Creating a Coaching Culture

We exist to free people up to do their best stuff and achieve everyday greatness.

InsideOut Development is an award-winning training and development company that helps drive results at the individual, team, and organizational levels. For over two decades, InsideOut Development has helped free up tens of thousands of people using best-in-class training programs, coaching services, and business performance solutions that help our clients turn existing potential into high performance.

Introduction

Here at InsideOut Development, we know the corporate culture characteristics that allow individuals, teams, and departments to perform at their highest levels. The one component that determines success 99% of the time in terms of revenue, morale, and productivity in all organizations is developing and nurturing an **ongoing culture of coaching.**

Organizations with a coaching culture exhibit:

- Increased engagement and collaboration
- Greater accountability
- Better change management
- Increased retention
- An ability to focus attention on top initiatives

Each of these characteristics leads to an improvement in results.

Coaching does more than just give employees a voice — it enables leaders to hear that voice. This empowerment of employees as individuals, rather than cogs in the corporate machine, transforms them so they are more likely to:

- Take ownership of their projects
- Innovate and try new things
- Operate Independently
- Be productive and engaged

Throughout this guide, we will share with you the benefits of changing your mindset from an "Outside In" to an InsideOut way of thinking so that you too can experience the many benefits of creating a culture of coaching. Let's get started!

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EVERYONE HAS HUGE POTENTIAL AND IT'S OUR JOB, AS COACHES, TO GET IT OUT.

Alan Fine
Founder, InsideOut Development

Faith, Fire, and Focus: The Heart of Achieving High Performance Metrics

We all know that performing in any arena of life requires knowledge of the principles and actions to perform in that area. Therefore, many of us believe that the key to increased performance is more knowledge. However, the biggest obstacle (and opportunity) in performance isn't about knowing what to do; it's about doing what we know. And what keeps us from doing what we know is 'interference'.

The bad news is that interference shows up all around us in various forms, including:

- Distractions in the world, at home, and in the office
- Fear and self-doubt
- Other priorities competing for our attention, all demanding to be attended to at the same time

The good news is, there are three other elements at the heart of consistent high performance. A coaching culture creates an environment where individuals regularly leverage these elements to do their best work and make their greatest contributions. We call these **Faith**, **Fire**, and **Focus**. Let's take a look at each and the role it plays in uncovering and maximizing high performance in your organization, group, or business.

Faith

Faith is about belief. And put simply, belief drives behavior. Whether we believe we're intelligent or not, lovable or unlovable, in charge of our lives or victims without choice, those beliefs drive what we do. And because what we do leads to the results we get in our lives, beliefs also drive results. The absence of Faith could be described as insecurity. It's fear and self-doubt.

The Faith that seems to improve performance the most is believing, "I can learn and perform at a higher level." By the degree to which we choose different beliefs and therefore change the stories we tell about ourselves — or our employees, or our organization, or our students, or our spouse, or our children — we change the ability to perform.

Fire

Fire is about energy and passion. It's manifested in the commitment we often see expressed in people or companies that do great and inspiring things — from Nobel Prize winners and great performers to community volunteers and everyday individual contributors. It is what moves people from an attitude of compliance to one of commitment. Fire shows itself in different ways in different people, but that almost always includes a drive and passion for hard work.

The absence of Fire could be described as indifference. It's low motivation, low energy, and lack of commitment. There is a powerful relationship between Faith and Fire. Once people get out of their unproductive stories and begin to see possibility (Faith), their Fire grows. In turn, that Fire feeds Faith.

Focus

The most powerful of these three elements is **Focus.** Focus is about directed attention or concentration. It's what leads to the quiet mind and sense of effortlessness we feel when we do things well. It's what gives us the ability to be in the "here and now," paying full attention to the task at hand, uninterrupted by other distractions. A high degree of Focus channels our energy and ability to accomplish tasks and meet challenges in extraordinary ways.

Critical to performance is understanding that a lack of Focus cannot be overcome with increased Faith and Fire. However, increased Focus can lead to dramatic improvements in not only Faith and Fire, but also in our ability to increase our knowledge.

When Focus draws our attention to that which is specific and doable, it reduces interference. It changes our belief and therefore our confidence in our ability to do, which in turn releases more energy, passion, and excitement about doing.

Prioritizing Faith, Fire, and Focus for High Performance

Faith, Fire, and Focus are all necessary for top performance. This is true whether you're dealing with individual performance (as a manager, leader, athlete, parent, teacher, etc.), team performance (in a work team, athletic team, or even in a marriage or family), organizational performance, or your own performance as a "coach" in helping others.

However, with Faith and Fire, but no Focus, people believe in themselves and have energy and commitment but are inconsistent in their ability to perform. With Faith and Focus, but no Fire, people are confident and stay on task but really don't care about what they're doing and won't commit. With Fire and Focus, but no Faith, people are passionate about what they do and stay on task but are insecure and always doubt themselves.

Faith, Fire, and Focus — together with Knowledge — create a model of human performance. This provides a useful lens through which we can understand, evaluate, and create change in our own performance, the coaching of others to improve their performance, and understanding and improving organizational performance.

THE PERFORMANCE WHEEL
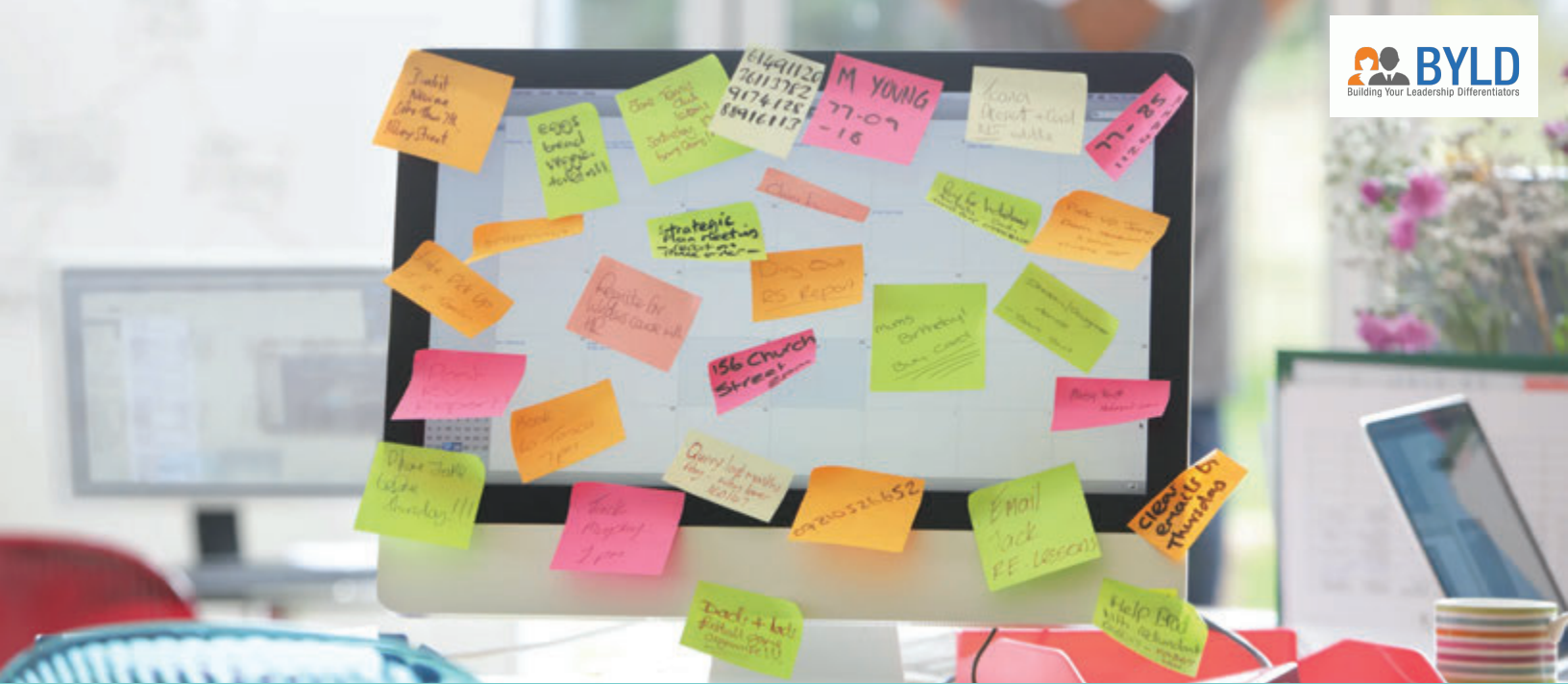
Interference and the Performance Wheel

Interference is the villain when it comes to performance. Interference is anything that blocks progress and keeps someone from performing to their highest capabilities. Because this term can encompass a variety of hindrances, distractions, and interruptions within an individual's life, we've broken interference down into two categories: external interference and internal interference.

External Interference

External interference is something within your environment that is blocking your progress but is also outside of your control. Examples of external interference include things such as:

- Deadline changes
- Interruptions from colleagues
- Competing priorities
- Information overload

In many situations, it's judgmental communication — both verbal and nonverbal — from other people.

Internal Interference

Internal interference is something that is blocking your progress by affecting your mental and emotional state. Examples of internal interference include:

- Unproductive internal dialogue
- Obstructing others or playing the "blame game"
- Insecurity or self-doubt
- Feelings of fear, frustration, or being overwhelmed

While internal interference can be caused by external interference — frustration at traffic not moving fast enough, or confusion and mistakes made due to poor communication — we don't always need external interference to be thwarted by internal interference. After all, we don't always need an external push to engage in self-critical dialogue or a reason to blame ourselves for something out of our control.

Controlling What We Can Control

So if we can't control external interference, how can we control internal interference? Or is that even possible?

Because of the pervasive nature of interference in our everyday lives and the impact it has on performance, one of the components of creating a coaching culture within your organization is to remove the interference that is under your control.

Overcoming internal interference isn't easy, but by using the Performance Wheel, we can learn the ways in which interference can come into our path and then use the GROW® Model as a successful tool to manage those interferences to achieve higher performance.

Overcoming Interference

The simplest and most accessible way to get rid of internal interference is through Focus — through changing what we pay attention to and how we pay attention.

Often we push people into interference simply by overwhelming them with too much too frequently, repeated knowledge, or by the way we cascade goals or assign tasks. Something as simple as tying a goal to compensation, particularly in a tight economy, can create huge interference for the employee who's struggling to support a family and make ends meet. It stands to reason that if we can chunk down the challenge into tasks that feel doable and then create a singular Focus on one or more critical variables of the task, we're far more likely to create a state that creates high performance.

As well as with individual performance, the principle of focused attention delivers results in all kinds of team and organizational performance. In business organizations, for example, focusing on a few critical variables of performance shifts attention away from interference such as politicking, complaining, backbiting, and turf wars. In doing so, it unleashes Faith and Fire, facilitates the use of Knowledge, and transforms the organization into a truly "learning organization."

In marriages and families, focusing on the critical variables involved in the accomplishment of a few shared objectives shifts the attention away from the arguing, positioning, and one-upmanship that create interference. As a result, Faith is unleashed, Fire is ignited, and the performance results generate even greater Faith and Fire in family unity and achievement.

It really doesn't matter whether we're dealing with organizations, music, sports, academics, or the situation at home. The principle remains the same. In working to improve our own performance or helping others improve theirs, the potential is always blocked by interference. And interference is reduced — or eliminated — by Focus. The challenge, then, is to manage our interference.

How the GROW® Model Removes Interferences and Increases Performance

If you don't have a simple, repeatable process to create Focus on a regular basis, you'll never create it. Your performance will consistently be impaired by interference and diminished Faith, Fire, and Focus. This is where the GROW Model can be of enormous benefit.

GROW, as seen above in the model, is an acronym that stands for **Goal**, **Reality**, **Options**, and **Way Forward** — the four components of any decision-making process. When using the GROW Model correctly, it will become clearer where the problem is and the necessary next step that needs to be taken. Every result is a consequence of taking action, and every action is the result of a decision. In other words, decisions lead to actions that lead to results. GROW is a systematic approach to decision-making that helps determine where you want to go and how to get there.

The GROW Model is constructed upon decades of insight that is deceptively simple. Breakthrough performance often comes not from knowing more about what to do, but from removing interference that allows the person to act on what they already know. By making good decisions that lead to effective actions, productive results are achieved. This decision velocity — the speed and accuracy of decisions that drive individual and organizational performance — will exponentially decrease the ability of interference to hinder performance.

Goal

Goal is the component of the GROW Model that defines what increased performance looks like. A common problem individuals encounter is getting preoccupied with a problem they are facing in the moment. By stepping back and focusing on the goal, there is a quick reduction in noise and an increased calming of the mind. This is accomplished by simply asking, or being asked, questions such as:

• What issue do I want to work through?
• What do I want from this GROW "session" (time spent resolving the issue)
• What are the consequences if I do not take action?

Reality

Reality is the component of the GROW Model that includes taking an honest look at where you are, considering the barriers to success, and deciding if the goal you have focused on is achievable. This comes through questions such as:

• What's been happening?
• What have I tried so far? What were the results?
• What's my sense of the obstacles for me? For others (if others are involved)?
• In what different way might others describe this situation?
• Is my goal still realistic?

Options

Options is the stage of the GROW Model where you can begin thinking of options to solve the problem or make the decision. At this stage, quantity is better than quality. Describe fantasyland.

• If I could do anything to make progress on this issue, what might I do?
• If others are involved, what would they need to see or hear to get their attention?
• If I were watching myself work through this issue, what would I recommend?
• Do any of these options interest me enough to explore further?
• If I were to act on the chosen option(s), how might I go about it?

Way Forward

Way Forward is the stage of the GROW Model in which a specific action plan is selected from the available options created in the Options phase.

• Do any of these options interest me enough to take action? How will I go about it?
• What might get in my way? How might I overcome that?
• What and when is my next step?

Developing a clear and specific Way Forward encourages individuals to get granular on their next steps, creating the details of the new performance goal. This way forward eliminates ambiguity and drives action.

Implementing a Coaching Culture

At InsideOut Development, we've had the genuine privilege of working with thousands of organizations and tens of thousands of individuals that are looking to improve their performance. Based on decades of experience, we've designed a simple, five-step process for implementing your coaching culture initiative that we call the InsideOut Results Framework.

This particular decision-and-action structure provides business leaders with the necessary steps to guide them during the implementation of a corporate initiative and becomes particularly useful when trying to establish credibility or manage a change within the organization.

The main purpose of each step within the framework is to focus on results, enabling a domino effect for all other corporate initiatives.

Clarify Wins · Engage Leaders · Set Up for Success · Deploy Actionable Learning & Tools · Make it Stick

Clarify Wins

The first step in the Results Framework is to provide clarity on wins. There are three components to determine: business wins, quick wins, and personal wins.

Business wins emphasize the desired outcomes within the organization, team, or business unit. **Quick wins** are the early indicators of success on the road to that bigger, larger goal. **Personal wins** are those things that are important to each individual member of the team, regardless of their current title.

Questions to ask while in the clarifying wins step include:
- What is the one outcome we are seeking to achieve as a team, business unit, location, or organization?
- What are the early indicators (usually at the individual level) that the initiative will be successful?
- What can be gained by the individuals at the personal level if they achieve the goals within the initiative?

Engage Leaders

The second step in the Results Framework is similar to the first but focuses on engaging leadership. There are three critical areas required:
- **Sponsorship:** Major stakeholders and management must accept the initiative and agree that it has merit.
- **Alignment**: Leadership must agree to and refine the wins defined in step one.
- **Modeling:** Management must demonstrate the same commitment to the expectations and wins they expect from their teams.

Actions and strategies that have worked for InsideOut Development's clients include:
- Consistently communicating leaders' roles and providing training and support for their duties, especially those directly related to the change or initiative
- Drafting kick-off remarks for leaders and having these leaders provide introductions for key events
- Involving leaders in a group application of GROW, focusing on the leader role to drive results

Set Up For Success

No man is an island, and no corporate initiative is launched in a vacuum. Step three emphasizes relevance, systematic preparation, and thorough communication. The most successful initiatives are those that are relevant to the overall needs, goals, and objectives of the organization.

Systematic preparation requires consideration of what will be required of all team members before, during, and after the change or initiative occurs. **Thorough communication** is transparent messaging of the wins that happen as well as specific expectations.

Ensuring your initiative is **relevant** to your organization's needs, goals, and objectives is the most vital component of step three and requires being able to answer these questions:
- What are the connections you can make from how work is done today to what needs to change?
- What obstacles could impede success?
- How will you measure your efforts to ensure they have the desired impact?

Deploy Actionable Learning and Tools

In step four of the Results Framework, the focus is on the learning that is often a part of a new company initiative. As actionable tools are implemented, the goal should be to make training engaging, motivating, and impactful. This can often be accomplished by accommodating various learning strategies and styles.

When deploying actionable learning and tools or introducing new concepts and procedural changes, success can include:

- Involving leaders with kick-off events and attendance during initial training
- Ensuring job aids and references are accessible, easy-to-use, and relevant
- Communicating clear expectations for post-workshop/post-training activities

Make It Stick

There are three key actions in the final step of the Results Framework that will help ensure your initiative has staying power and gets results: leader check-in, simple tracking, and timely reinforcement through recognition/rewards.

A leader check-in is a conversation with the goal of productive dialogue that is targeted toward driving alignment, focus, self-reflection, and self-correction. Tracking the achievement of wins keeps everyone informed of the progress that is being made. Tracking should be simple and focused on participation as well as the results that are most important to the organization.

Finally, reinforce the change or initiative by making recognition and reward an ongoing part of the process. Share examples and success stories as often as possible, including during regularly scheduled meetings, whether daily or weekly. Whatever your organization's chosen method of recognition, it should be timely, specific, and frequent.

If the Results Framework seems clear and uncomplicated, that's because it was designed by experts with simplicity and adaptability built in at the foundational level.

Why InsideOut Development?

InsideOut Development™ is the world leader in workplace and executive leadership coaching. Quite simply, we help clients hold the conversations that energize people, motivate action, and lead to better — even incredible — business performance. Our GROW® Coaching programs are rooted in scientifically-proven methodologies built upon simple fundamentals of human behavior. We know how to unlock potential, improve individual and team performance, and deliver measurable results.

InsideOut Development was built on 30+ years of expertise of founder Alan Fine, the New York Times bestselling author, speaker, and mental performance coach to top professional tennis players and golfers, musicians, and corporate executives. Alan Fine co-developed the GROW® Model, a performance model that is considered the gold standard among executive coaches and corporate leaders worldwide.