

The Coachability **EDGE**

*A Hidden Advantage Your
Organization Needs Now*

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The “Talent Shortage”

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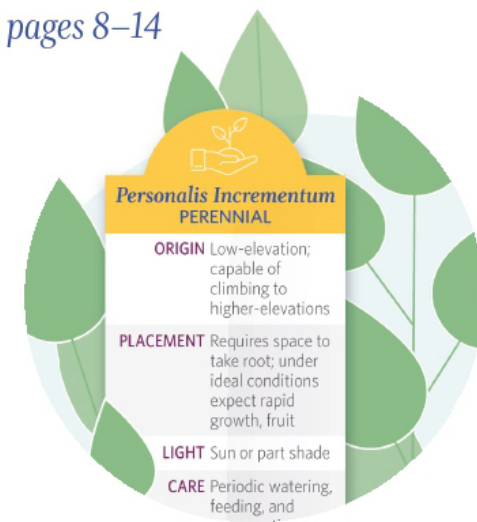
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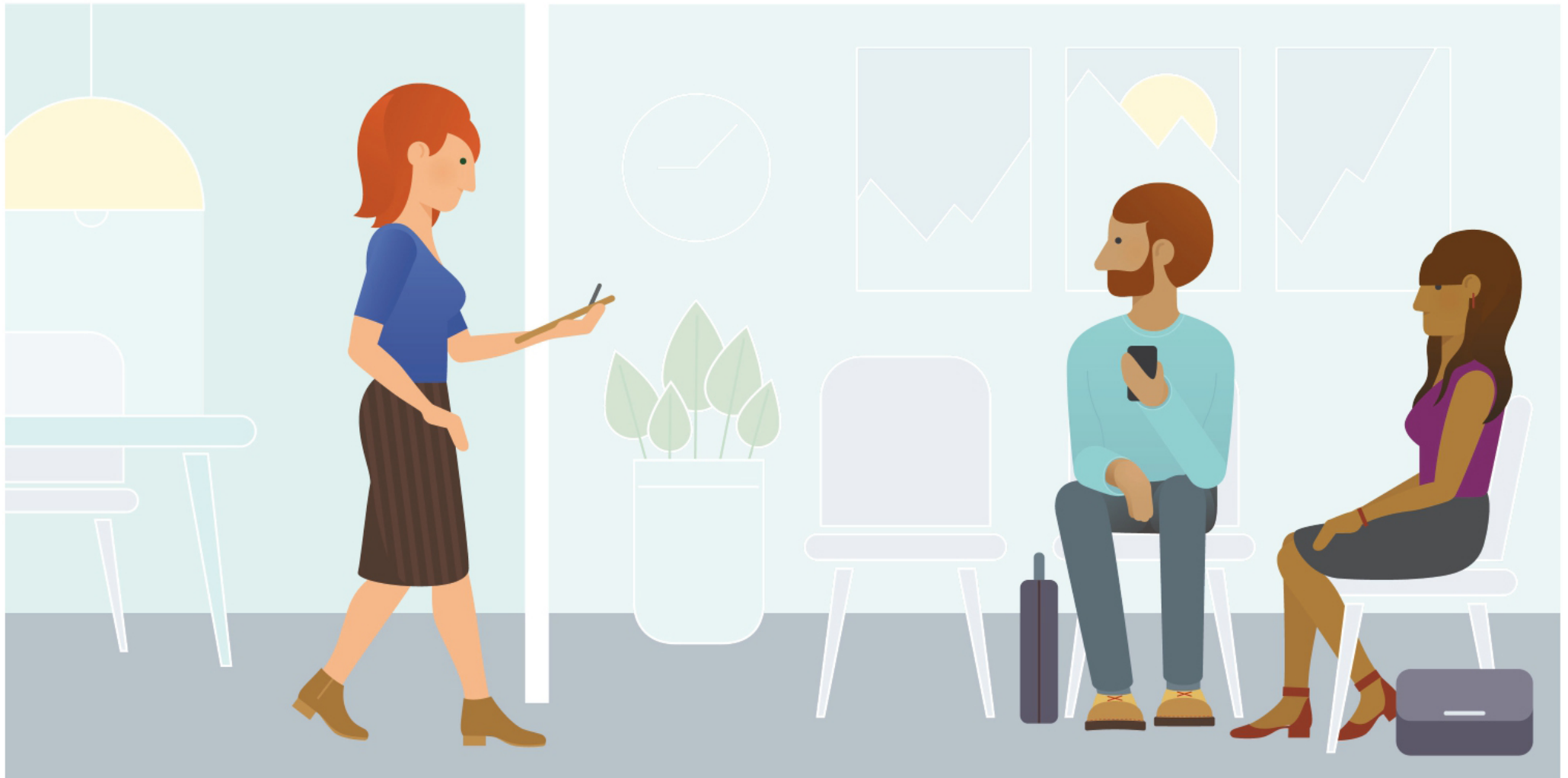
Cultivating Coachability

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Bridging Today's "Talent Shortage"

There's a gap between employers and employees. The chasm between available jobs and the number of individuals ready to fill them isn't just a statistic tied to economic strength but may be related to emotional strength as well. We call it the "talent shortage," but what talent are we short of?



FIRST OFF, THE TALENT SHORTAGE IS REAL

More than ever, companies are struggling to find great fits for open positions, particularly entry-level gigs (whether they require a degree/certification or not).

Today, 1 in 3 US companies report difficulty filling jobs. And 48% say the talent shortage has a medium to high impact on their business, in cost, quality, and time.

But the flip side is real too: Americans who consider themselves “underemployed,” “discouraged workers” or have “involuntary part-time” status topped 7.6 million as of July 2016, according to the Department of Labor.

A recent study showed that 60% of college graduates are unable to find jobs in their chosen field, dubbing this growing group “Generation Jobless.”

Baby boomer retirements are estimated to create an additional 2.7 million jobs. And economic diversification will create another 700,000 new ones.

Companies have jobs to fill. Yet masses aren’t finding the work they want.

What’s creating the gap?

1 in 3

US COMPANIES REPORT
DIFFICULTY FILLING JOBS



7.6 M

AMERICANS CONSIDER THEMSELVES:

“discouraged”
“underemployed”



The “Talent” We’re Missing

The talent shortage is a puzzle with many components. But one piece employers are clear about: “talent” isn’t just a job competency or hard skill.



John Doe
Seeking Opportunity
16 years experience

EXPERIENCE

- Project Management
- Planning
- Data Analysis
- Budgeting
- Proposal Writing
- Negotiating

SKILLS

- Self-motivated
- Problem-solver
- Detail oriented
- Team player
- Coachable

Functional competency is a baseline—it’s expected and doesn’t get a candidate the job (it also doesn’t deliver the results you REALLY need).

Employers are asking for more, saying many job candidates lack “soft skills” needed for the job—even if they may have strong technical competencies or great experience. Without those soft skills, including leadership potential, communication skills, ability to solve problems, and take action independently, to name a few—the risk for a potential employer is high. Competency fit without the character and communications fit means onboarding can be rocky, interpersonal relationships tumultuous, and productivity erratic.



Still, only 5% of employers are redefining job criteria to include “teachable fit” or providing development opportunities to existing employees. **Are we just assuming candidates will figure it out—or worse, expecting many to wash out and be replaced?**

THERE MAY BE A LESS DRAMATIC REASON:

Perhaps it's because HR and hiring managers aren't sure how to screen for this "missing piece" during the interview process—to name it, spot it, and hire those with the greatest potential for it.

And of course, what we may really struggle with are ways to help those already on the payroll build the "soft talents" they need to become our next-gen leaders and high performers.



What's the missing piece? **Coachability.**

Call it "teachable fit." Call it "emotional intelligence." Call it "soft skills," but don't call it optional. These monikers all fit under the broader umbrella of coachability, the most sought-after skill in business today, from the front desk to the warehouse to the board room. Coachability builds business. Creates leaders. Drives decisions that lead to the actions that deliver your competitive advantage.



Failure to Thrive

46%

of new hires failed to achieve expected potential

No. 1

reason for failure: lack of coachability

Coachability: What It Is And Why You Should Care

Wait. All those results from coachability?

Not quite. (But you expected that.) Coachability is one factor in the equation. To get to the heart of coachability's role in your team's success, let's look closer at what it is and how it works together with other components of the equation.

Coachability /kohch-uh-bil-i-tee/ n.

1. The ability to accept feedback, engage in meaningful dialogue, and be receptive to new ideas that lead to individual breakthroughs.
2. Coachability is fundamental to the actions that get results: accelerated decision making, engagement, alignment with organizational strategy, and the ability to coach others to reach a higher level of performance.



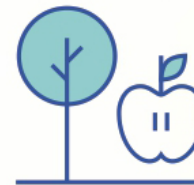
3. Coachable individuals are defined by their growth mindset: they're agile and innovative in order to grow. Setbacks aren't seen as failure, but as opportunity to learn. This perspective makes coachable individuals seek challenge, welcome candor, and demonstrate desired traits, from grit to self-governance.

Breakthrough /breyk-throo/ n.

1. A sudden, dramatic, or important advancement or development that leads to further progress.

See also the hallmark product of a coachable individual.

2. If coachability is the tree we need to seed, then the breakthrough



is the apple. Breakthroughs are more than the "a-ha" moment: they're the exceptional performance, the exceeded goal, the way forward, the closed deal, the launched product, the improved margin. Breakthroughs happen when coachable people are free to do their best stuff—when leaders aid focus by reducing distraction, tapping into full potential.

Workplace coaching /wurk-pleys kohch-ing/ n.



The intentional dialogue between manager and employee that promotes breakthroughs, creates alignment, and fosters progress through check-ins and feedback.

WHAT'S IN IT FOR YOU?

Workplace coaching is at the heart of getting the results you want, and it's more than mere conversation. With consistent practice and commitment to the process, any manager can become a workplace coach capable of elevating performance that leads to breakthroughs.

A survey of coaching-focused organizations reported:



*cited as the #2 motivator of turnover

**as reported by direct reports one year following commencement of coaching

But wait, there's more! Coaching cultures:

- Reduce turnover and build leadership pipeline
- Enhance brand and attract new talent
- Connect frontline employees to bottom line measures with greater speed, buy-in, and consistency



Same Coin, Two Sides: Which Outcome Will Your Organization Get?

- Career **progression** is the #1 reason top employees **stay** with a company
- **Lack** of career progression is the #1 reason employees **leave** (even higher than the almighty paycheck!)

Workplace coaching can help your employees feel valued and deliver value they need to progress in their careers—creating the engagement and retention that secures your leadership pipeline (and your organization's future).

Coachability Hits Hire Ground: 6 Traits to Watch

Question: How do you hire a unicorn? Answer: First, know what one looks like.



Starting with the first interview, ask these questions to scout the six traits of coachable people.

- 1 | Humility** Does the candidate ask for help? Involve others? Share recognition and own shortcomings?
- 2 | Commitment** Is there a strong sense of perseverance, grit, and a willingness to get out of a comfort zone if it serves the organization?
- 3 | Self-Awareness** Can they assess how their actions impact others? Do they show willingness to get feedback, even if it isn't positive?
- 4 | Willingness To Learn** Is the candidate inquisitive and curious, with questions and an overt openness to trying new things? This often demonstrates flexibility and resilience needed for coachability.
- 5 | Faith** Do they demonstrate trust in others and willingness to be vulnerable? Only by being willing to be imperfect and teachable can an employee be coached.
- 6 | Openness** How does the individual react to criticism or correction? You can test this in an interview setting by asking the candidate to prepare a role-relevant presentation. After the presentation, give feedback and request changes—watch how those are received. Gladly and openly or while bristling and hesitant? Did they incorporate your comments the second time they delivered the presentation?

Remember this tip!



Don't confuse friendly and people-oriented with coachable. Most

applicants warm in an interview—look for the traits at left, which are better predictors of coachability than if the candidate is a “people person.”

Become Future Proof



“Usually, grads arrive in workplaces with current

technical knowledge they are eager to apply, but have a lot to learn about other aspects of succeeding in their new organizations. ... To “future proof” your business, you need to fill and maintain a pipeline of people steadily gaining experience and advancing toward leadership roles.”

—Harvard Business Review

A Culture of Coachability

It's great to hire a coachable unicorn... but what about the horses already in the corral?

Cultivating a culture of coachability is as simple as three steps, shared between employee and leadership.

The “can do” and “will do” are owned by the employee, but can be nurtured organizationally. They involve owning the capability and the commitment to become coachable. The “we do” requires a top-down commitment from leadership. Leaders who listen are valued more than those who cascade commands.

CAN DO: the employee has the capacity to be coached.

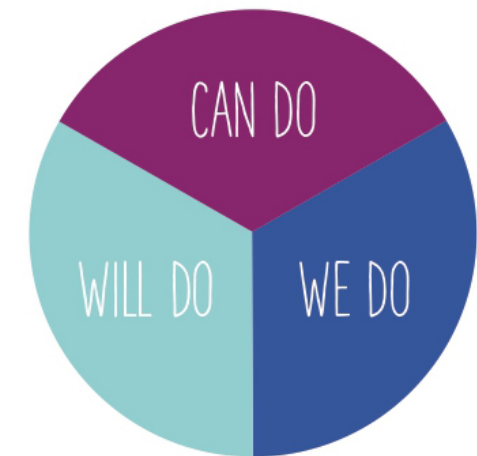
Tip: Frontline managers need to show genuine empathy and concern to build the trust and “space” for coachability to take root. Know and understand the employee’s values and motivations, both inside and outside the workplace, and connect regularly (even briefly).

WILL DO: the employee is willing to commit to growth.

Tip: Help employees see what’s in it for them down the road: opportunities for advancement, increased responsibilities, etc.

WE DO: the organization embraces the language, cadence, and trust required for coaching.

Tip: Seek outside expertise to identify desired outcomes and what “success” looks like for coaching before beginning a program. This helps measurement of return on investment, which sustains momentum and leadership commitment.



CFO to CEO:
What if we invest in our people and they leave?

CEO to CFO:
What if we don't and they stay?

Turning Coachability Into Performance

You don't teach coachability. You cultivate it. You coax it. You provide an ideal environment for it to grow and flourish and for those breakthroughs to happen.

Ultimately, YOU get out of the way so that what's already inside of your talented team flows more freely. This "take a step back" approach feels counterintuitive: isn't it our job to pour more knowledge into our teams to help them become higher performers?

The short answer: yes and no.

YES: we need to provide appropriate knowledge about job skills, policy and procedure, team processes, and expectations for the job.

NO: we can't expect that this knowledge will also create a coachable team member who's able to contribute peak performance.



Three Critical Companions to Performance

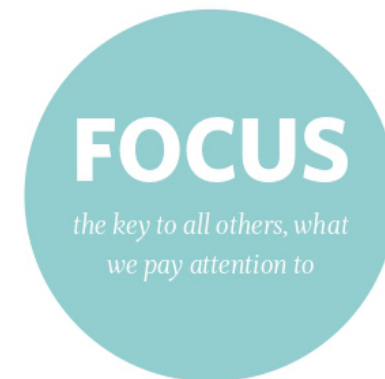
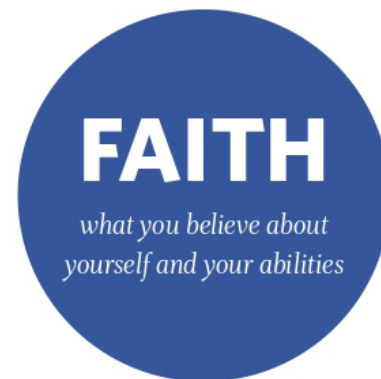
*While knowledge is an important component, it isn't enough to achieve peak performance.
Alan Fine, pioneer of the modern coaching movement, says:*



“Everybody thinks knowledge is the key to higher performance. But if knowledge was all it took, we'd all read the book on a topic and be world champions. There are three other critical companions to performance, that unless you get them working, you won't get the most out of knowledge. **They are faith, fire, and focus.**

FAITH is what you believe about yourself and your abilities. **FIRE** is your energy, your passion, and your commitment.

The key to all the others is **FOCUS**—and focus is what we pay attention to.”



COACHABLE CONNECTIONS—TRY THIS!



Think Faith, Fire, and Focus are new concepts? They may be new words, but your top performers likely already connect with them.

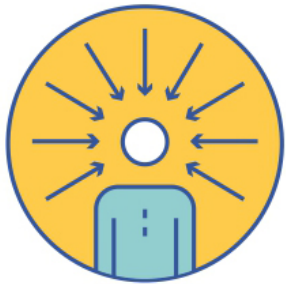
Consider working through the following exercise with your team members.

High-Performance Moment	Low-Performance Moment
STEP 1:	STEP 2:
Reflect on a specific moment when you were performing at your best.	Reflect on a specific time you experienced less-than-desired results.
QUESTION 1:	QUESTION 1:
What was that moment?	What was that moment?
QUESTION 2:	QUESTION 2:
What did you notice?	What did you notice?
	Ask them to identify how they felt about their Faith, Fire, and Focus in both the high-and low-performance situations, as well as their Knowledge. Were they able to be successful on Knowledge alone, if Faith, Fire, and Focus were low?

HERE'S WHY FAITH, FIRE, AND FOCUS MATTER:

Knowledge Isn't Enough...Especially When It's Too Much

As leaders, when we see a team member who's struggling—those “low-performance moments”—what do we rush to do? **Pour in more knowledge.**



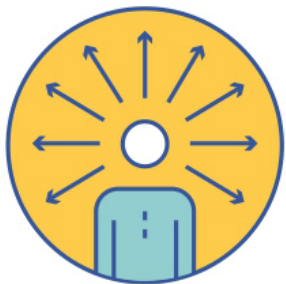
“Perhaps they just need more training!”

“They need advice!”

“They need more technical knowledge to improve their output!”

This common solution is called the **“Outside-In Approach.”**

The problem is that most performance issues aren't caused by a lack of knowledge. Look back at your team's responses to the previous exercise. Low performance rarely equals low knowledge, but it may equal low Faith, Fire, and Focus. Your job is to coach that team member—bringing what's already inside them out—so that they can deliver their best stuff.



Using coaching to unlock existing knowledge, rather than pouring more knowledge in, is called the **InsideOut Mindset.™**

“The biggest obstacle to performance isn't not knowing what to do; it's not doing what we know.”

—Alan Fine

What's a Player Without A Coach?

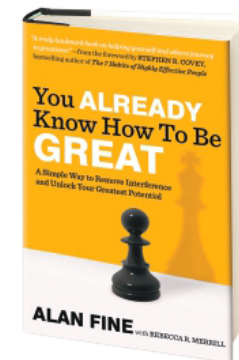
Cultivating coachability is the first half of the equation. Coaching players so that they can maximize Faith, Fire, and Focus is the second half of the equation.

Ultimately, being equipped to coach these performers-in-waiting is the way to solve the talent shortage. Permanently.



WHAT COACHES DO:

Your #1 job as a coach is reducing interference so your players can focus and achieve key breakthroughs.



“Would your people hire you to be their leader because of the difference you make in their lives?”

-Alan Fine, NY Times bestselling author of *You Already Know How to Be Great*

HOW DO YOU BECOME THE COACH OF A WINNING TEAM?

Top Ten Tips for Coaches:

10. Listen more than you talk.

A coach's job is to help a coachee identify and create solutions, not prescribe them.

9. Stay on point.

Follow a specific process (like the award-winning GROW® Model) to ask the right questions and avoid getting mired or sidetracked.

8. Ask "What Else?"

When brainstorming with a coachee, refrain from judgment and ask "What else?" to encourage more options.

7. Prepare, plan, and practice.



Great coaching conversations—especially the tough ones—aren't spontaneous. Think through your approach before you begin.

6. Make every conversation a coaching conversation.



Coaching may be intentional, but it needn't be long or formal. Keep the dialogue going in bite-sized "check-in conversations" lasting only a minute or two.

5. Seek permission.

When you need to have a longer coaching conversation, first ensure the coachee has the time and attention to devote to it—otherwise, the conversation itself can be a form of interference.

4. Believe that change is possible.

Stoke your own flames of faith, believing in the potential of others and that the coaching process can make a huge impact. You'll find the results align with your expectations.

3. Help it stick.

Coaching is trending, but it isn't a fad. Become a champion of coaching to see real impact and help others master the skills, too. The more coaching becomes "the way we do things" rather than the flavor of the month, the greater the results—in employee engagement, reduced turnover, quality, customer satisfaction, even revenue. Talent shortage, be gone!

2. Be clear.



Coaching is all about outcomes not just good feelings—define what's expected from each conversation and use good job aids to help motivate action on

the part of your coachee and then follow up. If you can't measure it, you can't master it.

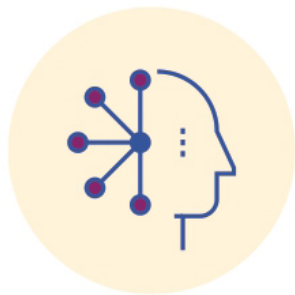
1. Become more coachable yourself.

Strive to master the traits of coachability yourself—which will in turn make you a more effective coach.

Mentoring, Coaching, What's the Difference?

You say you already have a coaching culture. Or is it a mentoring culture? Wait. Is there a difference?

It's true the two share a lot of common ground: investment in the relationship, focus on development of the "mentee" or "coachee," but there are some key differences. Check out some of the key highlights and how coaching can elevate existing mentoring practices at work.



MENTORING

METHODOLOGY

Organic: Often organic and without structure, mentoring focuses on support, listening, and usually requires no formal training. Mentors typically share their experiences and offer advice and counsel.

RELATIONSHIP

Top Down: Mentors are typically more senior and/or experienced than those they mentor, and often the relationship emerges naturally over time.

DURATION

Undefined: Often organic, without beginning, middle, or defined conclusion.



COACHING

METHODOLOGY

Intentional: Coaching consists of structured questions and processes rather than relying on the personal or professional experience of the coach. The process can be learned quickly and applied immediately, often with the help of a job aid.

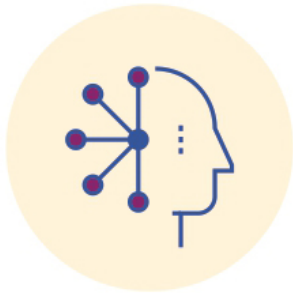
RELATIONSHIP

Partnership: Workplace coaches are often managers, but great outcomes can come from peer-to-peer coaching, or even self-coaching as long as there is commitment to the process.

DURATION

Consistent: Coaching is a skill that can be practiced in every conversation.

(Note that workplace coaching is ongoing, whereas a professional coaching engagement typically has a duration of 6-12 months)



MENTORING

DIRECTION

Mentee-led: The mentee usually defines and directs the relationship, asking for help and guidance.

OUTCOMES

Individual Development: Goals may or may not be defined. Often, a mentor is assigned to support a troubled employee or to “fix” derailing behaviors.



COACHING

DIRECTION

Coach Led: Although coaching is a partnership, the coach guides a coaching conversation to achieve a defined outcome.

OUTCOMES

Elevated Performance: Coaching conversations use targeted questions to achieve specific goals—helping to determine a goal or direction, achieve a breakthrough, check in on progress, and reach alignment on key priorities.

KEY BENEFITS:

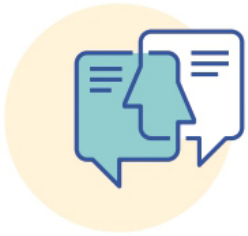


- Mentor shares knowledge
- Individual grows in confidence, capability and self-awareness
- Builds a lasting relationship of trust with mentor



- Coach reduces interference so coachee can do their best work
- Individual taps into the potential and knowledge they already have
- Coachees increase in engagement, accountability, decision-making, and communication skill

Start A Conversation



Good coaching is all about great conversations. If you're ready to see organizational impact starting from the ground up, then the first conversation you should start with us: InsideOut Development, the foremost authority in workplace coaching.

About us

InsideOut Development is an award-winning training and development company with over 25 years of experience driving results through coaching. Founded by Alan Fine, the pioneer of the modern coaching movement and co-creator of the widely recognized GROW® Model, InsideOut Development pairs its innovative performance mindset with powerful best-in-class coaching solutions to help people take immediate action on what they already know.

Fortune 1000 companies look to InsideOut Development as their global coaching partner and to help them deliver results year-after-year. Whether their goal is to develop a competency, build a culture, or deliver on a critical business measure, we ensure our clients make the impact they are after.

Our power-packed portfolio

- Create a culture of coachability with InsideOut Breakthroughs for frontline employees.
- Develop coaches who can unlock the potential in others with InsideOut Coaching, Coaching LAB, and CoachMasters.
- Elevate the vision of your senior executives with custom Executive Coaching engagements.

LET'S CONNECT:

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