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?
Becoming a Great Coach

- How to conduct a development conversation
- Development conversations are “foundational”
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*
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 Coaching Model

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

Thank you!

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