

# 39 Best Practices in Preparing the Next Gen

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# Best Practices

- What **experiences or methods** have I used to effectively accelerate the development of emerging leaders?
- What were **2 key factors or ingredients** making the development experience so powerful?



# Overview

1. Why coaching?
2. The coaching model
3. Demonstration on conducting a development conversation
4. Critique the coach
5. Tips on becoming great coach
6. Resources



# Talent Development

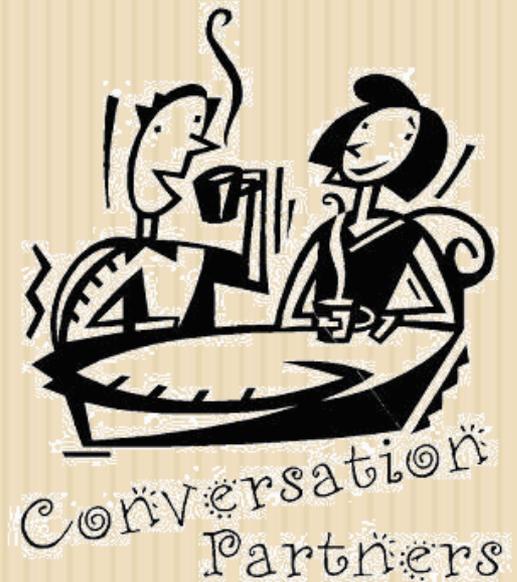
- As a leader, why focus on coaching?





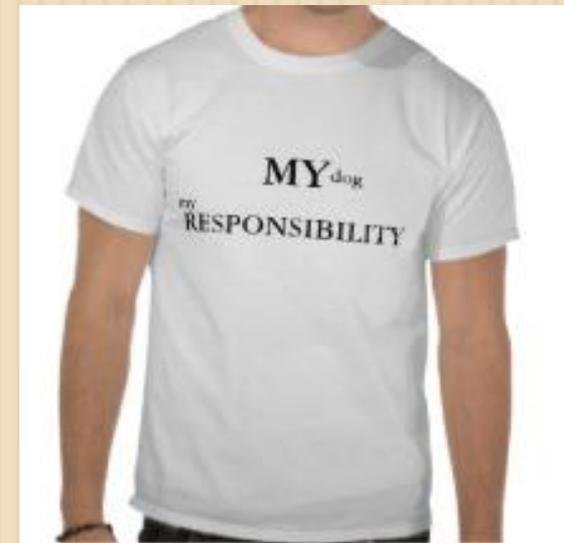
# Development Conversation

- A development conversation is an informal discussion with an employee, colleague or friend that provides an opportunity for coach to . . .
  - Explore the coachee's hopes & dreams
  - Provide feedback
  - Identify support & resources



# Premises

- Purpose of development conversations: accelerating everyone's development
- Coaching vs. mentoring
- Responsibilities
- A focus on hopes & dreams
- Development conversations follow a sequence of steps



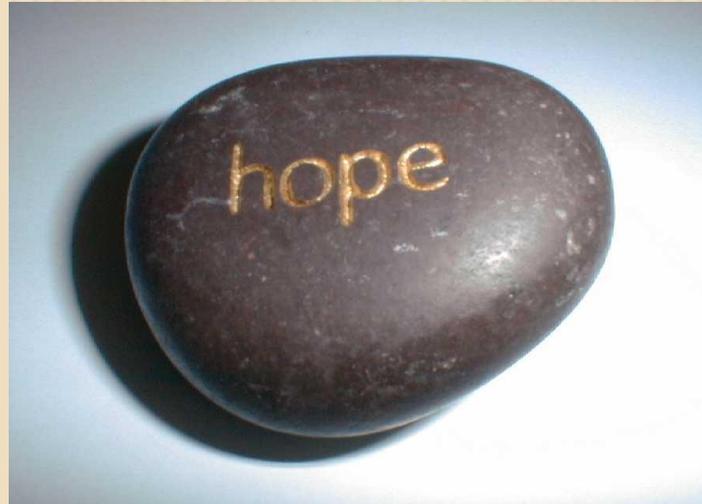
# Critique of the Coach

- In conducting the development conversation. . .
  - What did Frank do well?
  - How could Frank have done better?



# The Coaching Model\*

1. Ask “What are your hopes?”
  - Focus on hopes & dreams, not challenges or problems
  - Probe what truly interests the person & most importantly why



\*Developed by Don Maruska, Director, Cal-ICMA Coaching Program

# The Coaching Model

## 2. Uncover the real issues

- What stands between the person where he or she want to be?
- What issues or obstacles need attention?
- Actively listen and paraphrase what you hear to help the person identify key issues

the **real**  
issues...

# The Coaching Model

## 3. Explore options

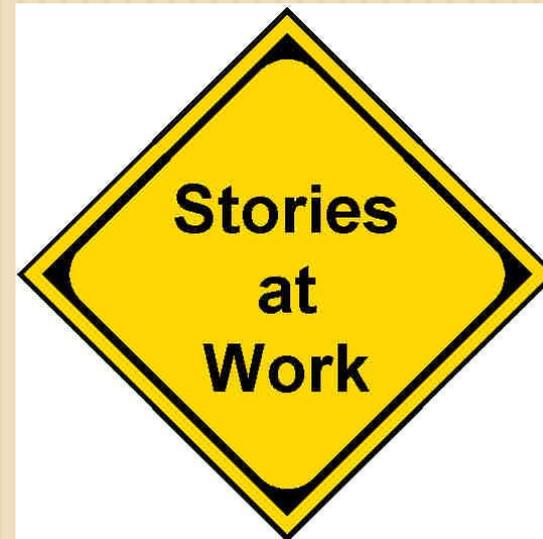
- What choices does the person see?
- What other options can you offer? (“Have you considered. . .”)
- Choices encourage & empower people



# The Coaching Model

## 4. Share stories or experiences

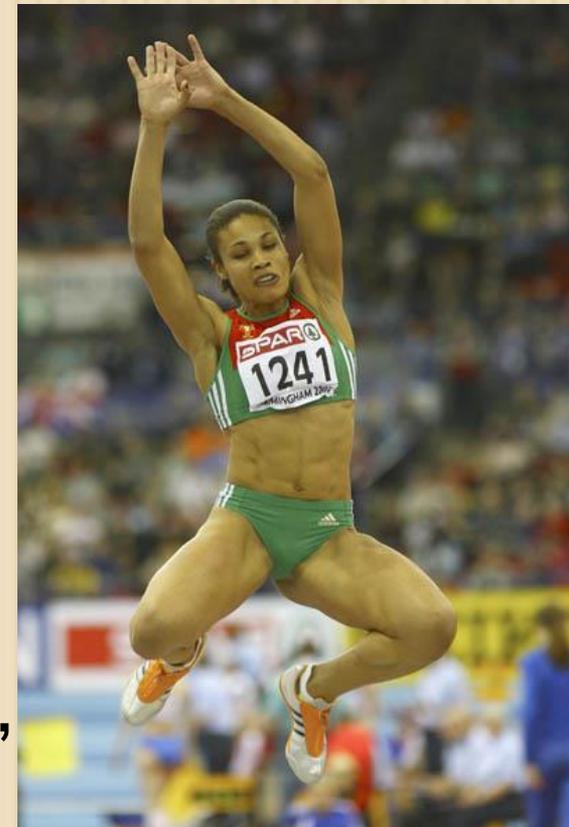
- Stories are most powerful way to communicate
- “May I share a story or experience?”
- “Who do you know has fulfilled a similar dream?”



# The Coaching Model

## 5. Hold a big vision for the other person

- People sometimes hold themselves back so you can serve as a catalyst
- Ask “What would be a big leap to get there or achieve your hope?”
- Ask “Have you thought about \_\_\_\_\_ (a big leap) to get there?”



# The Coaching Model

## 6. Invite action

- “I’d like to invite you to consider \_\_\_\_\_ (whatever action seems appropriate)”
- You’re not telling the person what to do but you’re giving them something to which they can react
- Leave the choice to them



# The Coaching Model

## 7. Build a “dream team”

- Ask “Who can help you realize your dream?”
- Ask “Would you be willing to approach \_\_\_\_\_?”



# The Coaching Model

## 8. Anticipate success

- Ask “By when would you like to ‘declare victory’ and achieve your dream?”



# Critique of the Coach

- In conducting the development conversation...
  - ▣ What did Frank do well?
  - ▣ How could Frank have done better?
  
- What were outcomes...
  - ▣ For coachee?
  - ▣ For coach?



# Becoming a Great Coach

- Make time & focus on the coachee
- Create “safe” environment for learning & growth
  - Listen in non-judgmental way
  - Provide challenging “stretch” assignments
  - Serve as accessible resource & sounding board
  - Treat mistakes as learning opportunities
  - Provide candid & helpful feedback
  - Recognize & reward successes



# Becoming a Great Coach

- ❑ Model positive, professional behavior
- ❑ Tell personal stories
- ❑ Share your own career journey, including high points, low points, turning points
- ❑ Make connections & introductions
- ❑ Push proteges onwards when it's time



# Resources

- Handout “Becoming a Great Coach”—The 8 Steps
- Handout “Making Coaching Work”
- Article “You Can’t Be a Great Manager If You’re Not a Good Coach”



# Resources (con't)

- ICMA Coaching Program  
[www.icma.org/coaching](http://www.icma.org/coaching)
- Webinars
- One-to-one coaching
- Speed coaching
- “Women Leading Govt” Initiative
- Career Compass advice columns



# Moving Forward

- Meet with emerging leader & try out a development conversation
- Practice!!

**TRY IT NOW!**

# I Appreciate Your Time



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