

19th ANNUAL NORTHEAST OHIO REGIONAL DAIRY CONFERENCE



Recruiting, Engaging and Coaching a Team

**Featured Speakers - Charles Contreras and
Mark Thomas**

February 21, 2018

**Fisher Auditorium/Shisler Center
Wooster, Ohio**



**Presented by the Dairy Veterinarians of the
Killbuck Valley Veterinary Medical Association**



Killbuck Valley Veterinary Medical Association

President: William Yost, D.V.M.

Treasurer: Carlton Schlatter, D.V.M.

The Killbuck Valley Veterinary Medical Association is an association of veterinarians in private practice, teaching, research, and industry in the geographic area surrounding the path of Killbuck Creek. The association is affiliated with the Ohio Veterinary Medical Association at the state level, and includes veterinarians primarily in OVMA District 8; we also include some veterinarians from District 7 to the north and District 4 to the west. The KVVMA is registered as a 501(c)(3) organization with the State of Ohio.

The purposes of the Killbuck Valley VMA are to provide professional continuing education to our membership, provide a conduit for the membership to communicate with the OVMA, and provide public service as needed to our geographic area and local communities as our professional expertise allows.

Our annual dairy producer meeting is made possible with the generous support of local businesses and is a public service of our group, recognizing the importance of the dairy industry in our local geographic area as well as the state of Ohio in general. By our continued support of this type of educational meeting for Ohio dairy industry personnel, we of the KVVMA are striving to maintain and expand this important industry, insure the continued production of dairy products of the highest quality, and improve and protect the well-being of the dairy cow herself.

We welcome you to our 2018 meeting. We hope you find the meeting educational and stimulating and welcome your comments and suggestions.

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**February 21, 2018
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Wooster, Ohio**

Recruiting, Engaging and Coaching A Team

SCHEDULE

- 9:00 - 9:55 AM:** Registration, Refreshments & Visit with Exhibitors
- 9:55 - 10:00 AM:** Welcome and Opening Remarks
Dr. Bill Yost - KVVMA President
- 10:00 - 10:45 AM:** Featured Speaker – Charles Contreras
Recruiting a Team
- 10:45 - 11:15 AM:** Break & Visit with Exhibitors
- 11:15 AM - 12:00 PM:** Featured Speaker – Charles Contreras
Engaging Your Team
- 12:00 - 1:20 PM:** Lunch (provided) & Visit with Exhibitors
- 1:20 - 2:15 PM:** Speaker – Mark Thomas
Teamwork Spells Success in Racing and in Farming
- 2:15 - 2:45 PM:** Break & Visit with Exhibitors
- 2:45 - 3:30 PM:** Featured Speaker – Charles Contreras
Coaching for Performance
- 3:30 PM:** Door Prizes (*must be present to win*)
- Adjourn



Charles Contreras

As a fellow dairy producer, Charles knows firsthand the challenges dairies face today. Charles specializes in providing the right strategic solutions for your operation. Charles helps you find a competitive advantage through evaluating organizations, identifying human capital opportunities and managing solutions.

Charles was a founding member and a Senior Business Solutions Manager for the PeopleFirst division of Zoetis. He received a certification in Strategic HR from Cornell University and Business Management degree from Purdue University

Charles has been published in agricultural magazines and has spoken at events including Pfizer Dairy Wellness Summit, South Central Kansas Society for Human Resource Managers and Michigan State University.

Charles has volunteered to share some of his experience working with hundreds of organizations in our industry.



Mark Thomas

Mark Thomas is a dairy farmer and a seven-time world champion IHRA drag racing champion. In both his occupations Mark has used a team approach to ensure his success. On his 400 cow dairy operation in Stark County he has turned a mediocre dairy into one of Ohio's top dairy farms by utilizing the same principles toward teamwork that made him a champion driver.

Mark has been married to Chris for 33 years and they are the parents of three adult children.

*We gratefully acknowledge the support of our sponsors,
without whom this meeting would not be possible.*

Please take time to visit with those sponsors
who are present today, and thank those
who are not present when you encounter them.

The veterinarians of the Killbuck Valley Veterinary Medical Association would like
to thank all of our sponsors for their continued support of this
educational effort for the dairy industry. A strong dairy industry is a
tremendous asset for all of us in northeastern Ohio.

We would like to thank the Dairy Farmers of America, DMS and Smith
Dairy for their generous donation of dairy products.

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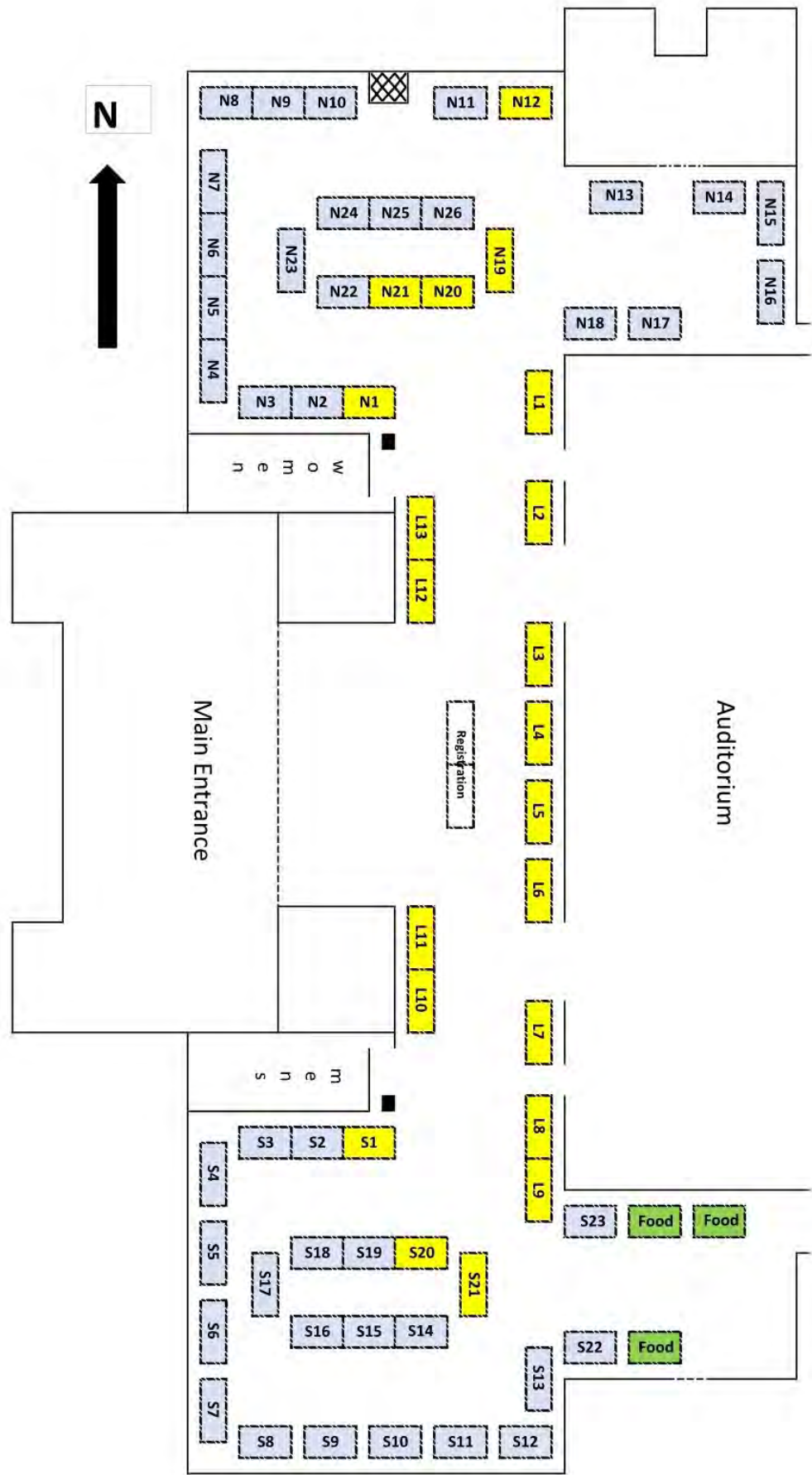
Numerically

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L1	Shearer Equipment
L2	Zeeland Farms
L3	Multimin
L4	Merck
L5	COBA
L6	Bayer Animal
L7	Elanco
L8	PBS
L9	Bio Vet
L10	Farmers National
L11	Phileo LaSaffre
L12	Hubner Seed
L13	Boehringer Ingelheim
N1	Dehm
N2	Mycogen
N3	Farmers State Bank
N4	Hummel
N5	Genex
N6	OSU/Food Animal
N7	TechMix
N8	Haudenschild
N9	Farm Credit
N10	Semex
N11	PNC
N12	ABS Global
N13	Papillon
N14	W. G. Dairy
N15	Witmer's Feed
N16	OSU/ATI
N17	Harold's Equipment
N18	First Defense
N19	Byron Seeds
N20	Plum Creek
N21	Ohio Dairy Systems
N22	Dairy One
N23	Hill's Farm
N24	Loyal Steiner
N25	Agri-King
N26	Renaissance
S1	Tyler Grain
S2	Mast Lepley
S3	Maysville Elevator
S4	ADM
S5	Best Forage
S6	IBA
S7	DHI
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S9	Paradise Energy
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S15	Vaughn Insurance
S16	Sterling Tech
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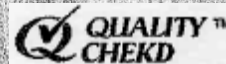
Alphabetically

Booth #	Name
N12	ABS Global
S20	ADA
S4	ADM
N25	Agri-King
S10	Animal Health
S17	Animart
L6	Bayer Animal
S5	Best Forage
L9	Bio Vet
L13	Boehringer Ingelheim
N19	Byron Seeds
S8	Centerra
L5	COBA
S13	Critter Blankets
N22	Dairy One
N1	Dehm
S7	DHI
L7	Elanco
S23	Enzos Cleaning
N9	Farm Credit
L10	Farmers National
N3	Farmers State Bank
N18	First Defense
N5	Genex
N17	Harold's Equipment
N8	Haudenschild
N23	Hill's Farm
L12	Hubner Seed
N4	Hummel
S6	IBA
S12	Lowe & Young
N24	Loyal Steiner
S2	Mast Lepley
S3	Maysville Elevator
L4	Merck
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S14	Van Beek
S15	Vaughn Insurance
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S11	Western & Southern
N15	Witmer's Feed
S19	Woodlyn Acres
L2	Zeeland Farms



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SPECIAL EDITION: ORAL CALCIUM SUPPLEMENTS

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HIGHLIGHTS

The **Special Edition: Oral Calcium Supplements** newsletter contains summaries of QuadriCal® research studies from:

- ✓ Cornell University/DHMS, LLC in New York
- ✓ University of California-Davis, and
- ✓ Bio-Vet field trials

These research results demonstrate that **one feeding of QuadriCal® post-calving increases milk production of second lactation and older (L2+) cows.**

CORNELL UNIVERSITY/DAIRY HEALTH & MANAGEMENT SERVICES, LLC (NEW YORK STATE)

STUDY PARAMETERS

One QuadriCal® dose	Gave one feeding of regular QuadriCal® within 24 hours of calving
Large sample size	Studied 3,949 cows on 6 commercial dairies in New York
4 months sampled	Measured milk yields from first 4 test dates
Health effects	Health outcomes were also evaluated
Control = Nothing	Control groups received no QuadriCal®

RESULTS

1. Both first-calf heifers and cows in second lactation and older (L2+) benefited from QuadriCal® supplementation
2. First-lactation heifers (L1) gave 2.6 to 6.2 pounds more milk per day (statistically significant)
3. L2+ cows gave 2 pounds more milk per day (statistically significant)
4. L2+ cows had reduced incidence of DA, RP and metritis* (all statistically significant)

*(Cows with lower calcium status in QuadriCal®-supplemented group had metritis reduced 1.5%.)

ECONOMIC BENEFITS

1. \$223.50 per cow added net income for first-calf heifers with high BCS (Body Condition Score)
2. \$55.50 per cow added net income for L2+ cows with long gestations (>277 days)
3. \$44.00 per cow added net income for L2+ cows with reduced health incidence (DA, RP and metritis), resulting in Return on Investment:

8:1 ROI

(\$44.00/cow benefit from \$5.50/QuadriCal® feeding retail cost)

Leno, B.M., et al. "Differential effect of a single dose of oral Ca based on postpartum plasma Ca concentration in Holstein cows." Cornell University Animal Science Department and Population Medicine and Diagnostic Sciences Department, College of Veterinary Medicine, Dairy Health and Management Services, LLC. Presented at ADSA, Pittsburgh, PA, June 2017 and AABP, Omaha NE, September 2017. Data on file at Bio-Vet, Inc.

L0 Special Edition Oral Calcium Supplements Highlights 01222018



History has proved how powerful disease prevention can be. We believe that preventing disease is a more effective way to maintain animal health than simply treating problems as they arise. We are committed to providing the tools and innovation that help your client's cattle reach their maximum potential. Because, like you, we believe that prevention truly is the best medicine.

For more information, contact your Boehringer Ingelheim Vetmedica, Inc. representative or visit BIVIPreventionWorks.com.

¹Ragan VE. The Animal and Plant Health Inspection Service (APHIS) brucellosis eradication program in the United States. USDA APHIS, Veterinary Services. Available at: http://www.fass.org/fasscience/viewarticle.asp?article_id=367. Accessed Sept. 20, 2011.

²USDA APHIS. Brucellosis-Affected Herds, 2010-2011. Available at: http://www.aphis.usda.gov/animal_health/animal_diseases/brucellosis. Under "Brucellosis Disease Information," click on "Accumulated 12-Month Herd Infection Rate." Then, download status-by-st.xls. Accessed Sept. 20, 2011.

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It's a simple idea that helps you make decisions so that, well, you can think about other things.



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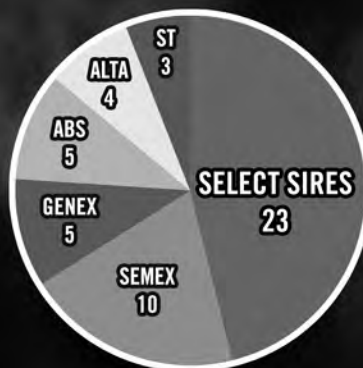
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12/17 HA Evaluations. Graph based on December 2017 Holstein Association Top 100 TPI bulls with 97% Domestic U.S. Reliabilities for Production and Type, regardless of semen status. *TPI is a registered trademark of Holstein Association USA. All bulls listed on this page except for YODER qualify for semen export to Canada. MONTROSS photo by Hogman.



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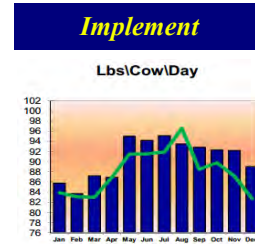
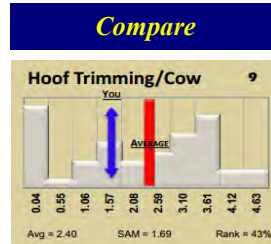
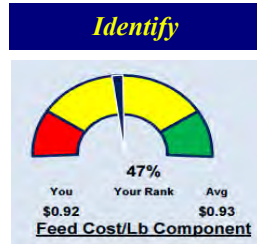
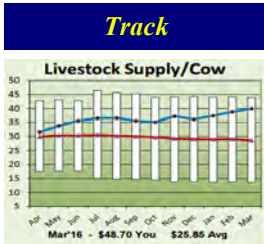
-Dr. David M. Kohl, Professor Emeritus, Virginia Tech



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-Danny Klinefelter, Texas A&M University



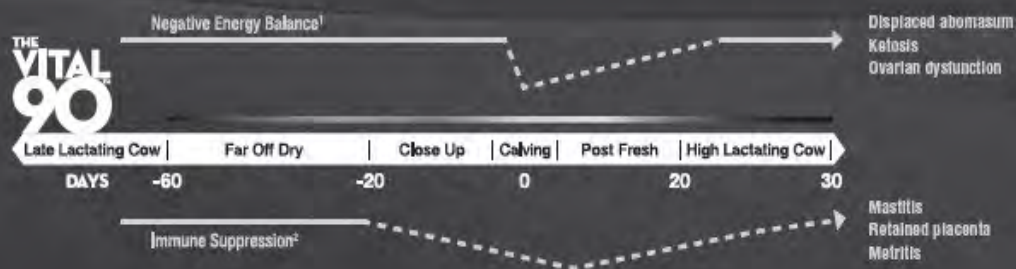
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References: 1. Grummer RR. *J Anim Sci*. 1995;79(5):2820-2833. 2. Hoeben D, et al. *J Dairy Res*. 2000;67(2):249-259.

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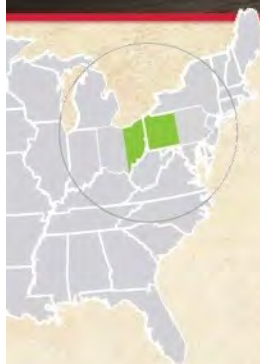
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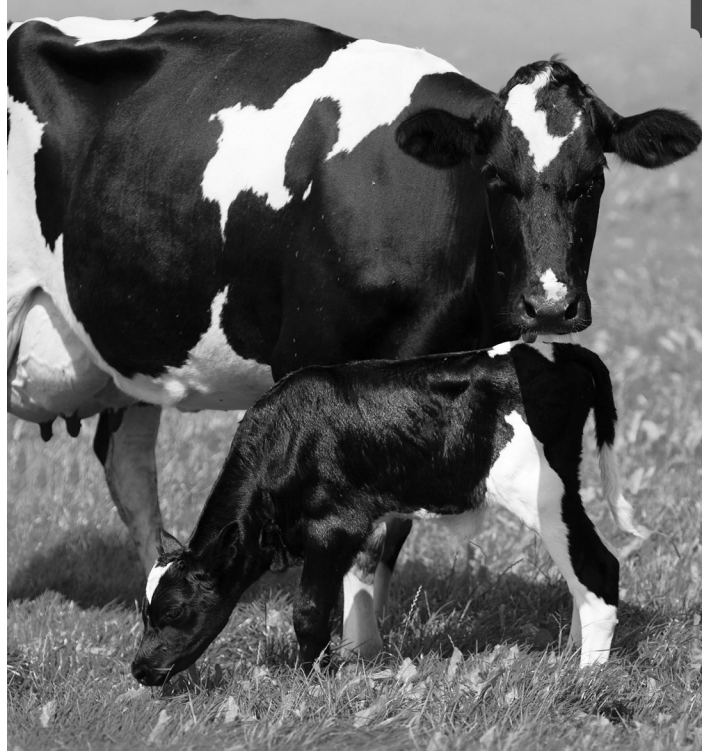
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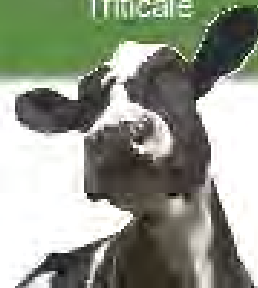


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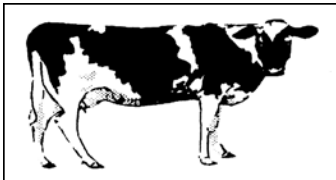
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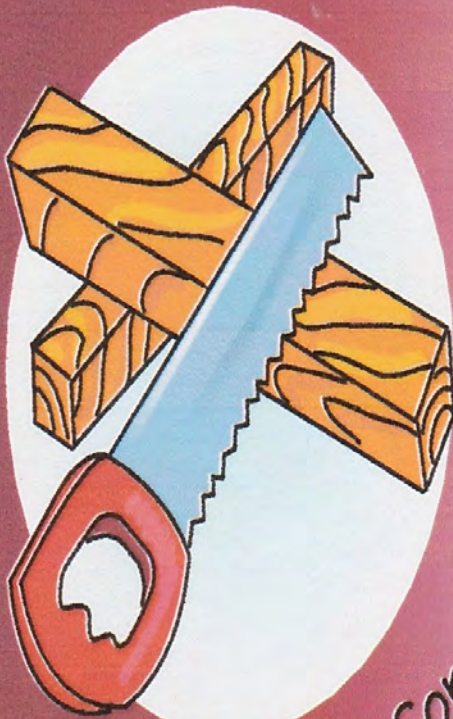
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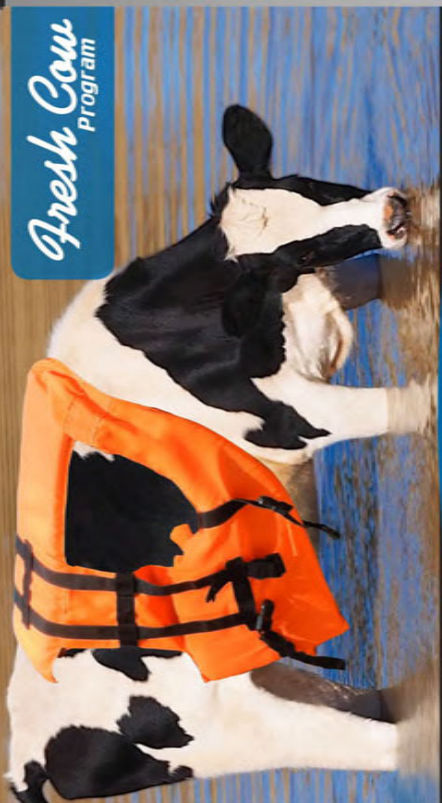
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Recruiting

A Team

Charles

Contreras

Agenda

- Value of a good employee
- Labor Employment Statistics
- Frequency of Recruitment
- Sources of Recruitment
- First impressions
- Recruitment messaging
- Screening Systems
- First day experience

The value of a good employee

- Knowledge – Procedure and Culture
- Teamwork
- Attitude / Effort
- Self Supervision

Exercise: Find the (ball park) value (hours per day)

Average Employee

Great Employee

Amount of work done

Effect on others / Teamwork (multiply by number of teammates)

Finds solutions (your time?)

Organizational Knowledge (hrs to teach others)

Total up your amounts

Subtract, then multiply by 200 (or more)

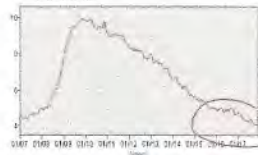
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Current Labor Statistics

<https://data.bls.gov/timeseries/LNS14000000>

Labor Force Statistics from the Current Population Survey

Series ID: LNS14000000
 Data type: (LNS) Unemployment Rate
 Labor Force Status: Unemployed Rate
 Type of data: Periodic rate
 Age: 16 years and over



Download (1) xls

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2007	4.8	4.5	4.4	4.3	4.4	4.6	4.7	4.6	4.7	4.7	4.7	5.0
2008	5.0	4.9	4.3	5.0	5.4	5.6	5.8	6.1	6.2	6.3	6.8	7.0
2009	7.8	8.2	8.7	9.0	9.4	9.5	9.5	9.6	9.5	10.0	9.9	9.5
2010	9.8	9.8	9.9	9.9	9.6	9.4	9.4	9.3	9.3	9.4	9.8	9.2
2011	9.1	9.0	9.0	9.1	9.3	9.1	9.0	9.0	9.0	8.8	9.4	9.3
2012	8.3	8.2	8.2	8.2	8.2	8.2	8.1	7.8	7.8	7.7	7.6	7.5
2013	8.0	7.7	7.6	7.6	7.5	7.5	7.3	7.1	7.1	7.2	6.9	6.7
2014	6.6	6.7	6.7	6.3	6.3	6.1	6.2	6.2	5.9	5.7	5.8	5.6
2015	5.7	5.5	5.4	5.5	5.2	5.2	5.1	5.0	5.0	5.0	5.0	5.0
2016	4.9	4.9	5.0	5.0	4.7	4.9	4.9	4.9	5.0	4.9	4.8	4.5
2017	4.8	4.7	4.5	4.4	4.3	4.2	4.3	4.4	4.2	4.1	4.1	4.5

Recruitment is Marketing

- There is competition for good employees
- How do you get them to come work for you?
- Marketing 101
 - Four P's of Marketing
 - Person - who is your target audience?
 - Product - what are they buying?
 - Promotion - why would they buy this from you?
 - Price - what is the investment required?

Who will you recruit?

- Know yourself first**
- What is your vision and what do you value?
 - Work on this first
 - Hire for matching values as well as skills
- Who is your target audience?**
- What are their characteristics, traits, attitudes, and values
 - Develop the success profile
 - Ask your best employees to describe their best colleagues
 - Ask them to tell you what it takes to be successful at your organization
- Be realistic on job descriptions**
- What is absolutely necessary and what is a nice to have
 - How much experience is necessary (buying Skills)
 - What can be taught (develop skills)
- Use these values and characteristics to develop behavioral based interview questions

Why will they come work for you?

- What separates you from the competition**
- What will attract the target audience to your operation?
 - Opportunities for advancement
 - Benefits
 - Training
 - Housing
 - Recruitment message should include
 - Why employees like working for you
 - Up to date information about your company including your vision and financial strengths
 - Information about community, schools, demographics and housing
 - First impression is critical
 - Must be based in reality or employees will feel misled and will leave

Where to Recruit

Where have you found success in finding good employees?

Sources

- Best employees
- Church
- Local grocery stores
- Craigslist

Recruitment Frequency

- How many operations are recruiting as needed?
- How Many operations are constantly recruiting?

Consistent Recruitment

Spend more time interviewing
Have contact info of good employees
Never feel trapped with one employee

As needed recruitment

Passing up the best possible fit
Taking what is available at the time
Operating short handed

Screening

- Screening is a filter
 - A set of quick deal breakers

First (Day) Impressions

40%

Percent of all employees that leave their job did so within six months

- The number is almost twice as high for hourly employees vs salary...(Inc. / Equifax)

37%

Percent of hourly employees decide to leave based on their first day experience

First Day Suggestions

- Formalize you process
- Pick a start time that is not super busy
- Give them a big picture overview including recruitment message
- Map out the day hour by hour and provide an agenda
- Assign a colleague to help be additional resource
- Balance information and hands on experience
- Check in with new employee at end of first day

Wrap-Up Activity

List three things you want to start doing tomorrow

1. _____
2. _____
3. _____

Engaging Your Team

Charles
Contreras

Agenda

- Team Defined
- Team Dynamics
- Individual Engagement
- Team Engagement
- Team Accountability
- Family Teams

What is a team?

A group of people (individuals) that come together to complete a task or project

- Similar or Different Skills
- Engaged or Disengaged
- Accountable or Not

Similar vs Diversity

- We are Tribal
- Redundancy & Blind Spots
- Diversity
 - Gender
 - Race
 - Age
 - Position
 - Geography
 - Strengths
- Individuals should focus on developing their talents into strengths
- Teams should be well rounded

New Team Dynamics

Anytime you create a new team or even introduce a new member

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Activity:

Take a few minutes and identify 2 teams you are a part of or lead. Answer for each team

- What is your vision for that team?
- What stage is each of your teams in?
- What do you need to do to increase the performance of each team?

To engage your team you have to engage individuals

Individual engagement – a reciprocal relationship between organization and employee resulting in the employee volunteering extra effort

What describes your best employees?

What do these employees do that others don't?

1. _____
2. _____
3. _____

What would disengage you?

Activity:

List three things that would disengage you as an employee

1. _____
2. _____
3. _____

How to engage teams and hold them accountable

- Vision
- Charter
- Purpose
- Set milestones and measurable goals
- Celebrate small successes
- Track and measure progress
- Communicate that progress
- Discuss and solve obstacles to hitting your goals

Family Teams

Waters are muddier

- Dad vs Boss
- Sister vs Colleague
- Throttling down vs Ramping up

Challenges are very similar

- Clarity of common vision
- Communication of vision and expectations
- Role & Responsibility Clarity
- Accountability to responsibility

Team Accountability Fundamentals

In the weakest teams, there is no accountability

In mediocre teams, bosses are the source of accountability

In high performance teams, peers manage the vast majority of performance problems with one another

First, there must be trust

- Everyone has best intentions
- Everyone is focused on achieving the goal
- Everyone can be vulnerability

How to Build Trust

1. Lead by Example
2. Communicate openly
3. Know each other
4. Don't place blame
5. Discourage cliques
6. Discuss issues

Where are you with Accountability?

You can approximate the health of a relationship, a team and an organization by measuring the average lag time between identifying and discussing problems.

The shorter the lag time, the faster problems get solved and the more the resolution enhances relationships. The longer the lag, the more room there is for mistrust, dysfunction, and more tangible costs to mount.

The role of leader is to shrink this gap. The role of the boss should not be to settle problems or constantly monitor your team, it should be to create a team culture where peers address concerns immediately, directly and respectfully with each other.

Wrap-Up Activity

List three things you want to start doing tomorrow

1. _____
2. _____
3. _____

Teamwork Spells
Success in
Racing....and in
Farming.

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Teamwork Spells Success in Racing... and in Farming.

Mark Thomas
Thomas Farms of Stark County

Racing...More Than A Hobby

- ▶ 7 time IHRA World Champion
- ▶ First car powered and lubricated with corn products



Where I used to spend my time



Where I used to spend my time



Where I used to spend my time



Where I spend my time now



Except right now, it looks like this



...and this...



and this...



Where we were...

- An "average" dairy farm
- 425 cows
- 350,000 - 450,000 SCC
- 20 - 75 PI, SPC
- 50 lbs milk

What we thought...

- Didn't think "we" could do it
- "This is the way we always did it"
- "Don't milk fewer cows"
- "I don't have time for meetings, waste of time"
- Bottom line...Change is hard

Farming...More Than A Hobby

- That meant it was time for change
- Couldn't do it by myself
- Would require effort from everyone on the farm
- Consistency - with on-farm operations and with meetings

Time for a Change

- ▶ Planning First Team Meeting
 - Make it simple & don't be afraid
 - Set-up: table, few chairs, paper...
 - Who to invite - limit to basic team
 - Some farmers don't like to talk - others do
- ▶ First meeting was in late 2008
- ▶ Set up for first Wednesday of each month over lunch

The First Meeting – 2008

- ▶ Invited our feed consultant, vets, breeder, all full-time employees, owners, field representative
- ▶ Topics:
 - Where we are, where we wanted to be, and how to get there
 - Cannot change 1 big thing, more like 100 small things

Our First Meeting...2008

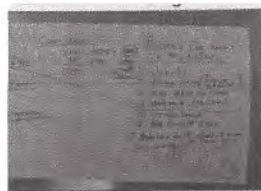
- ▶ Nutritionist talked on how a rumen works



Our First Meeting...2008




Our First Meeting...2008



Our First Meeting...



General Ideas for Meetings

- Food (pizza, sandwiches, drinks)
- Social gathering
- We celebrate reaching our goals and employee birthdays with ice cream cake 
- Pick a topic if you'll have a special guest
 - Ex: Culling Cows



Our Monthly Meeting



That Old, Familiar Feeling!!!

- You may not always hear what you want to hear, but it's probably something you need to hear!"



How Meetings Have Changed

- We still meet the first week of every month.
- Meetings are 3-4 hours
- Everyone provides input, opinions, and recommendations-feed consultant, banker, breeder, milkers, feeders, vet, mechanic



How Meetings Have Changed

- Added our banker
- Special guests - feed additive reps, supply company rep, chemical reps, breeder...
- Ongoing topics
 - Expansion, Vaccination protocol,
 - Milking protocol
 - Mastitis prevention, treatment, etc.

Our Farm Now

- 125,000 SCC
- 1.5 PI, SPC
- 340 milking - average 80lbs. milk
- Added new dry cow barn
- Added new heifer barn
- Excellent herd health, easy breeding, milk tank is full, etc.

Our Farm Now 2018

- › Chris, my wife, implemented a successful calving program 13 years ago
- › All calves are born and raised at our farm
- › Now have an abundance of bred heifers, enabling us to pick & choose carefully on our culling list



Thomas Farms 2018



Our Farm in the Future

- › Current goals – Add or remodel our heifer barn at home farm; Add calf barn
- › Team meetings are a MUST on our farm to continue improving and moving forward





Coaching
For
Performance
Charles
Contreras

Agenda

- Your Role as a Leader
- Coaching Defined
- Coaching vs Training (SL)
- Coaching Model
- Individual Action Plan

Your Role

What is your role as a leader when it comes to your people?

How does your role as a leader

- Build a strong team
- Develop others
- Helping employees make better decision

Coaching is a powerful tool to help others

Coaching

A collaborative approach to develop skills, abilities and boost performance

- Raises Awareness
- Provides Feedback
- Discovering answers
- Follow-through / Commitment

Can be used for employees whom need to improve performance or maintain high performance

Coaching vs Training

Coaching

Collaborative Approach
Listens and Asks Questions
Removing internal roadblocks
One-on-one
Mid to long term process

Training

Expert – Student Relationship
Knowledge Transfer
External Skills and knowledge
Group Settings
Short –term

Successful Coaches

1. Discussion about desired state what is it you want
2. Find a glimpse of brilliance that allows motivation to champion this person and bring you're "A" game
3. Set the expectations up front
 - a. Recap what had been discussed
 - b. Give feedback – Be Fearless / Strive to deliver most value
 - a. What worked well / caught your attention
 - b. What needs to change
4. Listen and ask powerful question

Coaching Models

- Enable you to coach more effectively
- Provides methodology for consistent experiences
 - Instills confidence in employees
 - Keeps discussions on track / progressing
 - Keeps discussions natural

Several out there, find one you feel comfortable with

GROW Coaching Model

- G – Goals
- R – Reality
- O – Options
- W- What is to be done, by
 - When, by
 - Whom, the
 - Will to do it

Goals

- Many levels of goals
- Goal of the visit or discussion
 - Broad / Dream Goal
 - End Game goals
 - Performance goals (SMART - Specific, Measurable, Agreed, Realistic, Time Bound)

Reality

The main purpose of this section is find out where the coachee is right now - to increase awareness about the bare facts, the plain truth resulting in the desire to do something about it

- Questions you can ask:
- What results are you getting right now
 - What is the current level of performance
 - How would you describe what is currently going on right now
 - How do you know this is accurate
 - What is the impact this is having on yourself, others, the organization
 - If nothing changes what will happen
 - What other factors play a part in this situation
 - What is your part in this situation

Options

The purpose of this stage is to generate ideas, consider all possible options

- Listen for limiting assumptions
- Use what if questions

Questions that can be used are:

- What could you do to change the situation
- What could you do to get a different result
- How might someone else approach this
- In a perfect world

Next we need to prioritize

- score each option from one to ten based on ease or cost

The Way Forward

- What will you do
- When will you do it
- Will you actually do it
- Who needs to know
- What obstacles
- What degree of certainty to you have you will follow through on your commitment
 - If they don't take action, it is just an interesting conversation
- Wrap up by recapping, asking if there is anything that has not been said,
- When is the next session

Practice the GROW Model

Activity 10 minutes total (5 minutes each)

- Pair up One person is the manager other is employee
- Manager has seen employee not following procedure in milk parlor again
- Manager:
 - Set up goal for the conversation
 - Coach your employee through the reality, options, and way forward / action
- Switch it up after 5 minutes

Your Action Plan – 10 minutes

Goals

- What is your Big Vision?
- What is your end game?
- What are your performance goals?

Reality

- How would you describe what is going on right now?
- What kind of results are you currently getting?
- What part do you have in the current situation?

Options

- How might someone else approach this?
- What could you do to get a different result?
- Weigh your options and select best

Your Action Plan – 10 minutes

Way forward

- What will you do
- When will you do it
- Will you actually do it
- Who needs to know
- What obstacles
- What degree of certainty to you have you will follow through on your commitment

Thanks!!

Seven C's of Coaching

Starts with Awareness

1. Connect
2. Caring
3. Clarity
4. Curiosity
5. Challenge
6. Confidence
7. Commitment

Ends with Goals

Steps to effective performance coaching

1. Demonstrate confidence in the employee's ability to solve problems
2. Ask for help in solving the problem of increasing their effectiveness as a contributor to the organization
3. Describe the performance problem - Focus on the problem or behavior that needs improvement, not the person
4. Ask for their view of the situation and if they see the problem / opportunity
5. Determine if there are issues that limit the performance
 - a. Time
 - b. Training
 - c. Tools
 - d. Temperament
6. Does the employee need help in removing these barriers
7. Discuss potential solutions or improvement actions or continuous improvement with high performers
8. Agree on a written action plan, identify the core goal that the employee must meet to achieve appropriate level of performance
9. Set up a date and time for follow-up
10. Offer positive encouragement

Coaching

Client is emotionally and psychologically healthy
 Focuses on the present and future
 Driven by goals and taking action
 Works toward a higher level of functioning
 Results-based and focuses on exploring solutions
 Asks, "Where would you like to be and how can you get there?"
 Acts on information
 Done over the phone, internet or in person
 Coach and client collaborate on solutions
 Contact between sessions expected (accountability and wins)

Therapy

Client is emotionally unwell and in needs healing
 Focuses on dealing with the past
 Driven by unresolved issues and feelings
 Works to achieve understanding and emotional healing
 Explores the root of problems and offers explanation
 Asks, "How did that make you feel?"
 Absorbs information
 Done in an office setting
 Therapist is the 'expert'
 Contact between sessions for crisis and difficulties only
