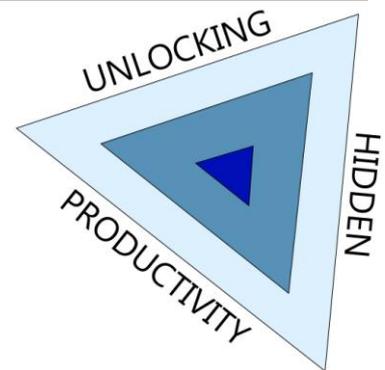


What's all the fuss about a coaching culture?

It is how to unlock hidden productivity using resilience and collaboration

- **Resilience:** Imagine everyone is confident and resourceful, able to bounce back with ever improving effectiveness. That is a **resilient workforce**, something every leader has on their organisational 'wish-list'.
- **Collaboration:** If in addition all are actively seeking each other out to support and be supported, regardless of hierarchy, division or work group, all in the cause of getting the job done more effectively, then that is **collaboration** at work. Again, something that every successful leader needs.



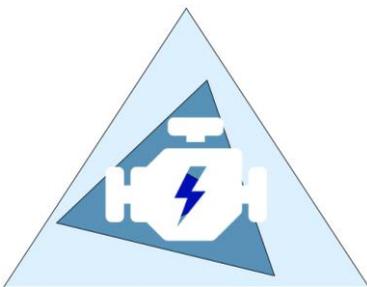
The business works now how do we make it work even better?

Once the processes and appropriate marketing activities have been established, there are then **three leadership dynamics** in achieving maximum productivity. **Resilience and collaboration** happen when these three dynamics are in alignment. Varying degrees of chaos ensue when they are not.

Three Leadership Dynamics; Organisation, Group and Individual

Organisation refers to the business as a whole, Group refers to the sub-sets within the organisation and individual means just what it says - each personal contribution to success.

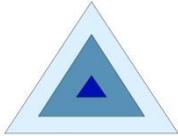
Resilience and Collaboration do not happen by accident, nor are they forged on the press of 'Performance Management'. Yet almost all leadership training will focus on performance management; *how to get the best out of a person, how to encourage creativity, or how to improve effectiveness*. Unfortunately while this is of course important, the leader focusing only on performance improvement will soon discover that trying to transform an organisation is difficult. Performance Management is essential in the context of getting the best out of a person, but as a strategic approach to deliver resilience and collaboration it just doesn't work. something else is required, and that 'something else' is a **coaching culture** that manifests as resilience and collaboration.



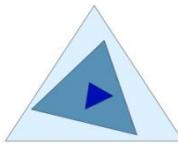
Focusing on improved performance is similar to tuning an engine for maximum thrust. If it can be placed in a suitable vehicle and enjoyed on an appropriate track then it might be a winner. However without wheels it's just a noisy ornament. For the tuning to be productive it needs to be set in context. The engineer must be resilient enough to overcome whatever might hinder the effective fixing of the engine in the vehicle and the rest of the team must want to work with the engineer and share the same goal. Business productivity works in much the same way, and a coaching culture is the way to achieve it.

A coaching culture unlocks business productivity

Imagine a lock with three tumblers, each with three spindles. To open the lock all three tumblers must be aligned so that the spindles match. When they do, the lock releases the catch and the door opens. In business the 'catch' is the complexity of making the right decision at the right time or saying the right words at just the right moment. The three tumblers of the lock look like this:



When they are all aligned then every worker is individually resilient, every work group can bounce back from challenges and they all work together to drive the business forward. Resilience and Collaboration.



However more often than not the three tumblers are not aligned, workers get stuck or frustrated, groups bond together and push-back against perceived threats and the business eats itself up with its own preoccupations.

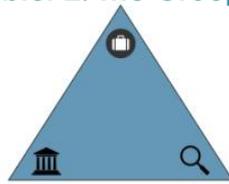
The Three Tumblers

Tumbler 1: The Individual



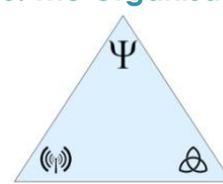
Right in the centre is every worker and the three controls of their behaviour. The way they combine what they physically 'do', 'focus on' and 'say to themselves' combine to direct the way they behave.

Tumbler 2: The Group



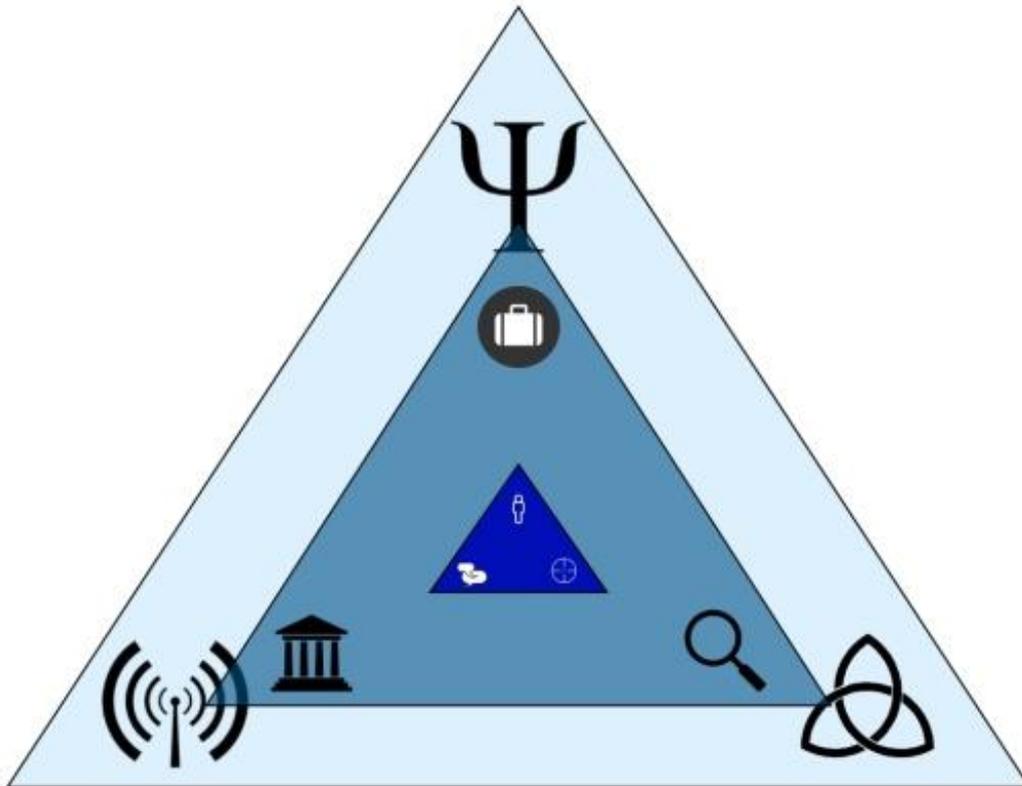
In the middle is the way each group is empowered to act. The degree to which each person and the group are clear about their 'responsibilities', 'accountability measures' and their 'authority to get the job done' will determine their effectiveness.

Tumbler 3: The Organisation



On the outside is the way an organisation is led. Success comes from the application of psychology to 'push the right buttons', the recognition of group cultures to 'lead in context' and communicate their values 'congruently' with how they behave.

Aligning the tumblers - the 3 dynamics



1. Somehow the organisation must lead **congruently**, and ensure everyone knows they have **the tools to do the job** so that there is **no doubt in their mind** when the time comes.
2. They also have to flex their approach to **match the regional, group and skills-based cultures** that exist while ensuring that **each person is held accountable** and is **focused on the job** in hand.
3. Thirdly they must **press the right psychological buttons** at every stage, be sure that **everyone is clear what's expected** and is **behaving in ways that make it happen**.

Too much to ask? Not as long as they have a coaching culture!