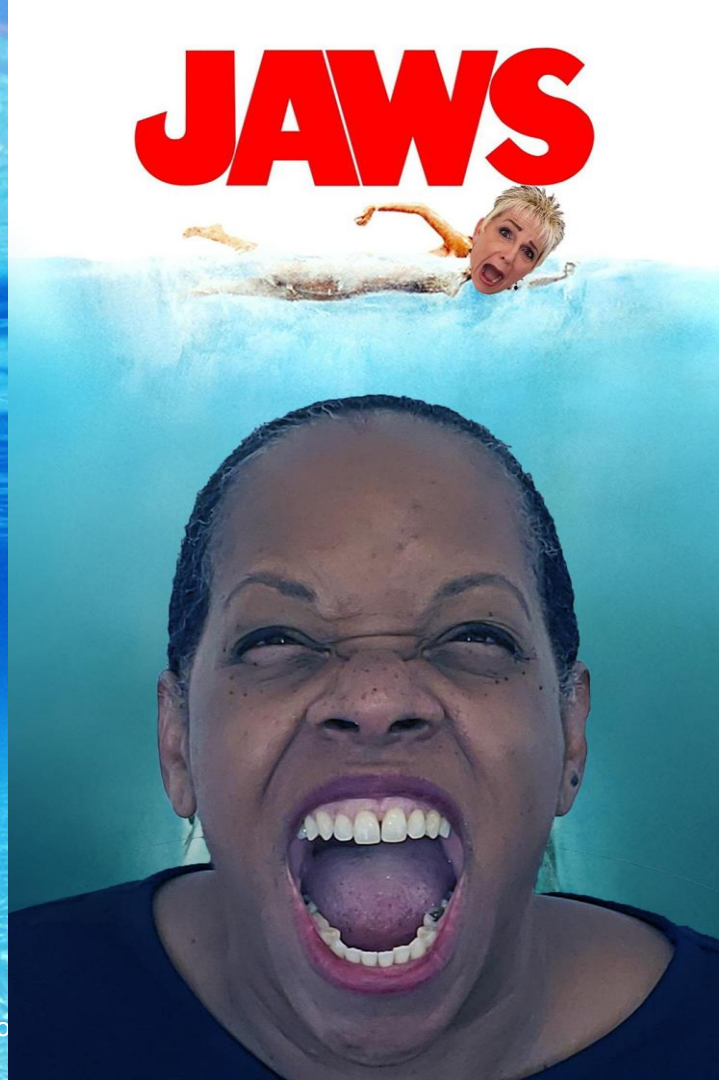
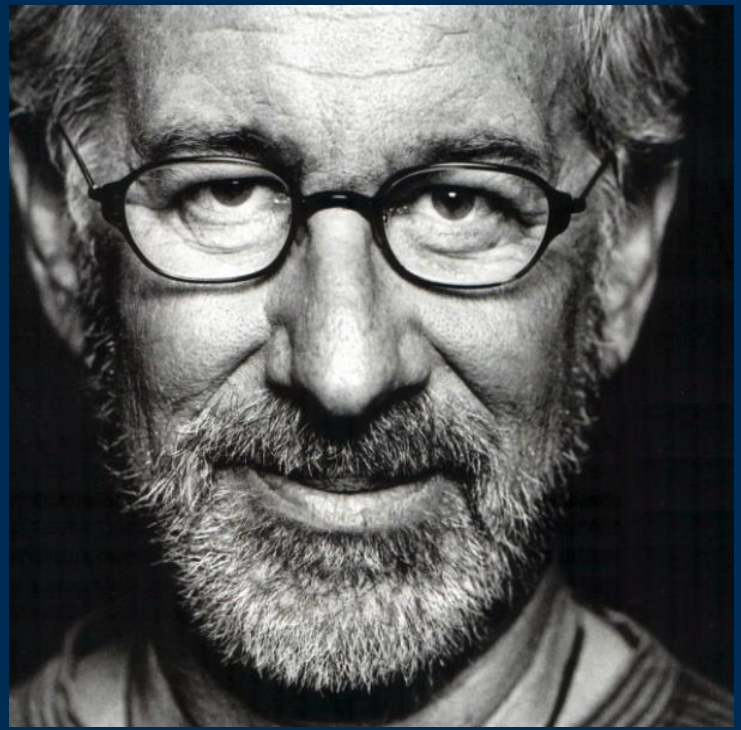
It's Not About the Shark!

How Arizona Uses 1:1 Coaching to Navigate Barriers and Safely Reach Shore



What would Hitchcock do?

2 Academy Awards and the largest grossing film in history at that time.



Spielberg is a great example of someone who asked himself the same types of questions a good coach would ask, then problem solved to produce results.

1:1 Coaching for Continuous Improvement is a methodology that builds problem-solving skills to produce results.

Arizona's 1:1 Coaching Methodology

A Great Coach...

- Sets goals
- Builds trust
- Develops talent
- Coaches to Win!

Arizona Management System (AMS)

Performance Management	Leadership	Problem Solving	Visual Management	Standard Work
Scorecard/ Business Review Breakthrough Metrics	Leader Standard Work 1:1 Coaching Go and See (Gemba)	Basic Problem Solving Intermediate Problem Solving	Huddle Boards Process Flow Workplace Organization/ 5S (Physical)	Standard Work Workplace Organization/ 5S (Digital)

Purpose – Why Do 1:1 Coaching

- Embed coaching as leader standard work
- Increase alignment
- Enable quick course corrections

Purpose – Why Do 1:1 Coaching

- Develop problem solving capability
- Achieve stronger results/behaviors
- Build trust
- Document Performance

Purpose – Why Do 1:1 Coaching

- Do the right thing
- Commit to excellence
- Care for one another

Coaching Expectations

Coaching Expectations

COACH

- Coach at all levels
- Regular cadence
- Consistent structure and duration based upon role and need

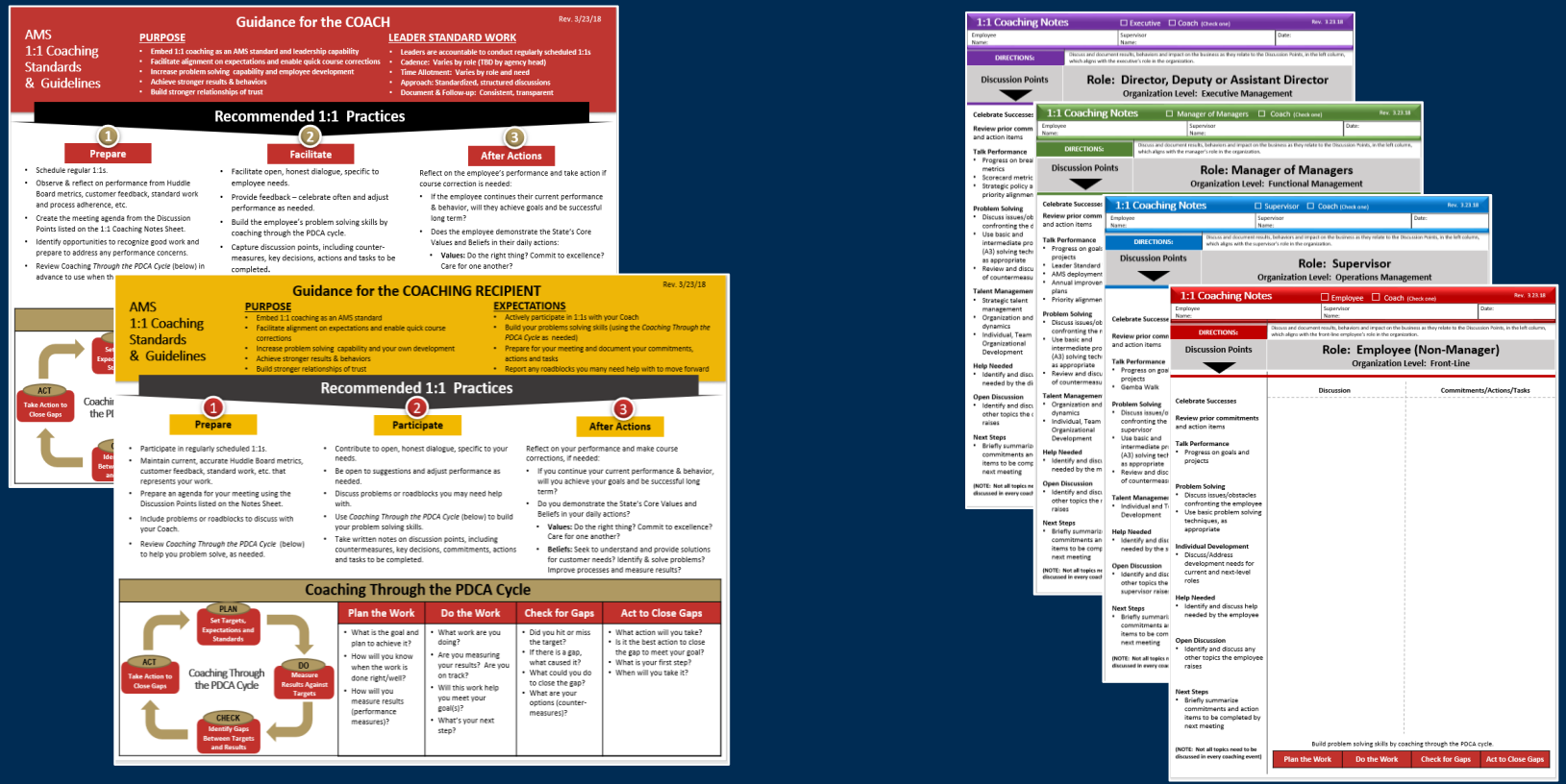
Coaching Expectations

EMPLOYEE

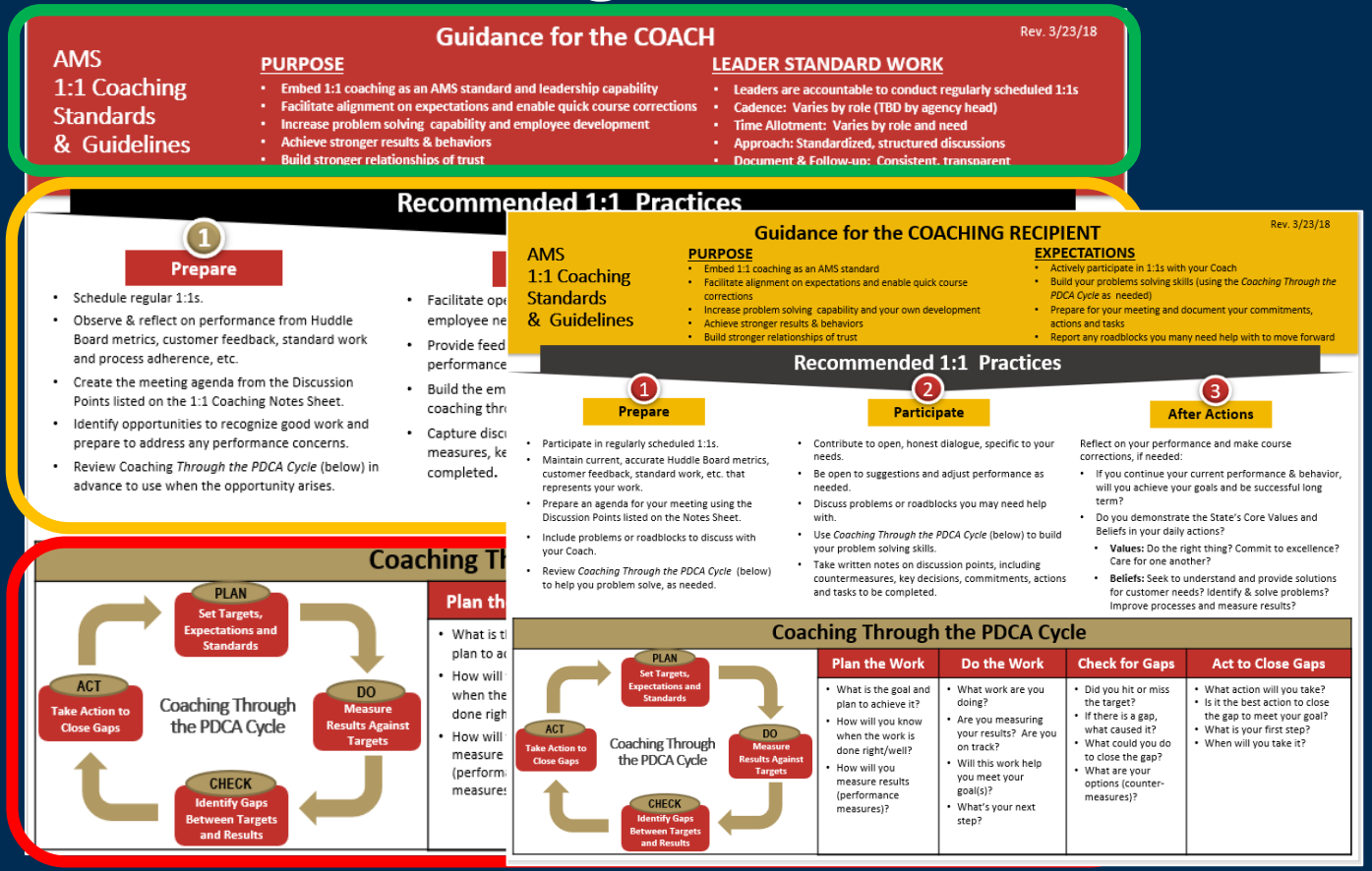
- Prepare agenda
- Actively participate
- Report roadblocks/ help needed
- Build problem solving skills

1:1 Coaching Tools

1:1 Coaching Tools



1:1 Coaching Standards & Guidelines



Guidance for the COACH

Rev. 3/23/18

AMS
1:1 Coaching
Standards
& Guidelines

PURPOSE

- Embed 1:1 coaching as an AMS standard and leadership capability
- Facilitate alignment on expectations and enable quick course corrections
- Increase problem solving capability and employee development
- Achieve stronger results & behaviors
- Build stronger relationships of trust

LEADER STANDARD WORK

- Leaders are accountable to conduct regularly scheduled 1:1s
- Cadence: Varies by role (TBD by agency head)
- Time Allotment: Varies by role and need
- Approach: Standardized, structured discussions
- Document & Follow-up: Consistent, transparent

Recommended 1:1 Practices

1 Prepare

- Schedule regular 1:1s.
- Observe & reflect on performance from Huddle Board metrics, customer feedback, standard work and process adherence, etc.
- Create the meeting agenda from the Discussion Points listed on the 1:1 Coaching Notes Sheet.
- Identify opportunities to recognize good work and prepare to address any performance concerns.
- Review Coaching *Through the PDCA Cycle* (below) in advance to use when the opportunity arises.

- Facilitate op… employee ne…
- Provide feed… performance…
- Build the em… coaching thr…
- Capture disc… measures, ke… completed.

Coaching Th…

Plan th…

- What is t… plan to a…
- How will … when the … done righ…
- How will … measure … (perform… measures…

Guidance for the COACHING RECIPIENT

Rev. 3/23/18

AMS
1:1 Coaching
Standards
& Guidelines

PURPOSE

- Embed 1:1 coaching as an AMS standard
- Facilitate alignment on expectations and enable quick course corrections
- Increase problem solving capability and your own development
- Achieve stronger results & behaviors
- Build stronger relationships of trust

EXPECTATIONS

- Actively participate in 1:1s with your Coach
- Build your problems solving skills (using the *Coaching Through the PDCA Cycle* as needed)
- Prepare for your meeting and document your commitments, actions and tasks
- Report any roadblocks you many need help with to move forward

Recommended 1:1 Practices

1 Prepare

- Participate in regularly scheduled 1:1s.
- Maintain current, accurate Huddle Board metrics, customer feedback, standard work, etc. that represents your work.
- Prepare an agenda for your meeting using the Discussion Points listed on the Notes Sheet.
- Include problems or roadblocks to discuss with your Coach.
- Review *Coaching Through the PDCA Cycle* (below) to help you problem solve, as needed.

2 Participate

- Contribute to open, honest dialogue, specific to your needs.
- Be open to suggestions and adjust performance as needed.
- Discuss problems or roadblocks you may need help with.
- Use *Coaching Through the PDCA Cycle* (below) to build your problem solving skills.
- Take written notes on discussion points, including countermeasures, key decisions, commitments, actions and tasks to be completed.

3 After Actions

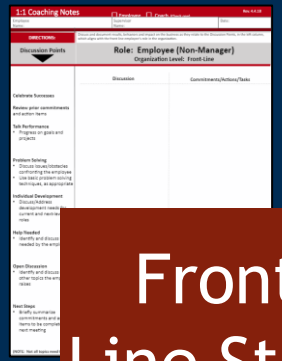
Reflect on your performance and make course corrections, if needed:

- If you continue your current performance & behavior, will you achieve your goals and be successful long term?
- Do you demonstrate the State's Core Values and Beliefs in your daily actions?
  - **Values:** Do the right thing? Commit to excellence? Care for one another?
  - **Beliefs:** Seek to understand and provide solutions for customer needs? Identify & solve problems? Improve processes and measure results?

Coaching Through the PDCA Cycle

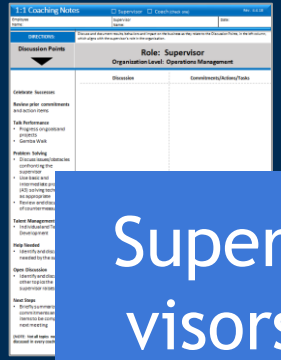
Plan the Work	Do the Work	Check for Gaps	Act to Close Gaps
• What is the goal and plan to achieve it? • How will you know when the work is done right/well? • How will you measure results (performance measures)?	• What work are you doing? • Are you measuring your results? Are you on track? • Will this work help you meet your goal(s)? • What's your next step?	• Did you hit or miss the target? • If there is a gap, what caused it? • What could you do to close the gap? • What are your options (counter-measures)?	• What action will you take? • Is it the best action to close the gap to meet your goal? • What is your first step? • When will you take it?

4 Coaching Notes Sheets



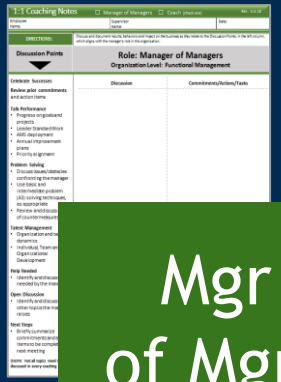
Front Line Staff

- Progress on goals
- Problem Solving



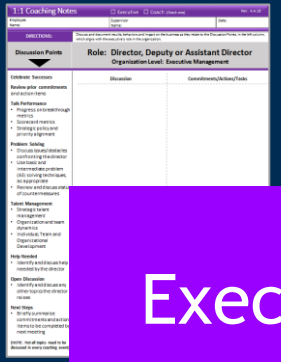
Super-visors

- Goals & Projects
- Team Development
- Gembas



Mgr of Mgrs

- Standard Work
- Deploy AMS
- Develop org



Execs

- Deploy AMS
- Scorecard metrics
- Breakthroughs
- Strategic alignment

Coaching Through the PDCA Cycle

AMS
1:1 Coaching
Standards
& Guidelines

Guidance for the COACH

Rev. 3/23/18

PURPOSE

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Recommended 1:1 Practices

1 Prepare

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- Observe & reflect on performance from Huddle Board metrics, customer feedback, standard work and process adherence, etc.
- Create the meeting agenda from the Discussion Points listed on the 1:1 Coaching Notes Sheet.
- Identify opportunities to recognize good work and prepare to address any performance concerns.
- Review Coaching *Through the PDCA Cycle* (below) in advance to use when the opportunity arises.

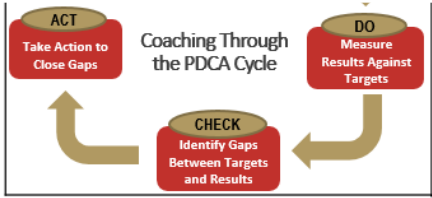
2 Facilitate

- Facilitate open, honest dialogue, specific to employee needs.
- Provide feedback – celebrate often and adjust performance as needed.
- Build the employee's problem solving skills by coaching through the PDCA cycle.
- Capture discussion points, including counter-measures, key decisions, actions and tasks to be completed.

3 After Actions

Reflect on the employee's performance and take action if course correction is needed:

- If the employee continues their current performance & behavior, will they achieve goals and be successful long term?
- Does the employee demonstrate the State's Core Values and Beliefs in their daily actions:
  - **Values:** Do the right thing? Commit to excellence? Care for one another?
  - **Beliefs:** Seek to understand and provide solutions for customer needs? Identify & solve problems? Improve processes and measure results?



• How will you know when the work is done right/well? • How will you measure results (performance measures)?	• Are you measuring your results? Are you on track? • Will this work help you meet your goal(s)? • What's your next step?	if there is a gap, what caused it? • What could you do to close the gap? • What are your options (countermeasures)?	the gap to meet your goal? • What is your first step? • When will you take it?

1 Prepare

- Schedule regular 1:1s (not drive bys)
- Observe and reflect on performance
- Create meeting agenda
- Prepare to problem solve, as needed

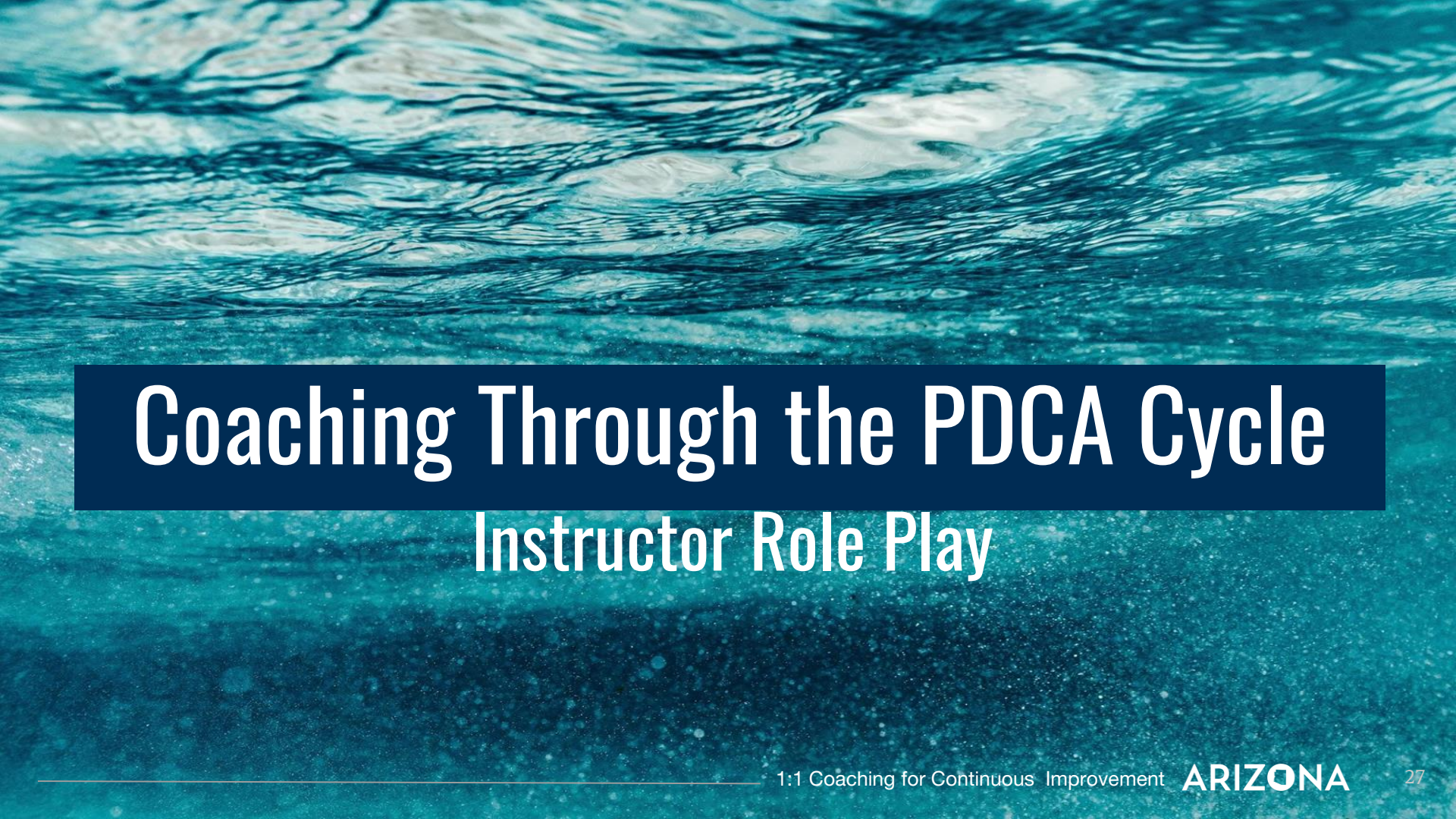
2 Facilitate/Participate

- Facilitate open, honest dialogue
- Provide feedback, celebrate and adjust
- Build problem solving skills (PDCA)
- Document decisions and actions

3 After Actions

Reflect on performance and consider:

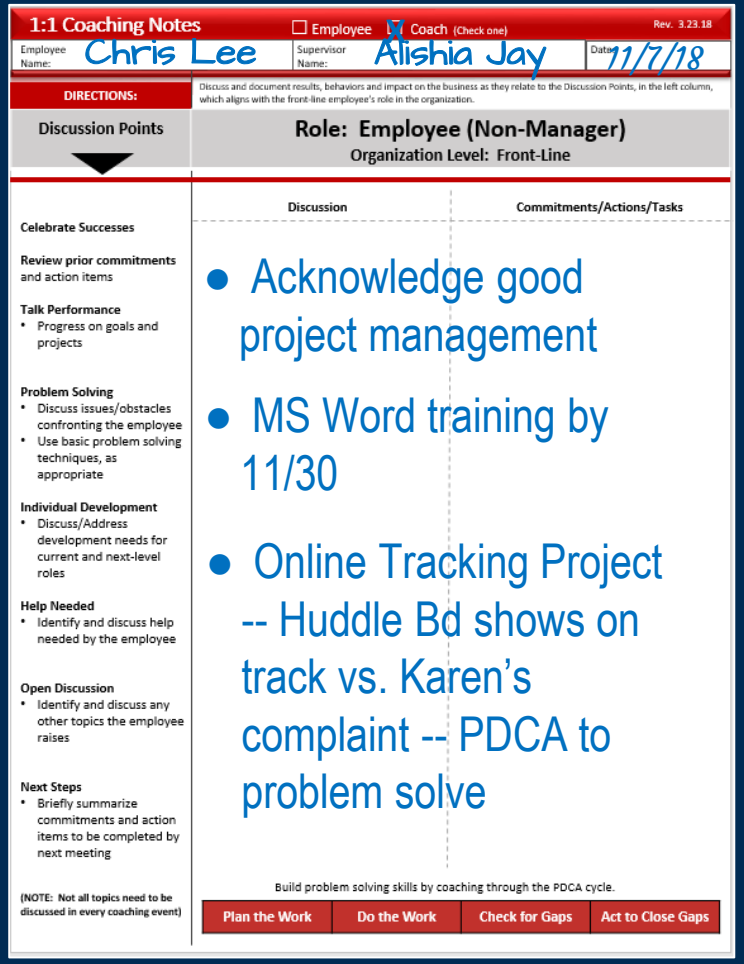
- Will current performance and behavior achieve goals long term?
- Does employee demonstrate the State's Core Values and Beliefs?



Coaching Through the PDCA Cycle

Instructor Role Play

Sample 1:1 Coaching Agenda and Role Play



1:1 Coaching Notes ☐ Employee ☒ Coach (Check one) Rev. 3.23.18

Employee Name: Chris Lee | Supervisor Name: Alishia Jay | Date: 11/7/18

DIRECTIONS: Discuss and document results, behaviors and impact on the business as they relate to the Discussion Points, in the left column, which aligns with the front-line employee's role in the organization.

Discussion Points

Role: Employee (Non-Manager)
Organization Level: Front-Line

Celebrate Successes

Review prior commitments and action items

Talk Performance
- Progress on goals and projects

Problem Solving
- Discuss issues/obstacles confronting the employee
- Use basic problem solving techniques, as appropriate

Individual Development
- Discuss/Address development needs for current and next-level roles

Help Needed
- Identify and discuss help needed by the employee

Open Discussion
- Identify and discuss any other topics the employee raises

Next Steps
- Briefly summarize commitments and action items to be completed by next meeting

(NOTE: Not all topics need to be discussed in every coaching event)

Discussion | **Commitments/Actions/Tasks**

- Acknowledge good project management
- MS Word training by 11/30
- Online Tracking Project -- Huddle Bd shows on track vs. Karen's complaint -- PDCA to problem solve

Build problem solving skills by coaching through the PDCA cycle.

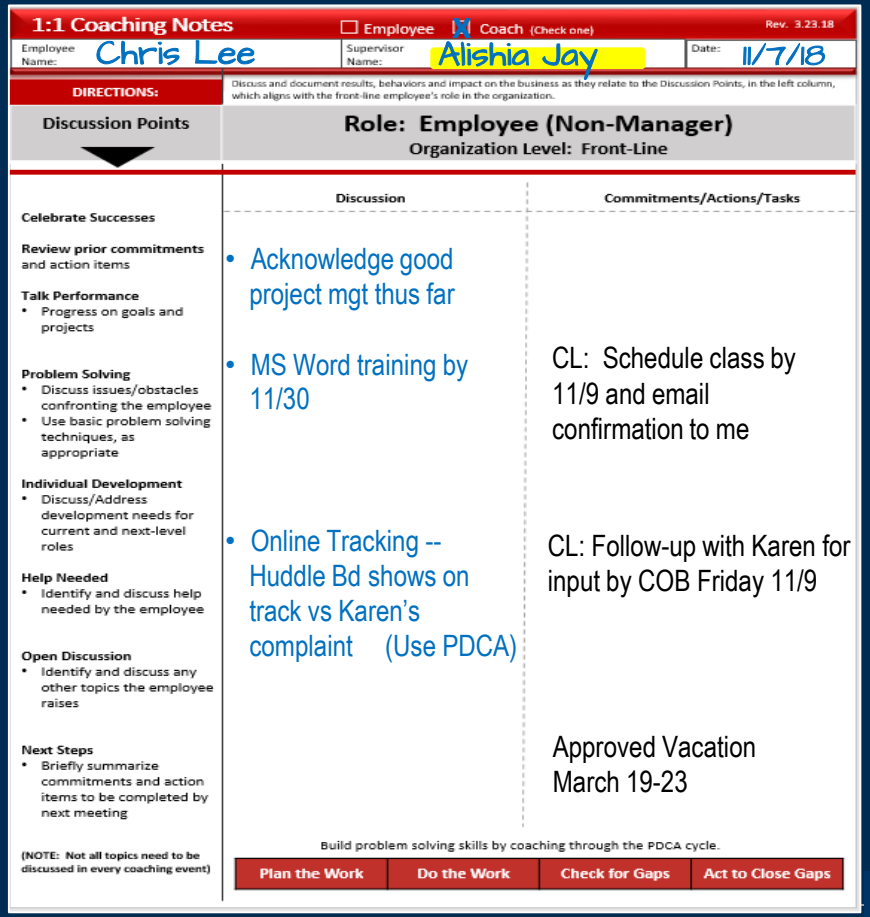
Plan the Work	Do the Work	Check for Gaps	Act to Close Gaps

3
After Actions
Manager Reflection

3
After Actions
Employee Reflection

Debrief Role Play

Manager's Notes



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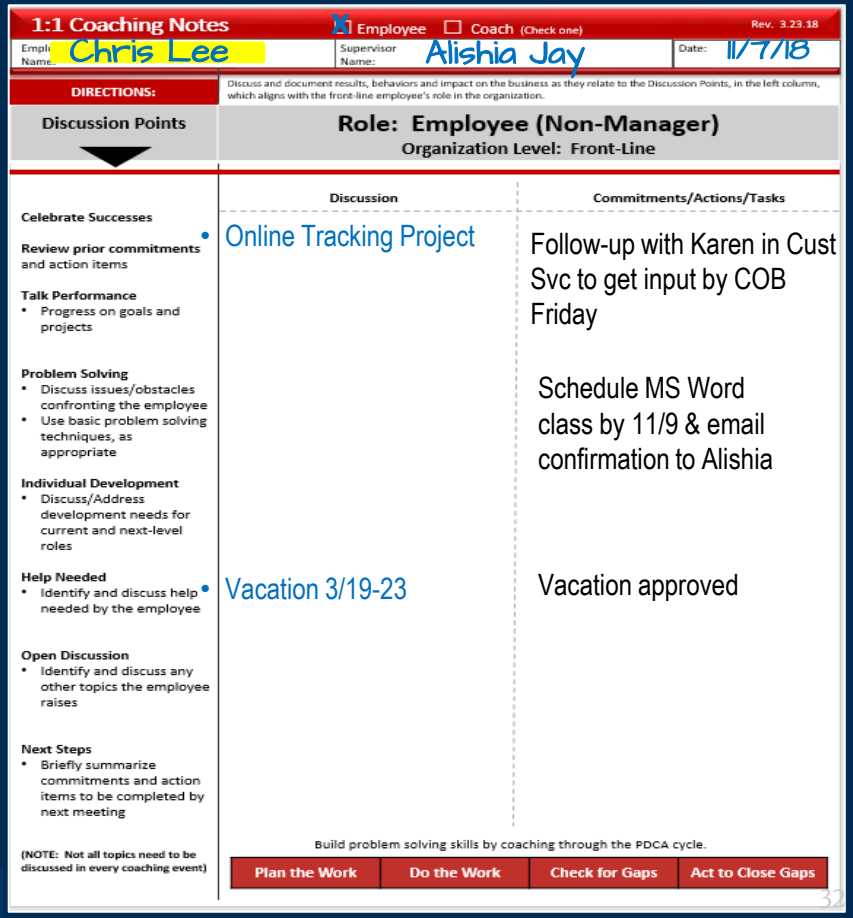
Build problem solving skills by coaching through the PDCA cycle.

Plan the Work | Do the Work | Check for Gaps | Act to Close Gaps

Employee's Notes



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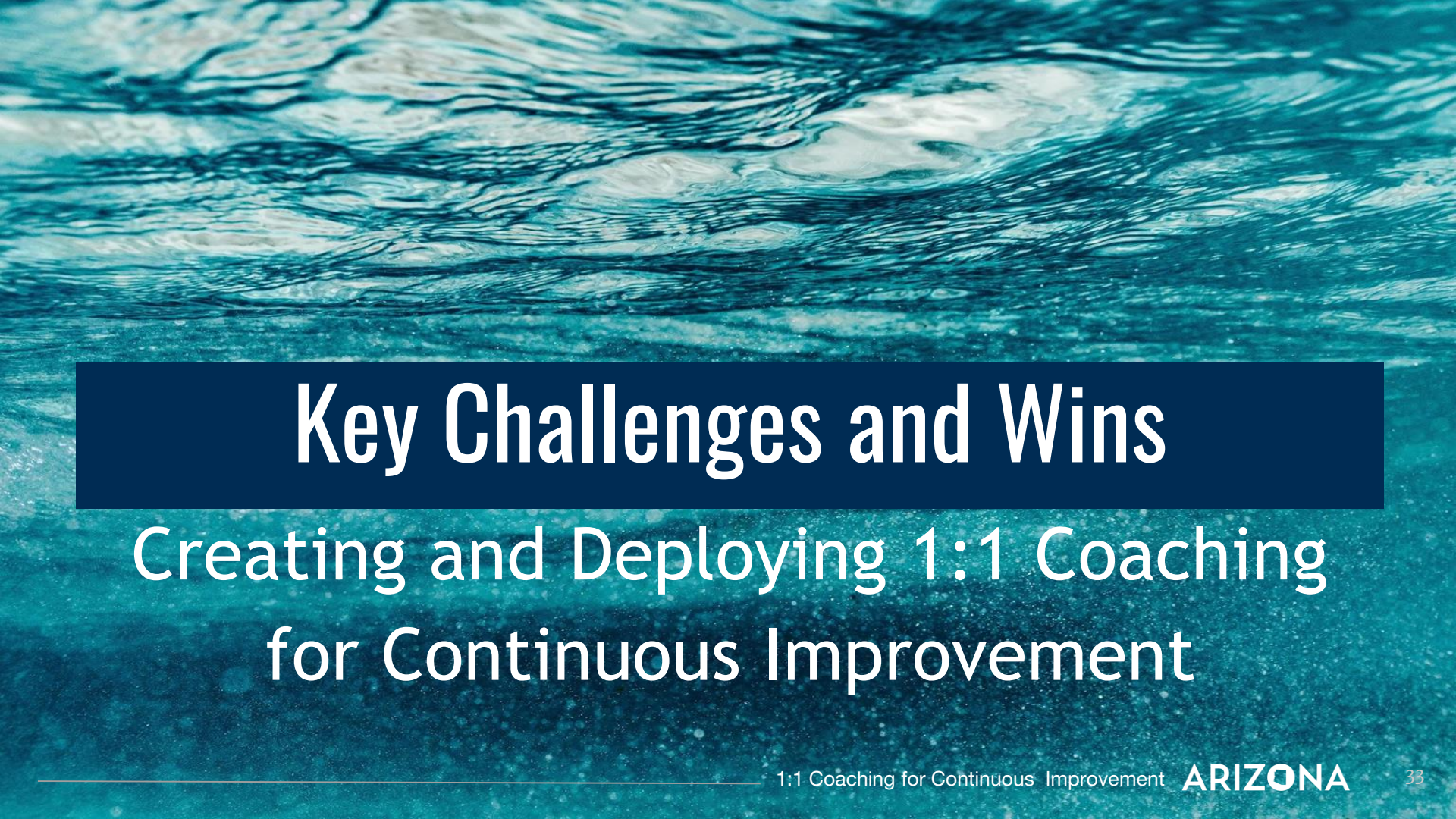
Build problem solving skills by coaching through the PDCA cycle.

Plan the Work | Do the Work | Check for Gaps | Act to Close Gaps



Key Challenges and Wins

Creating and Deploying 1:1 Coaching for Continuous Improvement

Challenge: Understand Customer Needs

(Governor's Transformation Office)

Create a 1:1 coaching methodology to facilitate and support government transformation through Arizona's Management System (AMS)

Challenge

LACK OF ALIGNMENT

ALIGNMENT

Current State and Methodologies?

Requirements?

Design?

Mandate (Push) vs Market (Pull)?

Deploy and Sustain?

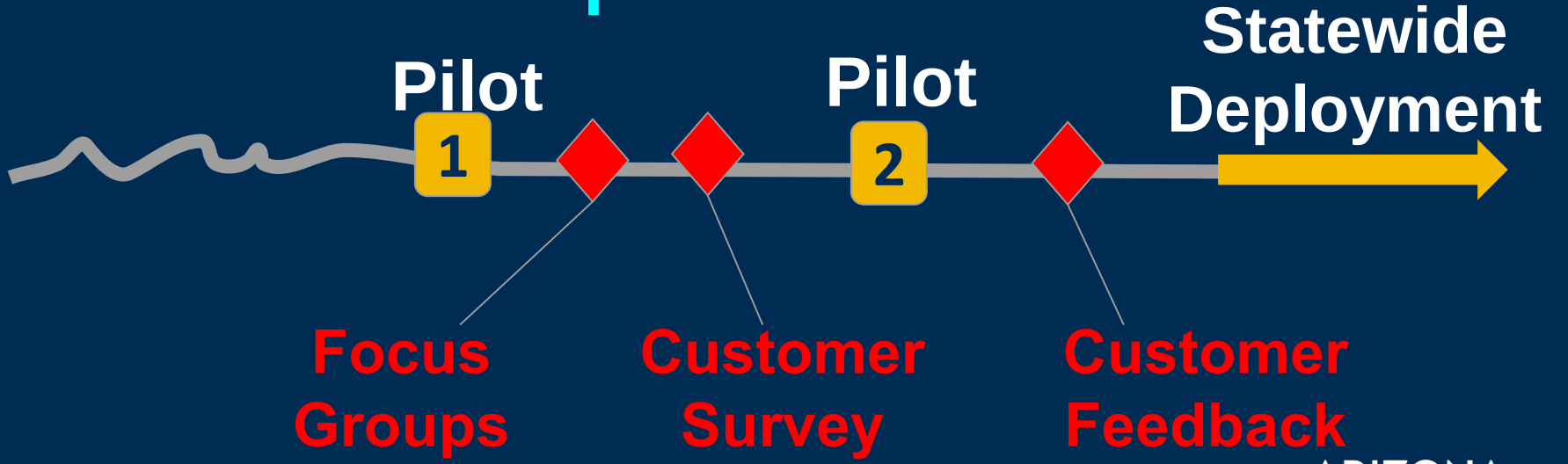
Wins:

Alignment

Customer Pull

Partnership

Community of Practice

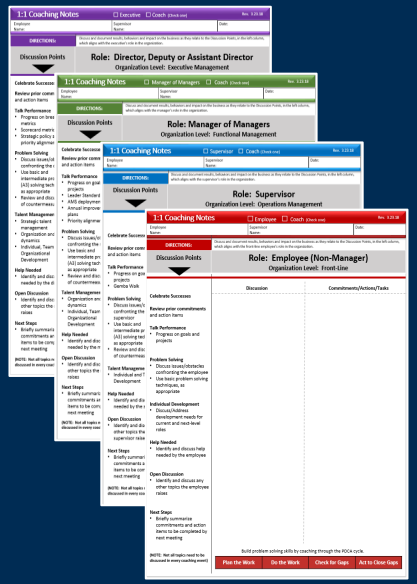


Statewide Deployment Packet

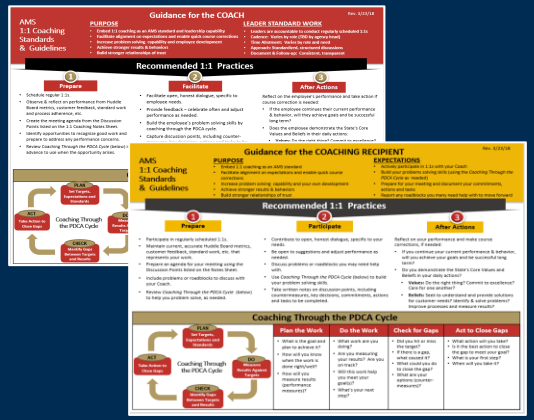
(Train-the-Trainer)

Manager Training

Employee Web Training

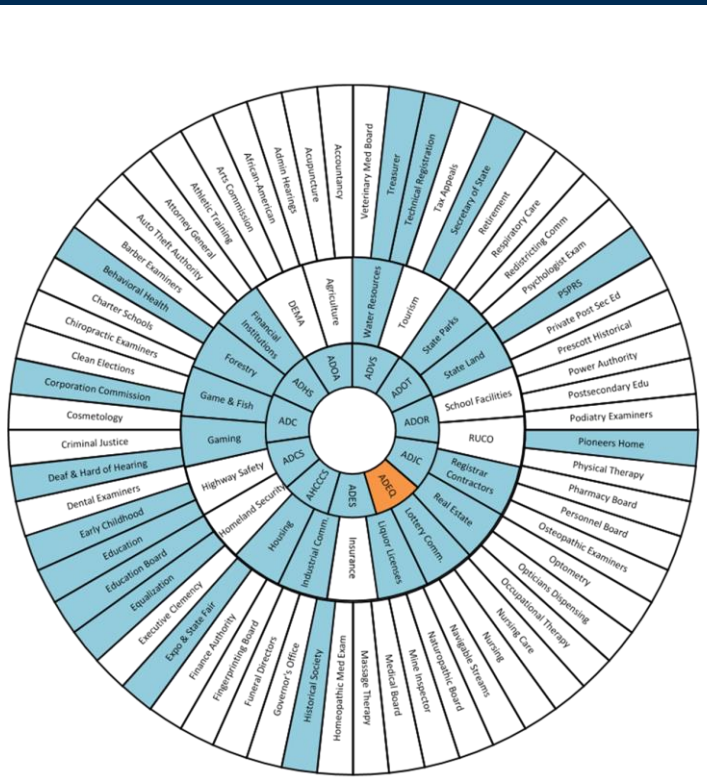


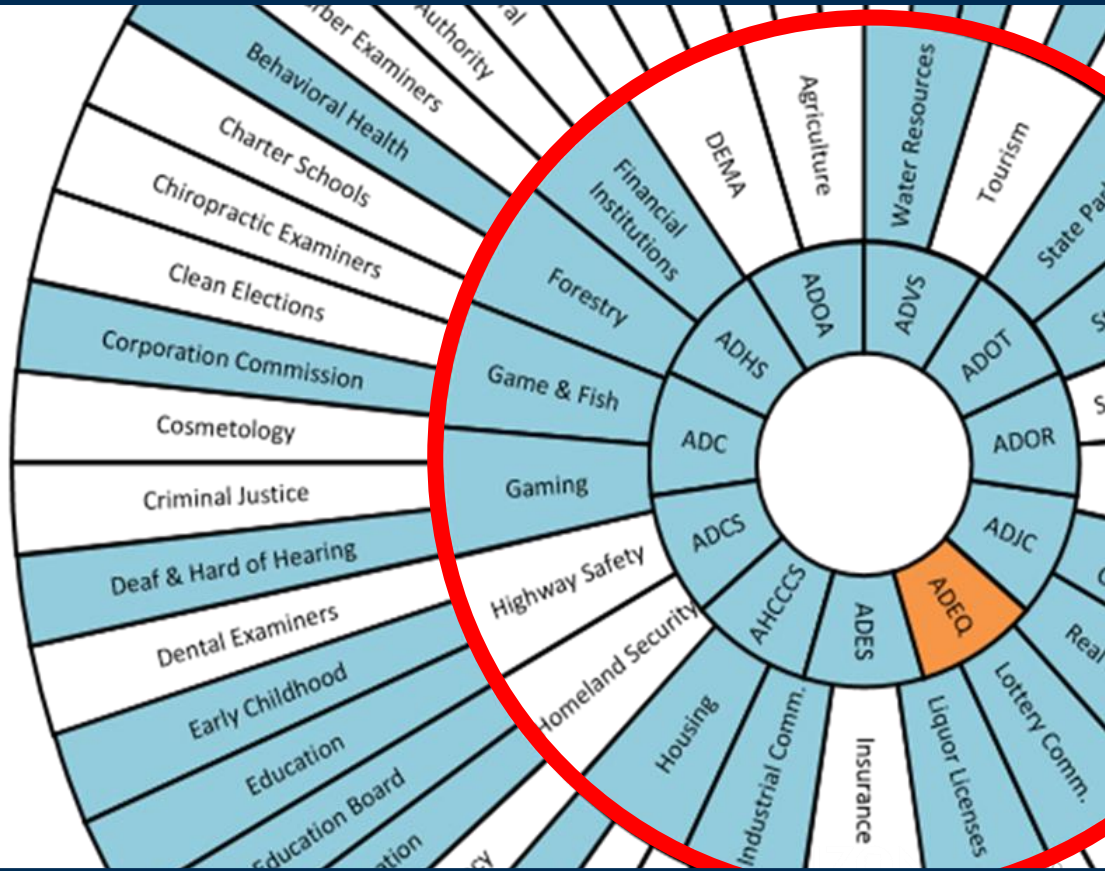
Notes Sheets



Coaching Guidelines

Statewide Deployment





What Value Are We Seeing in 1:1 Coaching?

Survey Says...

Managers

1:1 coaching notes helped me prepare employee performance appraisals.

1:1 Coaching Community of Practice

Agree/Disagree:

Coaching enhances trusting relationships between managers and employees.

71% Agree

"Let's employees know they are important."

COACHING

Most Managers Don't Know How to Coach People. But They Can Learn.

by Julia Milner and Trenton Milner

AUGUST 14, 2018 **UPDATED** AUGUST 16, 2018

Harvard Business Review

"Managers think they're coaching when they're actually just telling their employees what to do."

1:1 Coaching for Continuous Improvement

Develops Trust

Builds Problem Solving Skills

Produces Results

...one conversation at a time!

Thank You!