

PGA Business Summit

February 23, 2016

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Integrity Solutions

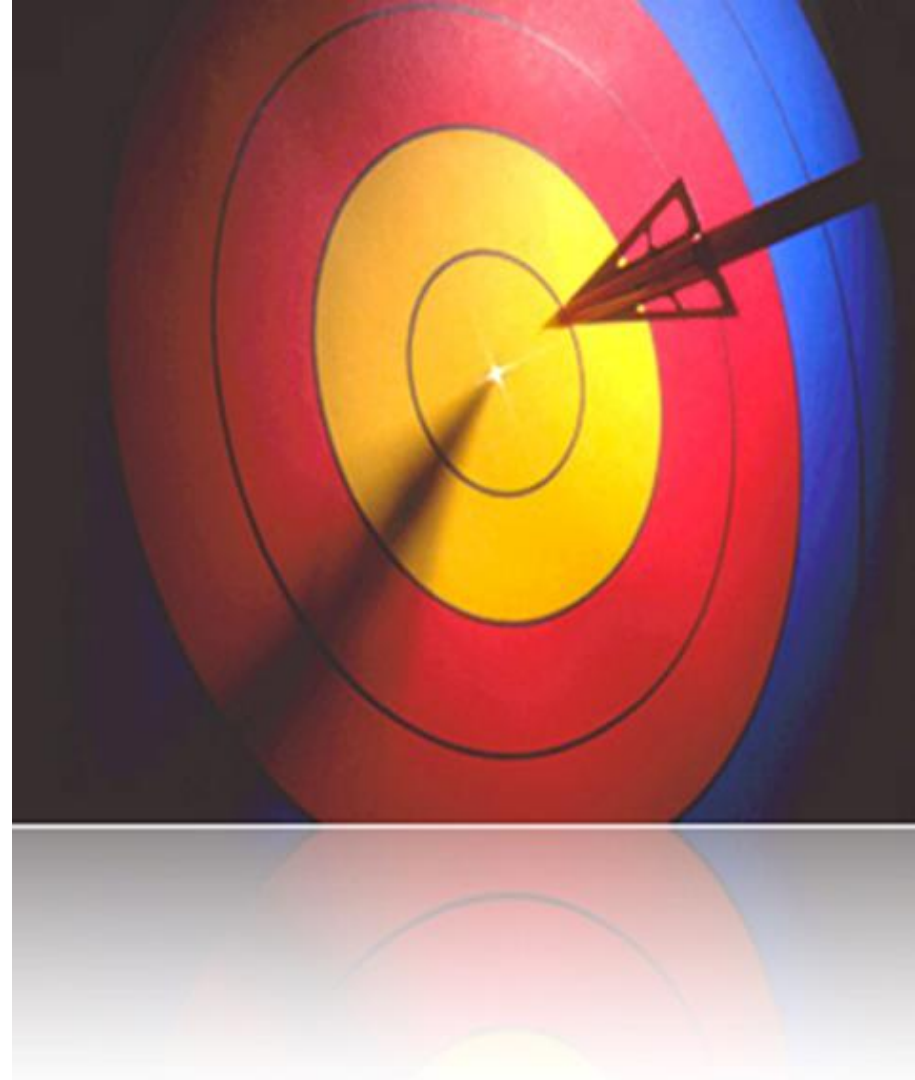
Agenda:

- Introduce concept of Leading vs. Managing
- Discuss current challenges in leading people
- Share ideas to help our people take ownership, and expand belief boundaries

Challenges and Skills

What are some
**coaching
challenges** you face?

What skills would you
like to **develop** that
would make this
valuable for you?

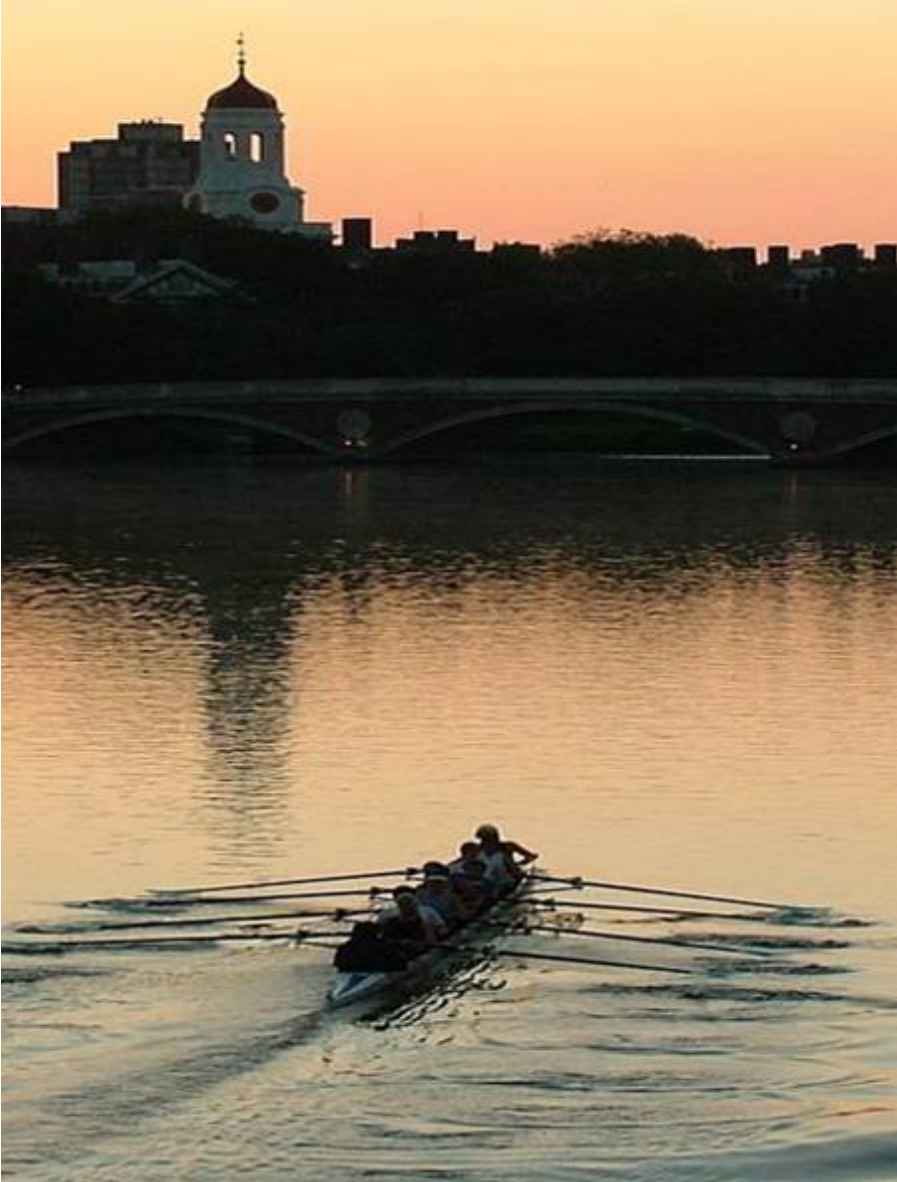


Your Challenges and Skills



Would it help you
as a leader, if
your people took
ownership of
their situation?

What is Coaching



How would you
define **coaching**?

What is Coaching

Assignment:

Who has
influenced you
the most?



Individuals Who Influenced You

Discussion:

Who was this person?

What did they see in you?

What did they say/do to help
you see it yourself?

What happened as a result?



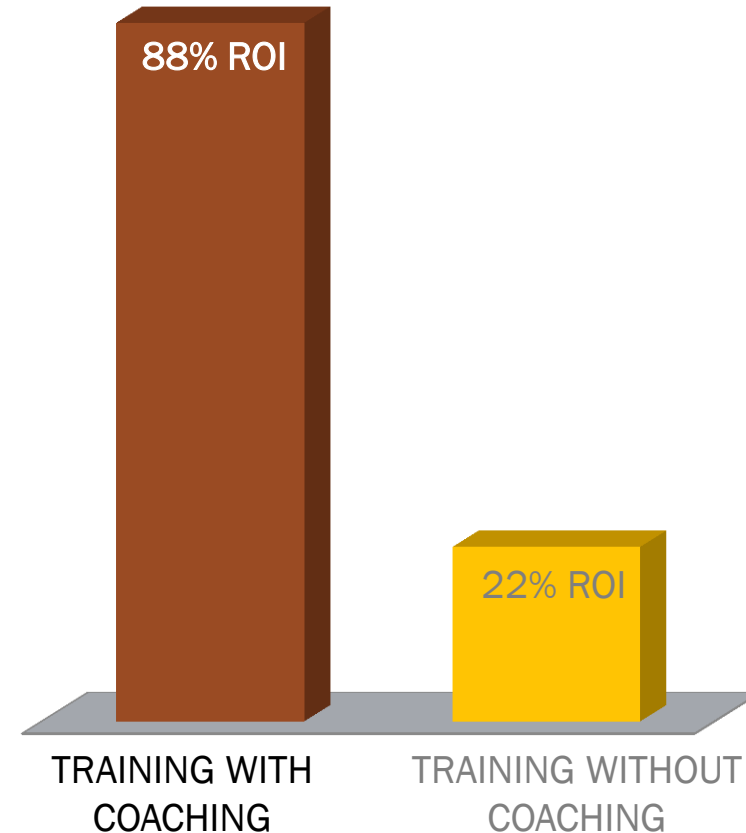
Individuals Who Influenced You

Employees Who Have Had Manager Coaching:

- Outperform peers by **27%**
- Are significantly **more engaged** [+25%], apply more **discretionary effort** [+18%] and are substantially **less likely to leave** [+25%]
- The positive impacts extend to direct reports; discretionary **effort increases by 16%**, promotability by 11%
- Senior leaders who are most effective at developing other leaders show **superior business management capability** and greater ability to get business results by a factor of 1.5

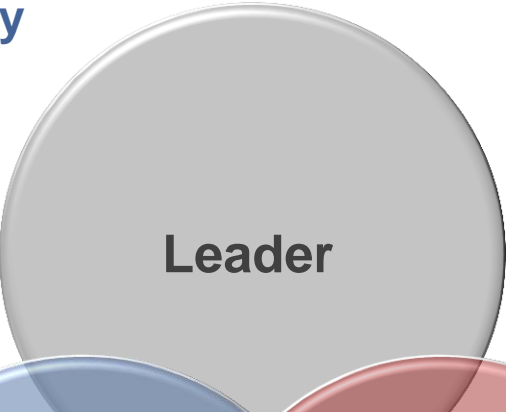
Source: CEB Learning and Adapted from David Epstein's blog, June 2011

Coaching Quadruples Training ROI



Coaching Results

**Vision & Strategy
Communicate
Set Direction
Motivate**



Leader

**Staff
Organize
Plan & Budget
Solve Problems**

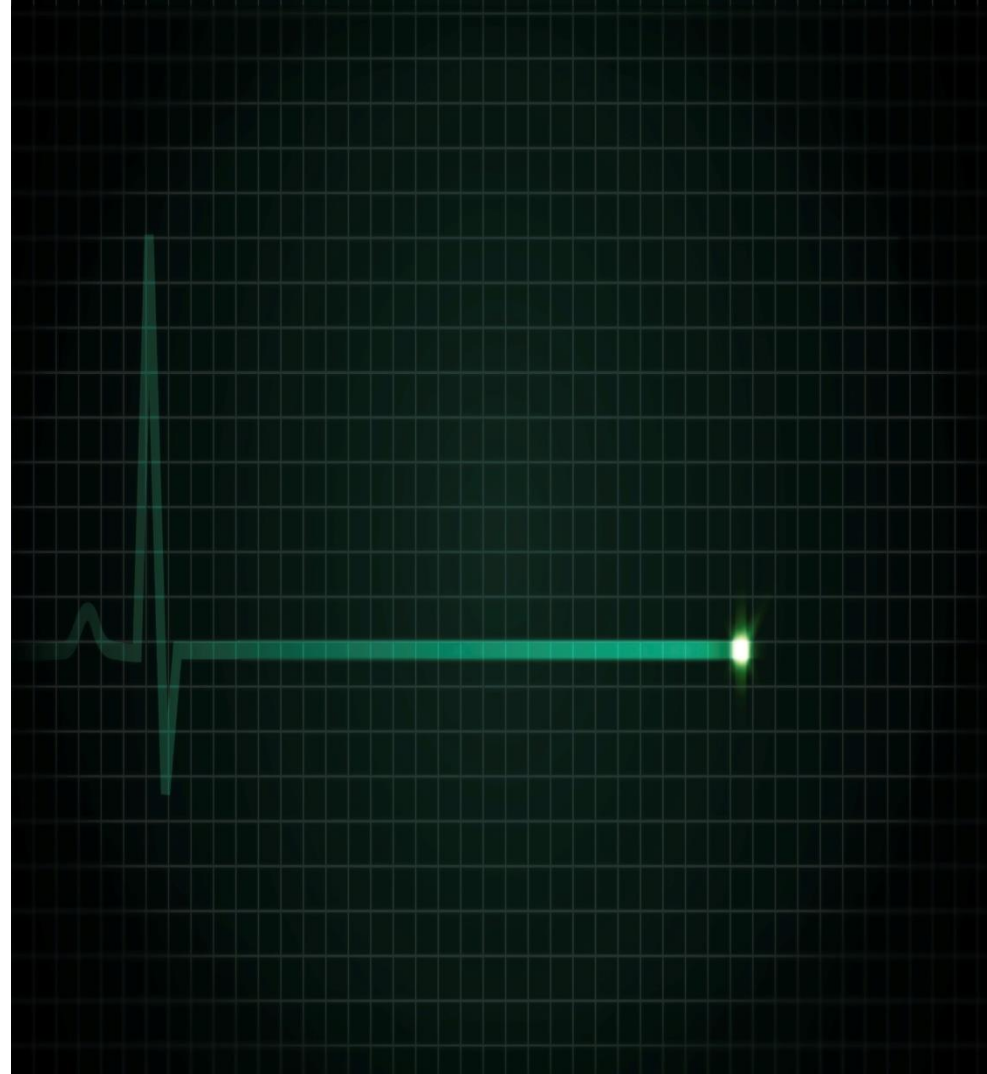
Manager

Coach

**Ask Questions
Listen
Provide Feedback
Help Reach Goals**

Your Role

What percentage
of your people
are on **plateaus**
at any given
time?



The Law of Limited Performance

- People soon discover the level of performance their managers will settle for, then gravitate to that level.
- Managers then assume that is all those people are capable of achieving; they accept it as fact and stop challenging them to get better.
- Both reinforce what the other believes.



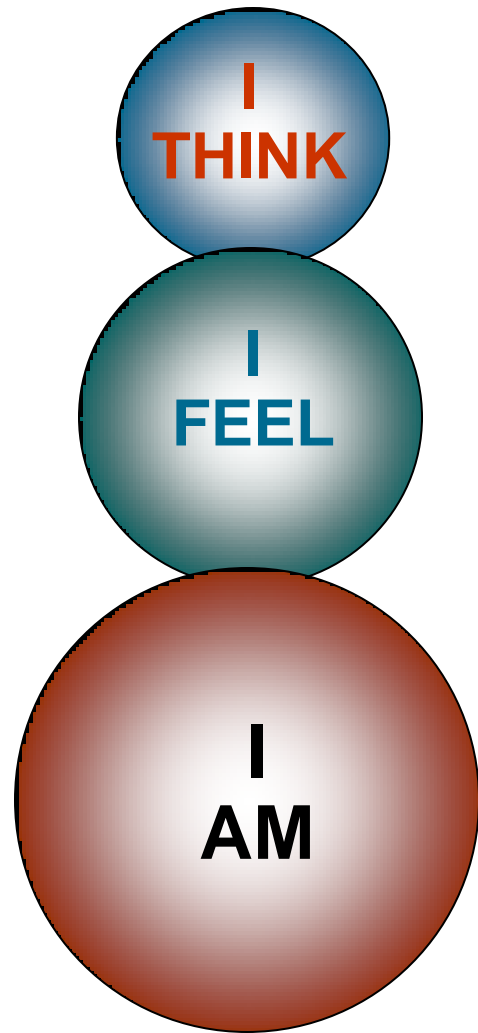
The Law of Limited Performance

Assignment:

- What are reasons people get stuck on plateaus?
- What can you do about it?



The Law of Limited Performance

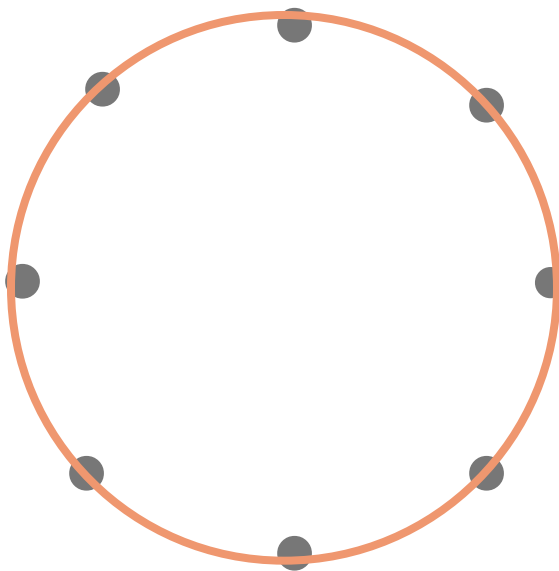


Intellectual

Emotional

**Creative/
Unconscious**

Three Dimensions



How We Form Beliefs



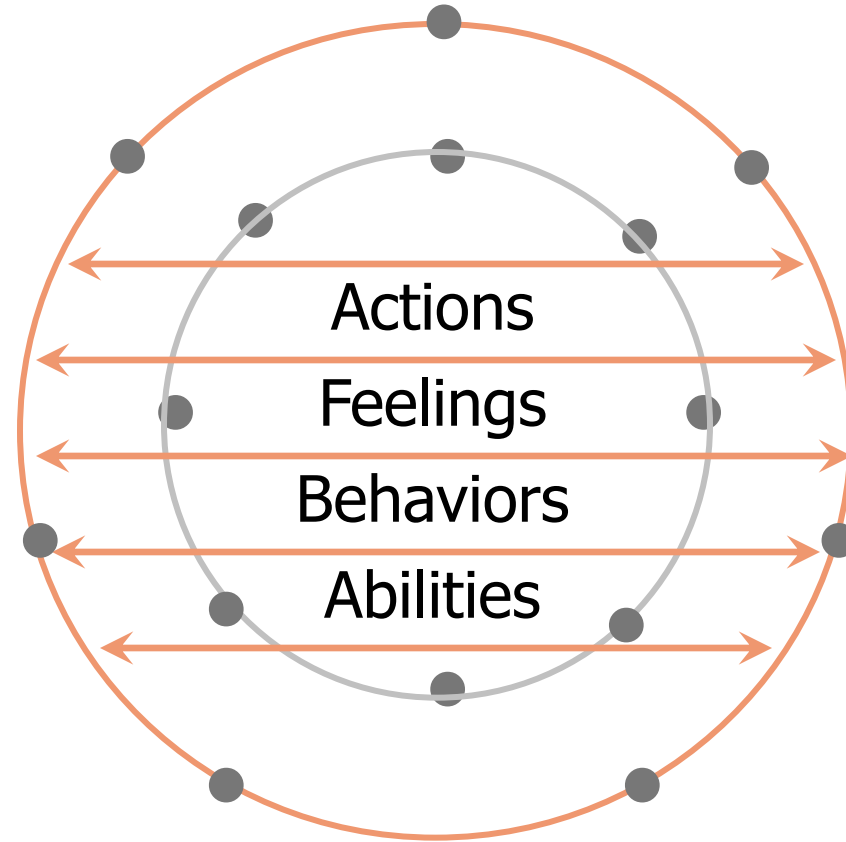
How We Form Beliefs

Performance tends to be consistent with the level of our inner beliefs.



How We Form Beliefs

- Coaching is helping people expand their inner belief boundaries.
- It isn't done intellectually.
- It is an experiential growth process – taking time, practice, reinforcement and repetition.



Coaching to Expand Beliefs

How We Grow

1. Set goals beyond current belief barriers – the paradigm's edge.
2. Intentionally step into the area of discomfort.
3. Positively reinforce the outcome to build belief.
 - Nothing builds belief like success
 - Treat failure as learning

Coaching to Expand Beliefs



The Coaching Process

Summary:

- Coaching is about improving performance
- It is also about developing yourself as a coach
- Building an organization begins with building people

Challenges and Skills