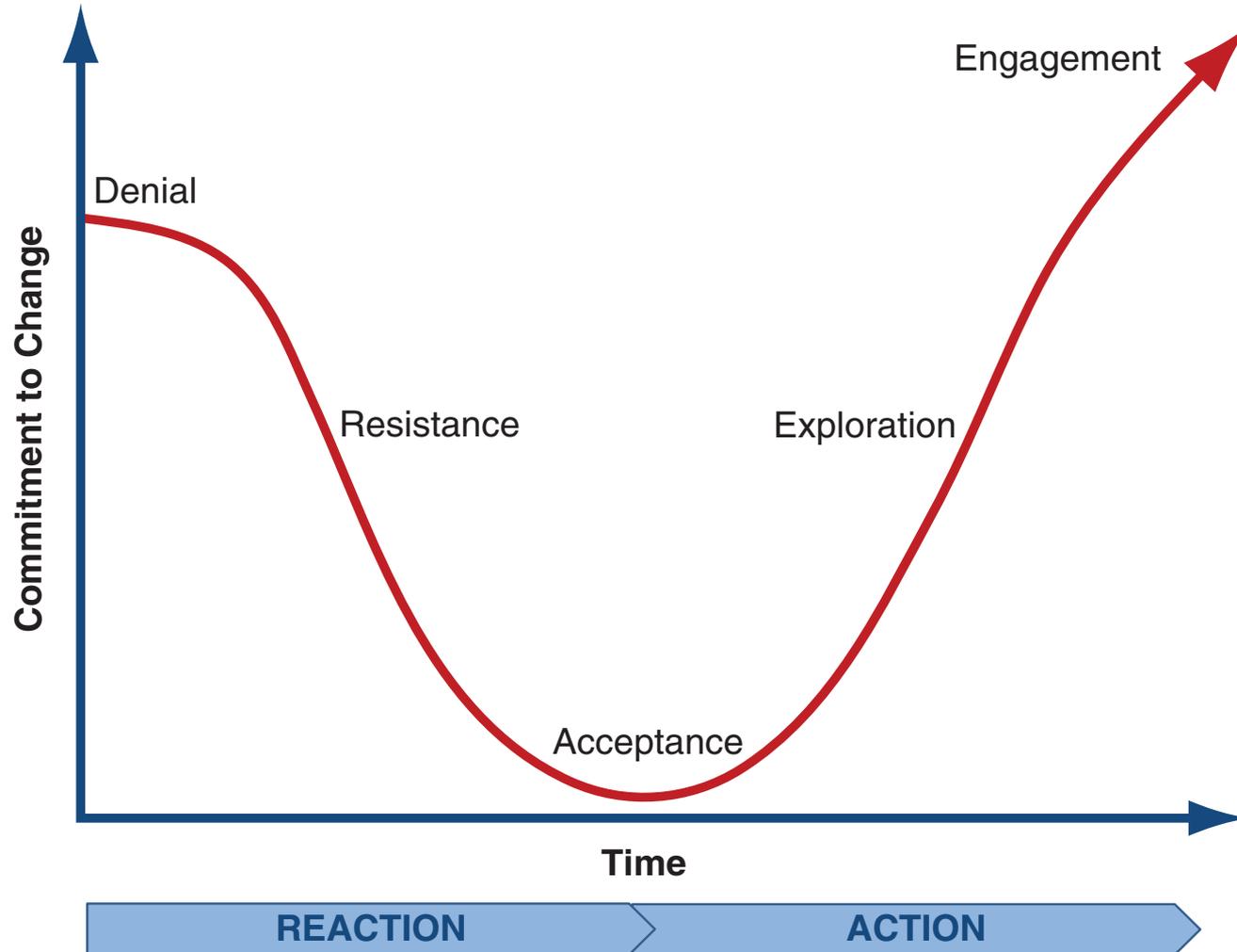
Assess Change Readiness

- Current state analysis
 - Use questionnaires, surveys or interviews
- Identify Risks and Opportunities
 - Use SWOT or SOAR analysis
- Look for:
 - Appropriateness of the choice of change approach,
 - Competing change commitments, and
 - Signs of change fatigue
 - Ability of leadership and change team to address issues

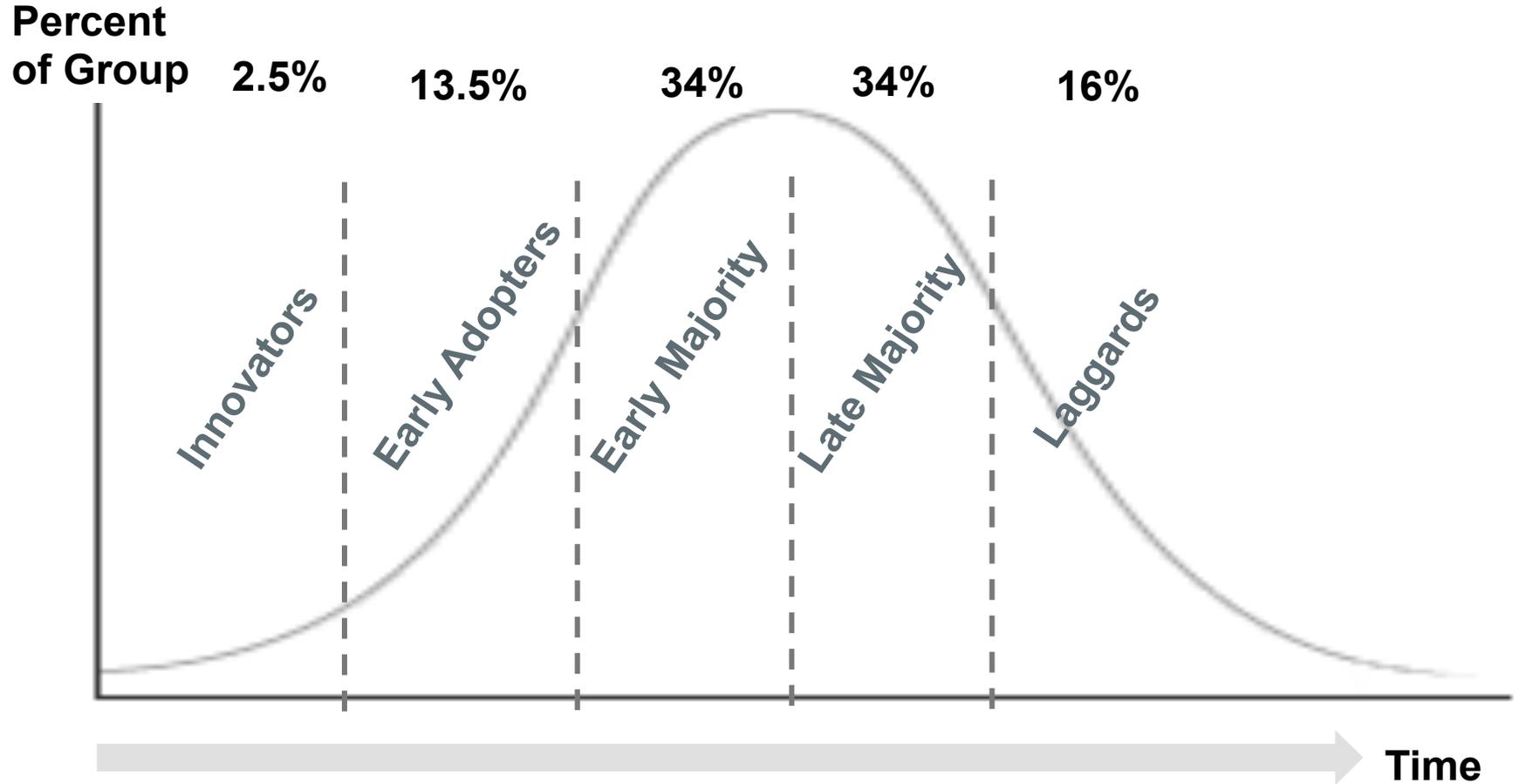
Roles in Change

Role	Responsibility or Contribution
Sponsor	Decides which changes will happen Communicates new priorities to the organization Provides resources to enable the change
Agent	Executes the change—an individual or group Develops the plan to deal and deploys the change
Target	Makes the change—the individual or group that is the focus of the change effort
Advocate	Individual or group who wants to achieve a change, but without power or position to sanction it

The Change Curve



The Change Adoption Curve



(Adapted from Moore's Technology Adoption Life Cycle, *Crossing the Chasm* 2006)

Address Resistance to Change

- Resistance is a natural part of any system and supports the reasoning process by which change is embraced (Maurer, 2010; Stevenson, 2004)
- Identify and mitigate the potential causes of resistance
 - Overcome inertia
 - Strengthen change communication and engagement
 - Utilize differing approaches (Cognitive, Humanistic, Behavioral, Psychodynamic)
 - Bear in mind Maurer's Three Levels of Change Resistance:
 - I don't understand it
 - I don't like it
 - I don't like YOU

Key Points for Change Coaching

- Optimize change process and leadership
- Recognize and support the roles of change
- Ensure the right vision and change communication
- Facilitate stakeholder engagement
- Support change momentum
- Support the development of change capacity in the organization
- Remember “self as instrument of change”

Developing Change Coaching Mastery

- Continually improve on coaching skills
- Learn the theoretical foundations and tools of coaching and change
- Use the change agenda to guide your coaching
- Use the Mastery Model for your clients – and yourself!
- Develop a practice of reflection

COACHING FOR CHANGE: MORE THAN FOCUS & OUTCOMES

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