
IT Coaching for Higher Performance

Process Improvement and Organizational Change

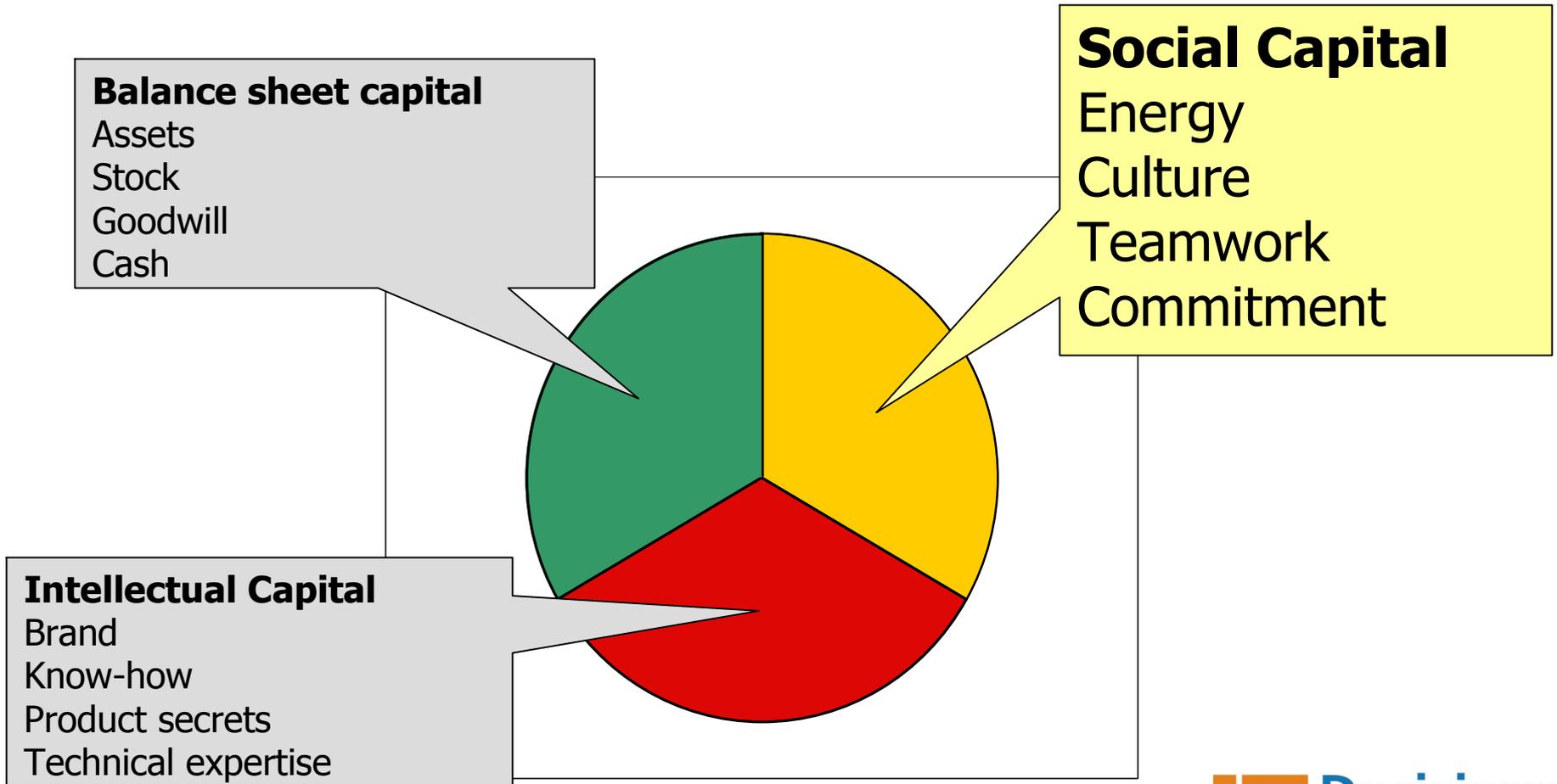
Webinar

2007

Process Improvement Benefits

- Performance efficiency
- Enhance team flexibility
- On time delivery of software
- Higher quality deliverables
- Good for the “bottom line”

Organizational Capital



Characteristics of Top Performing Organizations

- Strong leadership
- Not afraid to execute bold initiatives - decisive
- Vision is clearly stated and communicated
- Learns from past successes and failures
- Effectively manages and mitigates risks

Readiness to Change

- Not all improvement programs succeed
- “Failures” are often people not technology problems – primarily the function of poor or ill-conceived team work
- Insights gained from past experiences can prove to be of great value
- Organizations can evaluate the potential for success or failure
- Because change is constant, process improvement is also a constant; yet this is not often recognized

Six Key Risk Factors

- Management Engagement
- Funding
- Expectations
- Culture
- Communication
- Measurement

1) Management Engagement

- Senior management engagement
- Engagement goes beyond providing resources
 - Process changes must be aligned with other organizational programs
 - Expectations need to be set and aligned with rewards programs
 - Management models the desired change: “walk the talk”
 - Requires a commitment to change; improvement programs are milestones in an ongoing sea of change
- Middle tier management plays a critical role
 - Misalignment of programs and rewards appears in this tier
 - Success of programs is dependent on key managers modeling the desired change
 - Change from directive management to facilitative leadership
 - Adoption and enculturation are enforced at this tier

2) Proper Funding

- Program requires proper resources to be successful
 - People
 - Technology
 - Time
 - Support
- Not a one time budgeting event
 - Set expectations with regard to required resources
 - Program development
 - Program Implementation
 - Program enculturataion/ongoing costs
 - Take a pro active position: create a multi-year budget right from the start
 - Plan for discretionary level of funding
 - Revisit and revise
- If the organization isn't willing to apply the resources, there is insufficient management commitment to the program

3) Setting and Managing Expectations

- Setting and managing expectations directly impacts type and 'stickiness' of program support
 - Dollar cost
 - Length and depth of 'valley of despair'
 - Program duration
 - Benefits
 - Cost of enculturation
- Acknowledge cost and proclaim benefits for each business unit and the organization
 - May require kickoff meeting for each unit
 - May require ongoing communication meetings
- Celebrate early successes
- Keep people at all levels informed; remind them of program benefits!

4) Culture Matters

- Process improvement imposes change on people
 - Shifts priorities
 - Changes tasks
 - Affects formal and informal relationships
 - Disrupts existing communication channels
- Change is not attractive
 - Extra work
 - Takes people away from challenging and interesting work
- ***There will be resistance***
 - Passive, active, uncommitted
 - Knowledge workers do not resist change, they resist being changed
- Success factors
 - Identify required cultural changes
 - Management models the change
 - Involve people in change process
 - Align formal rewards to process change
 - Create early success via pilots/interim deliverables

5) Communicate, Communicate, and Communicate Again

- Effective communication is essential to strategic program success
- Develop a detailed communication plan early in the program
 - Communication targets all levels of the organization
 - Address how this is going to impact individuals
 - Address the impact on the organization and the business
 - Provide a forum or forums whereby people can express their views, concerns and ask questions
 - Use appropriate channels of communication
- Channel, type and frequency of communication can reinforce or undermine the program

6) Measurement is Key

- Builds trust
- Start by creating a baseline of current levels of performance
- Set and reset expectations
- Leverage opportunities to measure aspects of the process improvement program in its early stages
- Ongoing measurement after implementation
- Measure valley of despair
- Manage gap

The Relationship between Organization, Team and Individual



Basic Principles of Coaching

- An ongoing **partnership** designed to help clients produce desired results
- Improves the client's ability to focus on what is important and **communicate more effectively**
- Helps clients learn to think better and **make better decisions**
- **Enhances** client's **existing skills**, strengths, resources and creativity
- **Motivates** individuals and groups to set goals and take action towards reaching them
- Helps clients achieve better **life balance** which leads to greater overall personal and job satisfaction
- Creates a high levels of **personal accountability**

Two Types of Coaching: 1. Executive/ Managerial Coaching

- a. **Executive coaching**— Used when the Executive has a team that is strong, unified and successful but is unable to successfully engage the team to produce the desired results. We often start here and then work with leader and team together to help them integrate and work more effectively together.
- b. **Managerial coaching**—Management is a role some people come into without preparation or even desire to be there. Managerial coaching is often combined with training on how to manage. For some training is sufficient; for others it is necessary to add a one-on-one coaching component. This is particularly helpful for the “lone rangers”—those who find it “easier” to do everything themselves and need to learn how to delegate.

Two Types of Coaching: 2. Team Coaching

Focuses specifically on three key issues:

- Creating motivation
- Getting alignment
- Holistic thinking-- Getting team members out of their individual silos and operating like a winning team . . . not just as a team that doesn't want to lose.

Benefits of Team Coaching

- Economical way to have a large impact in an organization
- Helps align teams around their common purpose by applying the “power of positive peer pressure”
- Creates greater cohesion and motivation
- Gets team members out of their individual silos
- Helps new team members become integrated more quickly
- Leader benefits personally and some of his/her work is actually done by the process itself
- Helps in organizing, creating and planning new corporate initiatives, e.g. in start-ups or fast growing companies
- Helps carry out strategic plans delegated by upper management in larger corporations

1) Management Engagement: Coaching Perspective

- Coaching often is initiated by a team leader/ middle manager presenting the issues in a compelling way to senior management.
- Begin by working closely with senior management. Know their agenda.
- Middle managers are the vital tier for the day to day “hit the ground running” aspects of the process and have their hands closer to the pulse. Need to respect the “squeeze” they often feel in the middle of the sandwich.
- Engage middle managers in modeling the desired changes by having them be “champions” of the important areas.
- Multi-voting creates consensus. We are all ultimately more motivated by that which we ourselves create or are part of creating.

2) Proper Funding: Coaching Perspective

- An investment in coaching demonstrates the organization's commitment to change.
- We help them consider the back end of the project as well so there is money left over for needed changes to the software process part of the engagement.
- Coaching helps set up process improvement engagements so they are more efficient.
- We conduct most of our coaching engagements over time—ideally for one year with an initial intensive planning session and monthly status follow ups to keep everyone “ontrack” and bring all aspects— including fiscal responsibility— of the project to successful conclusion.

3) Setting and Managing Expectations: Coaching Perspective

- Designed to help the team steer itself away from the Valley of Despair.
- We work with teams to set “stretch” goals that are SMART” : specific-- measurable- actionable- realistic-timebound.
- Celebrate all successes not just early ones.
- We keep people at all levels informed by providing web based tracking system that can be used by team members and important company leaders.

4) Culture Matters: Coaching Perspective

- Culture is defined broadly as the system of shared beliefs, values, customs, behaviors, and artifacts that the members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning.
- Companies have their own cultures.
- It is human to resist change. We acknowledge this directly with the team. Corporate leaders are often very risk-tolerant but team members may not be.
- We are able to easily identify all types of resistance. Peers can now deal with each other and on occasion the team spirit even moves them to help each other where previously they operated out of individual silos.
- We create early success by having monthly goals that break down the larger goals into manageable pieces,

5) Communicate, Communicate, and Communicate Again: Coaching Perspective

- The goal is to use communication to discuss how the process improvement project is going to impact individuals as well as the business
- To channel those responses appropriately so action can be taken if needed or individuals can at least feel heard and validated.
- Additional communication routes can be created to help the team move forward between coaching meetings, if needed.
- Included here are times for acknowledgment and celebration. Acknowledgment is where we get our fuel for the next step.

6) Measurement is Key: Coaching Perspective

- Adds “soft” measurables. All behavior—including boosting morale and creating more team cohesion— can be measured.
- We begin with a baseline and measure progress on a month to month basis relative to the goals set by the team.
- Greater opportunity for success derives from the very human tendency to work harder for what we are actually part of creating.

Summary: How Coaching Facilitates Team Dynamics in Times of Organizational Change

- Creates a clear focus
- Engages leader with the team so they are not distanced from the process
- Generates a climate of higher level of personal accountability for each team members actions so they can make and meet important commitments more easily
- Helps individual members get out of their “silos”
- Helps team members align around common goals (to be part of a “winning team”)
- Improves team members ability to communicate more effectively
- Can help identify specific areas in which additional skills are needed

Team Organizational Assessment

The following questions may give you insight about how your team is doing with your process improvement initiative and how coaching may help.

- Does everyone on your team understand the end goal?
- Do team members get along?
- Do team members support each other?
- Is there one or more team member holding back the rest of the team?
- Does the team leader have a positive relationship with all of the team members?
- Is communication clear and easy or fuzzy and complicated?
- Do priorities change at whim?
- Are the channels of communication clear when there is a problem?
- Is it clear who is responsible for different parts of the team's work? Who is ultimately responsible to the customers? company? Board? Shareholders?

Getting Started with IT Coaching

- **Assessment:**

- Learn just how effective your teams are. Our unique process will help you assess your current situation and identify where you can get the greatest return. The initial phone consultation and preliminary assessment is complementary.

- **Training:**

- Your need is clear and you are ready to discuss ways to work with your team(s) but need more information. We will consult with you initially by phone.

- **Coaching:**

- You are not sure team coaching will have an impact but have identified yourself and/or key individuals in your organization who could benefit. Our initial phone consultation is complementary.

Contact us...

- This presentation and white paper will be available on-line for free download at www.itdecisionscoaching.com
- To contact today's panelists and discuss how IT coaching can help you and/or your team, contact:
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