Growing a Coaching Culture

Leading Continuous Improvement
Welcome
Learning Objectives

Participants will learn...

• The significance of the leader as coach as it relates to respect for people and continuous improvement

• A simple framework for teaching others to observe and coach to reveal the truth, remove the 7 wastes, and improve processes
Our Mission

To inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time.
The person who sweeps the floor should choose the broom. – Howard Behar

Build a company with a conscience, always attempting to make decisions through the lens of humanity.

We are not in the coffee business serving people. We are in the people business serving coffee. – Howard Schultz
What is Lean at Starbucks?

Delivering the most value from the customer’s perspective

While consuming the fewest possible resources

By leveraging the talents and ideas of partners.
Lean as a System

Teaching Model

Lean Capability

Routines

Organizational Influence
Current State: Lack of Role Clarity

- Prepares The Deposit?
- Organizes The Backroom?
- Stocks the Pastry Case?
- Prepares Beverages?
- Pours Drip Coffee?
- Prepares Oatmeal?
- Clover?
- Restocks Bar Fridge?
- Places Orders?
- Restocks RTD Case?
- Distributes Tips?
- Gathers Ambient Pastries?
- Restocks the Condiment Bar?
- Stock the Impulse Fixtures?
- Washes Dishes?
- Assigns Breaks?
- Refills Ice Bin?
- Restocks Cups?
- Trains New Partners?
- Lobby Sweep?
- Prepares Mocha?
- Solves Problems?
- Answers Customer Questions?
- Manages the Cash?
- Brews Iced Teas?
- Brews Iced Coffee?
- Brews Drip Coffee?
- Coaches Partners?
- Greets the Customers?
- Changes Dairy Carafes?
- Brews Whip Cream?
- Prepares Whip Cream?
- Mops The Floors?
- Marks/Labels the Cups?
- Warms Pastries?
- Prints/Labels the Cups?
Starbucks Playbook: A Simple Vision

**Goal State:** Consistent customer experiences enabled by a stable method of work and baristas engaged in continuous improvement.

- Customer focus prioritized.
- Lines of people and/or cars moving at quick and consistent pace.
- Customer areas stocked and maintained during all dayparts.
- Quality beverages delivered the first time, every time.
- Routines always used.
- Stocked stations maintained with inventory for this hour’s work.
- Team of baristas working together with role clarity
- Problems are elevated and solved as a team.
- Play Callers observe and coach often.
Build a company with a conscience, always attempting to make decisions through the lens of humanity.
Crossing the Divide

Land of Tell

Land of Coach
Paradigm Shift

ANXIETY  peace
Set an Intention

1. Learn

3. *Facts* not *fixes*

4. Process not people

5. Lens of the 7 wastes
Coaching to Improve Framework

1) What’s the current plan?
2) What’s the expected outcome?
3) Do we see the plan in action?
4) What is the gap?
5) What are the obstacles?
6) What’s the next step?
What’s My Problem?

My problem!

Target Condition

My problem!

Learner can’t see a way forward

Coach

Learner
What Kind of Coaching?

Skill Level

Expert

Beginner

Type of Problem

Simple

Complex

Job Instruction / Teaching Model

Coaching to Improve Routine

Both

Open Coaching / A3

Source: LEI Coaching Summit 2013
Who am I? What’s My Problem?

- Is the coach trying to solve the learner’s problem?
- Is the right kind of coaching being applied?
What Kind of Coaching?

1st Coach: How about some open ended questions!

Learner: I need job instruction!

Source: LEI Coaching Summit 2013
Joel Nimmo
district manager, Starbucks Coffee Company
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Questions
Thank you!