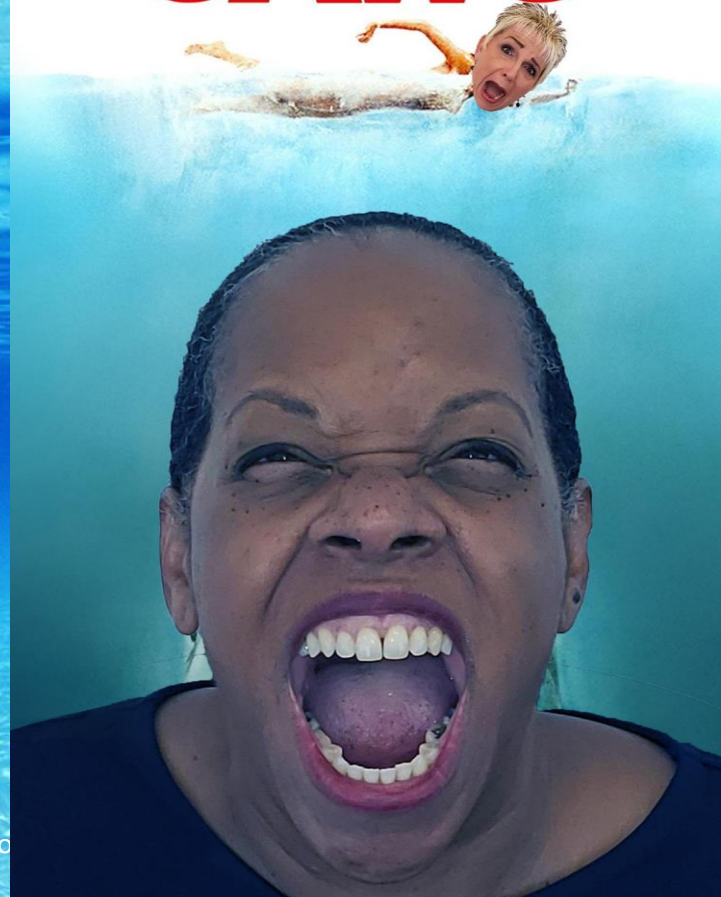


It's Not About the Shark!

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

1:1 Coaching fo

JAWS







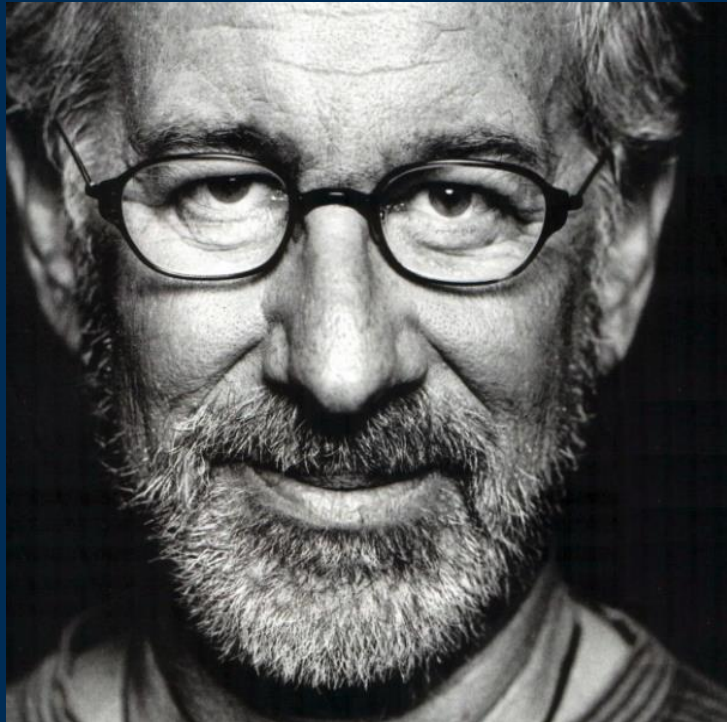




*What would
Hitchcock do?*



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



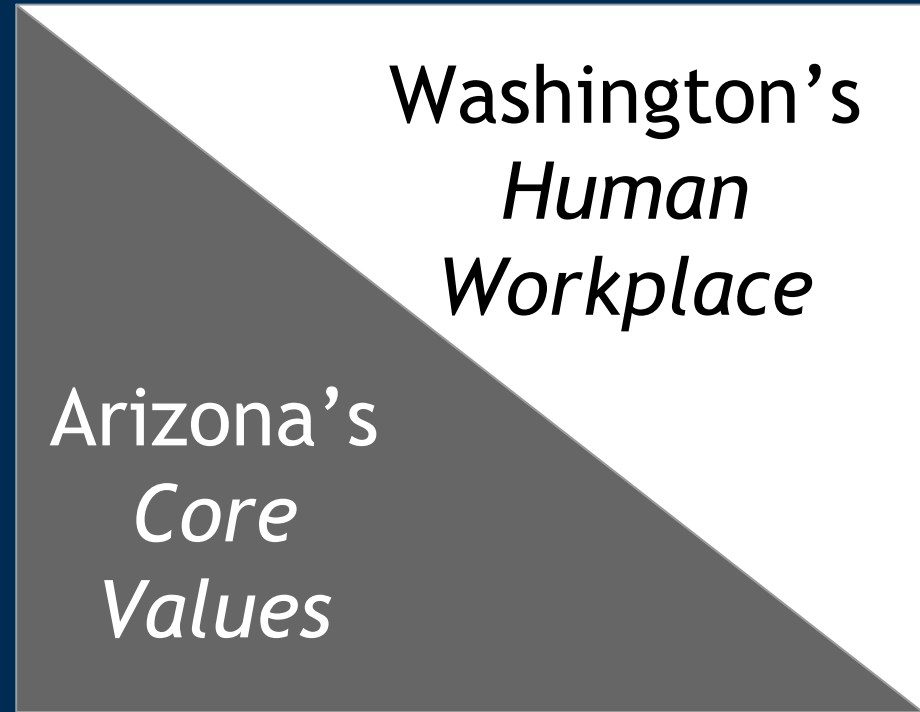
Purpose – Why Do 1:1 Coaching

- 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

Guidance for the COACH

Rev. 3/23/18

AMS 1:1 Coaching Standards & Guidelines	PURPOSE	LEADER STANDARD WORK
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Leaders are accountable to conduct regularly scheduled 1:1s Coaches: Varies by role (TOD by region/ head) Time Allocation: Varies by role and need Approach: Standardized, structured discussions Documentation & Follow-up: Consistent, transparent

Recommended 1:1 Practices

- | | | |
|--|---|---|
| <p style="text-align: center; background-color: #f8d7da; padding: 5px; margin-bottom: 10px;">1 Prepare</p> <ul style="list-style-type: none"> 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 | <p style="text-align: center; background-color: #f8d7da; padding: 5px; margin-bottom: 10px;">2 Facilitate</p> <ul style="list-style-type: none"> 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. | <p style="text-align: center; background-color: #f8d7da; padding: 5px; margin-bottom: 10px;">3 After Actions</p> <ul style="list-style-type: none"> 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? <ul style="list-style-type: none"> Values: Do the right thing? Commit to excellence? Care for one another? |
|--|---|---|

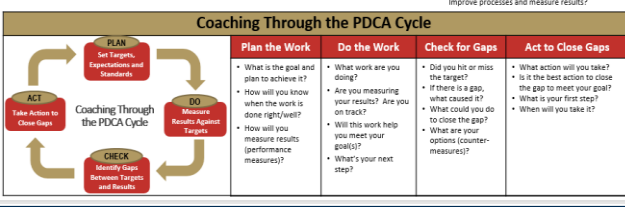
Guidance for the COACHING RECIPIENT

Rev. 3/23/18

AMS 1:1 Coaching Standards & Guidelines	PURPOSE	EXPECTATIONS
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Actively participate in 1:1s with your Coach Build your problem 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 may need help with to move forward

Recommended 1:1 Practices

- | | | |
|---|--|--|
| <p style="text-align: center; background-color: #f8d7da; padding: 5px; margin-bottom: 10px;">1 Prepare</p> <ul style="list-style-type: none"> 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. | <p style="text-align: center; background-color: #f8d7da; padding: 5px; margin-bottom: 10px;">2 Participate</p> <ul style="list-style-type: none"> 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 counter-measures, key decisions, commitments, actions and tasks to be completed. | <p style="text-align: center; background-color: #f8d7da; padding: 5px; margin-bottom: 10px;">3 After Actions</p> <ul style="list-style-type: none"> 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? <ul style="list-style-type: none"> Values: Do the right thing? Commit to excellence? Care for one another? Beliefs: See to understand and provide solutions for customer needs? Identify & solve problems? Improve processes and measure results? |
|---|--|--|



1:1 Coaching Notes

Rev. 3/23/18

Employee Name:	Supervisor Name:	Date:
Directions: Discuss and document results, behaviors and impact on the business as they relate to the Discussion Points, in the left column, each align with the supervisor's role in the organization.		
Discussion Points		
Role: Director, Deputy or Assistant Director		
Organization Level: Executive Management		
Celebrate Successes		
Review prior commitments and action items		
Talk Performance		
Problem Solving		
Talent Management		
Next Steps		
Open Discussion		
Help Needed		
Notes: Not all topics need to be discussed in every coach		

Employee Name:	Supervisor Name:	Date:
Directions: Discuss and document results, behaviors and impact on the business as they relate to the Discussion Points, in the left column, each align with the supervisor's role in the organization.		
Discussion Points		
Role: Manager of Managers		
Organization Level: Functional Management		
Celebrate Successes		
Review prior commitments and action items		
Talk Performance		
Problem Solving		
Talent Management		
Next Steps		
Open Discussion		
Help Needed		
Notes: Not all topics need to be discussed in every coach		

Employee Name:	Supervisor Name:	Date:
Directions: Discuss and document results, behaviors and impact on the business as they relate to the Discussion Points, in the left column, each align with the supervisor's role in the organization.		
Discussion Points		
Role: Supervisor		
Organization Level: Operations Management		
Celebrate Successes		
Review prior commitments and action items		
Talk Performance		
Problem Solving		
Talent Management		
Next Steps		
Open Discussion		
Help Needed		
Notes: Not all topics need to be discussed in every coach		

Employee Name:	Supervisor Name:	Date:
Directions: Discuss and document results, behaviors and impact on the business as they relate to the Discussion Points, in the left column, each align with the supervisor'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		
Problem Solving		
Talent Management		
Next Steps		
Open Discussion		
Help Needed		
Notes: Not all topics need to be discussed in every coach		

Plan the Work	Do the Work	Check for Gaps	Act to Close Gaps
<ul style="list-style-type: none"> Identify and discuss help needed by the employee 	<ul style="list-style-type: none"> Identify and discuss any development needs for current and next-level roles 	<ul style="list-style-type: none"> Identify and discuss any other topics the employee raises 	<ul style="list-style-type: none"> Build problem solving skills by coaching through the PDCA cycle

1:1 Coaching Standards & Guidelines

Rev. 3/23/18

Guidance for the COACH

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.

Rev. 3/23/18

Guidance for the COACHING RECIPIENT

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 problem 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 may need help with to move forward

- Facilitate open employee needs
- Provide feedback on performance
- Build the employee coaching through
- Capture disciplinary measures, key completed.

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

- 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)?

Coaching Through the PDCA Cycle

Plan the Work	Do the Work	Check for Gaps	Act to Close Gaps
<ul style="list-style-type: none"> • 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)? 	<ul style="list-style-type: none"> • 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? 	<ul style="list-style-type: none"> • 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 (countermeasures)? 	<ul style="list-style-type: none"> • 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?

Do the Work

- How will you measure results (performance measures)?

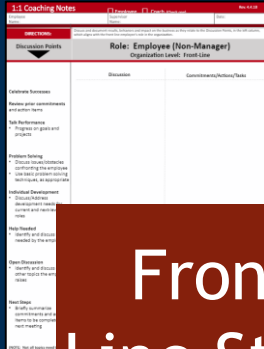
Check for Gaps

- How will you measure results (performance measures)?

Act to Close Gaps

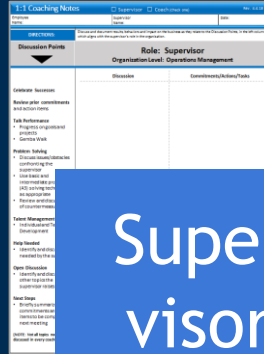
- How will you measure results (performance measures)?

4 Coaching Notes Sheets



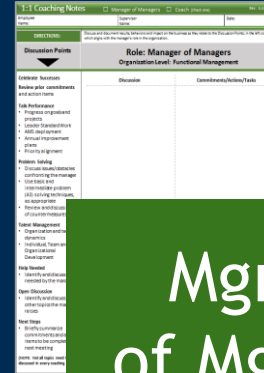
Front Line Staff

- Progress on goals
- Problem Solving



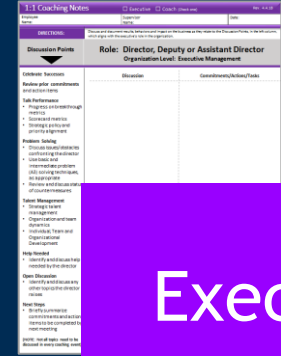
Super-
visors

- 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



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.

2

Facilitate

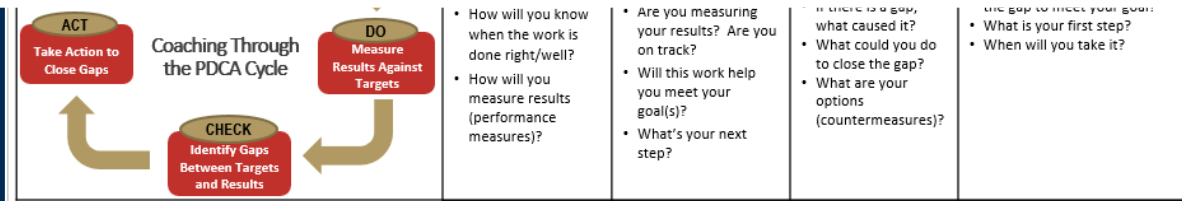
- Facilitate open, honest dialogue, specific to employee needs.
- Provide feedback – celebrate often and adjust performance as needed.
- Build the employee's problem solving skills by coaching through the PDCA cycle.
- Capture discussion points, including counter-measures, key decisions, actions and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



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

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		<input type="checkbox"/> Employee	<input checked="" type="checkbox"/> 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			
	Discussion	Commitments/Actions/Tasks		
Celebrate Successes Review prior commitments and action items Talk Performance <ul style="list-style-type: none"> Progress on goals and projects Problem Solving <ul style="list-style-type: none"> Discuss issues/obstacles confronting the employee Use basic problem solving techniques, as appropriate Individual Development <ul style="list-style-type: none"> Discuss/Address development needs for current and next-level roles Help Needed <ul style="list-style-type: none"> Identify and discuss help needed by the employee Open Discussion <ul style="list-style-type: none"> Identify and discuss any other topics the employee raises Next Steps <ul style="list-style-type: none"> Briefly summarize commitments and action items to be completed by next meeting (NOTE: Not all topics need to be discussed in every coaching event)	<ul style="list-style-type: none"> 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

An underwater scene featuring a vibrant coral reef with various types of coral, including tall, thin, branching corals and smaller, more complex structures. The water is clear and blue, with sunlight filtering through from above, creating a bright, sunlit atmosphere. Small fish are visible swimming in the background.

3

After Actions Manager Reflection

An underwater scene with sunlight rays filtering through the water, illuminating a rocky seabed. The rocks are dark and textured, and the water is a deep blue. The overall atmosphere is serene and contemplative.

3

After Actions

Employee Reflection

An underwater photograph showing a coral reef in the foreground, with sunlight filtering through the water from the top, creating a bright, shimmering effect. The water is a deep blue color, and there are some bubbles visible near the surface.

Debrief Role Play

Manager's Notes

1:1 Coaching Notes		
<input type="checkbox"/> Employee	<input checked="" type="checkbox"/> 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	
	Discussion	Commitments/Actions/Tasks
<p>Celebrate Successes</p> <p>Review prior commitments and action items</p> <p>Talk Performance</p> <ul style="list-style-type: none"> Progress on goals and projects <p>Problem Solving</p> <ul style="list-style-type: none"> Discuss issues/obstacles confronting the employee Use basic problem solving techniques, as appropriate <p>Individual Development</p> <ul style="list-style-type: none"> Discuss/Address development needs for current and next-level roles <p>Help Needed</p> <ul style="list-style-type: none"> Identify and discuss help needed by the employee <p>Open Discussion</p> <ul style="list-style-type: none"> Identify and discuss any other topics the employee raises <p>Next Steps</p> <ul style="list-style-type: none"> Briefly summarize commitments and action items to be completed by next meeting 	<ul style="list-style-type: none"> Acknowledge good project mgt thus far MS Word training by 11/30 Online Tracking -- Huddle Bd shows on track vs Karen's complaint (Use PDCA) 	<p>CL: Schedule class by 11/9 and email confirmation to me</p> <p>CL: Follow-up with Karen for input by COB Friday 11/9</p> <p>Approved Vacation March 19-23</p>
	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

1:1 Coaching Notes		
<input checked="" type="checkbox"/> Employee	<input type="checkbox"/> Coach (Check one)	Rev. 3.23.18
Empl 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	
	Discussion	Commitments/Actions/Tasks
<p>Celebrate Successes</p> <p>Review prior commitments and action items</p> <p>Talk Performance</p> <ul style="list-style-type: none"> Progress on goals and projects <p>Problem Solving</p> <ul style="list-style-type: none"> Discuss issues/obstacles confronting the employee Use basic problem solving techniques, as appropriate <p>Individual Development</p> <ul style="list-style-type: none"> Discuss/Address development needs for current and next-level roles <p>Help Needed</p> <ul style="list-style-type: none"> Identify and discuss help needed by the employee <p>Open Discussion</p> <ul style="list-style-type: none"> Identify and discuss any other topics the employee raises <p>Next Steps</p> <ul style="list-style-type: none"> Briefly summarize commitments and action items to be completed by next meeting 	<ul style="list-style-type: none"> Online Tracking Project 	<p>Follow-up with Karen in Cust Svc to get input by COB Friday</p> <p>Schedule MS Word class by 11/9 & email confirmation to Alishia</p> <p>Vacation approved</p>
	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



Statewide Deployment Packet

(Train-the-Trainer)

1:1 Coaching for Continuous Improvement

MANAGER TRAINING (FOR TRAINERS)



Welcome
1:1 Coaching for Continuous Improvement

The image shows a stack of four '1:1 Coaching Notes' forms, each designed for a specific role. The forms are color-coded and include sections for 'PURPOSE', 'DISCUSSION POINTS', 'COLLECTIVE BUSINESS', 'PROBLEM SOLVING', 'FOLLOW-UP', and 'NEXT STEPS'. The roles listed are: Director, Deputy or Assistant Director; Manager of Managers; Supervisor; and Employee (Non-Manager). Each form has a header with the role name and a footer with 'Plan for Work', 'Do the Work', 'Check for Gaps', and 'Act to Close Gaps'.

This block contains two pages of coaching guidance. The top page is 'Guidance for the COACH' (red header) and the bottom page is 'Guidance for the COACH RECIPIENT' (yellow header). Both pages include 'PURPOSE', 'LEADER STANDARD WORK', 'RECOMMENDED 1:1 PRACTICES', and 'EXPECTED RESULTS'. The 'COACH' page lists practices like 'Schedule 1:1 coaching', 'Prepare for coaching', and 'Use coaching as a tool for problem-solving'. The 'COACH RECIPIENT' page lists practices like 'Participate in coaching', 'Prepare for coaching', and 'Use coaching as a tool for problem-solving'. Below the guidance is a circular diagram titled 'Coaching Through the PDCA Cycle' with four stages: Plan the Work, Do the Work, Check for Gaps, and Act to Close Gaps.

Manager Training

Employee Web Training

Notes Sheets

Coaching Guidelines



What Value Are We Seeing in 1:1 Coaching?

Survey Says...

Managers

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

90%
Agreed

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!

An underwater photograph of a vibrant coral reef. The scene is dominated by various types of coral, including tall, thin, branching structures and more rounded, bushy forms. The water is a clear, deep blue, and numerous small fish are visible swimming throughout the scene. The lighting is bright, suggesting a shallow depth. The overall atmosphere is serene and natural.

Thank You!