

BRING STRESS TO YOUR COACHEE

MCF CAFÉ

JUNE 2021



People learn most of the skills they need on the job

Four kinds of experiences reported by everyone who has been studied :



The Core of development is always the same – variety, adversity, jobs, people, courses, and hard times for which you're not quite ready

Eight Imperatives for effective development program*

At the core of all Korn Ferry's development work are 8 Imperatives of Development Program that are embedded in the design of our solutions. This is because they have been demonstrated to be the keys to creating and sustaining personal change as individuals progress on their development journeys.

Growth mindset – one has to care and own being curious and open.

Emotional intelligence is critical to understanding oneself and others.

Mindfulness quiets ego and creates space to choose a new approach.

Some **stress is needed** to move out of the comfort zone.

New experiences spark learning and lift our standards.

Deliberate practice and reflection create skill and embed change.

Behavioral commitments create sustained change.

Learning with others builds community and application.



* Korn Ferry Institute. (April, 2017). *Eight Imperatives of Impactful Leadership Development: How to break old routines and become more effective leaders*.

Do We Need Developmental Challenge / Heat ?

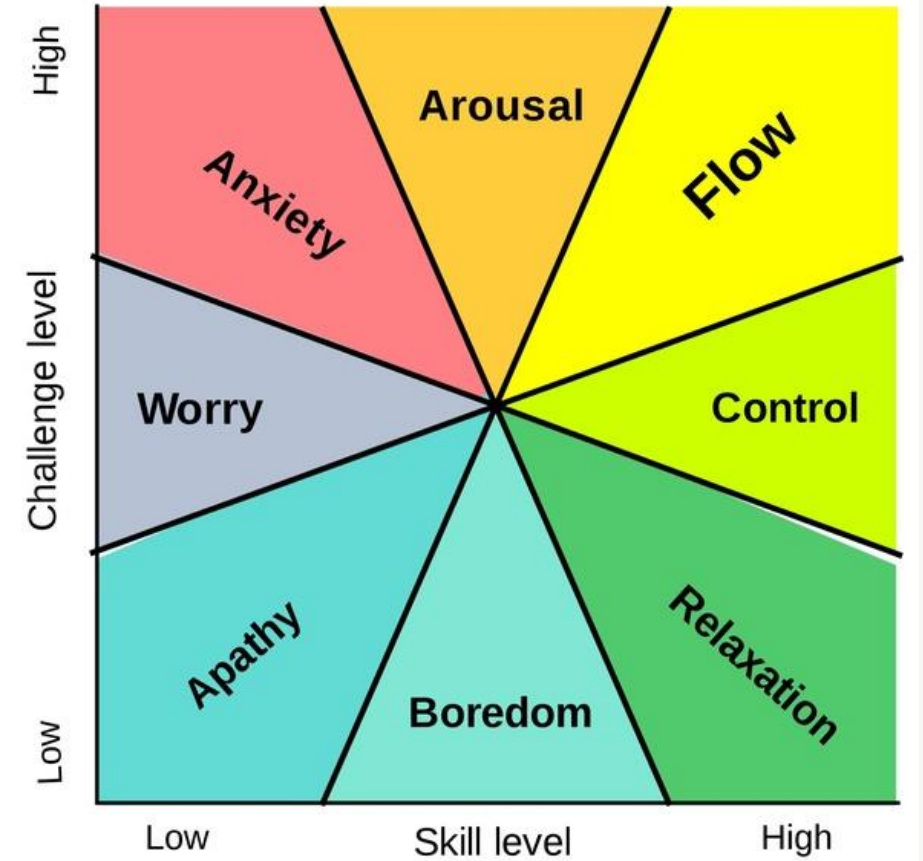
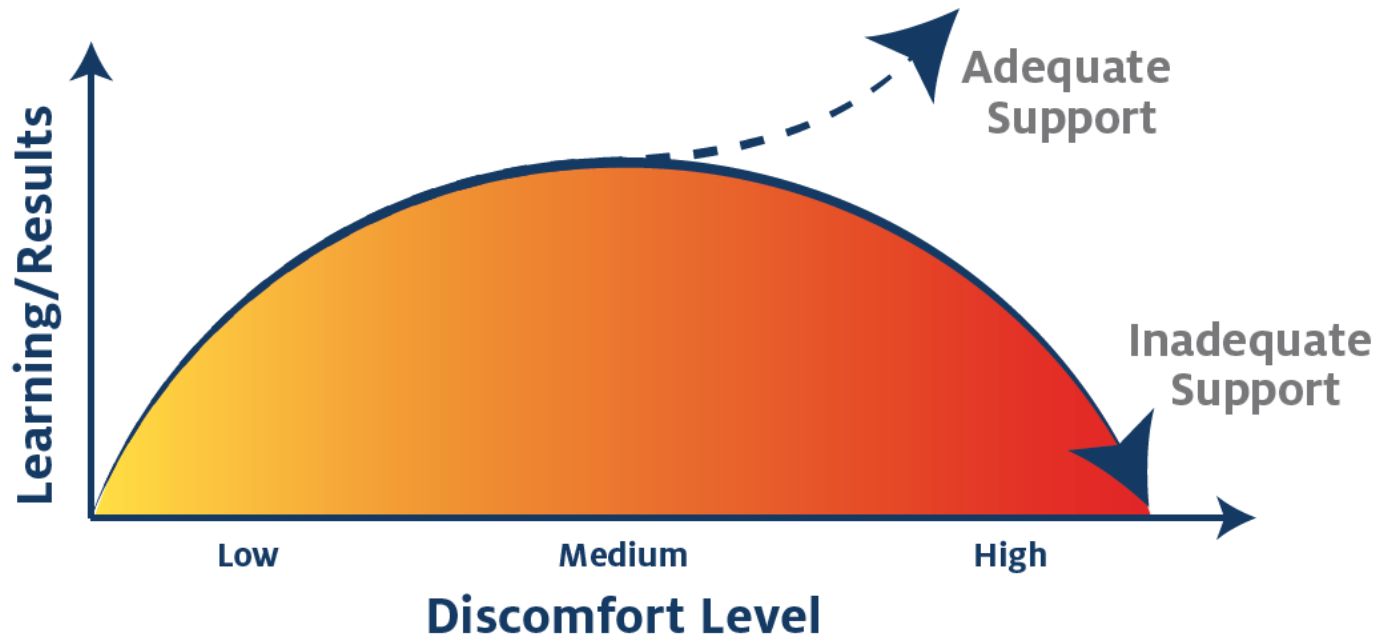


I consider it a dangerous misconception of mental hygiene to assume that what man needs in the first place is equilibrium or, as it is called in biology "homeostasis", i.e., a tensionless state. What man actually needs **is not a tensionless state** but rather the **striving and struggling** for a **worthwhile goal, a freely chosen task.**

~Viktor Frankl



Skill X Challenge



Criteria of Developmental Challenge

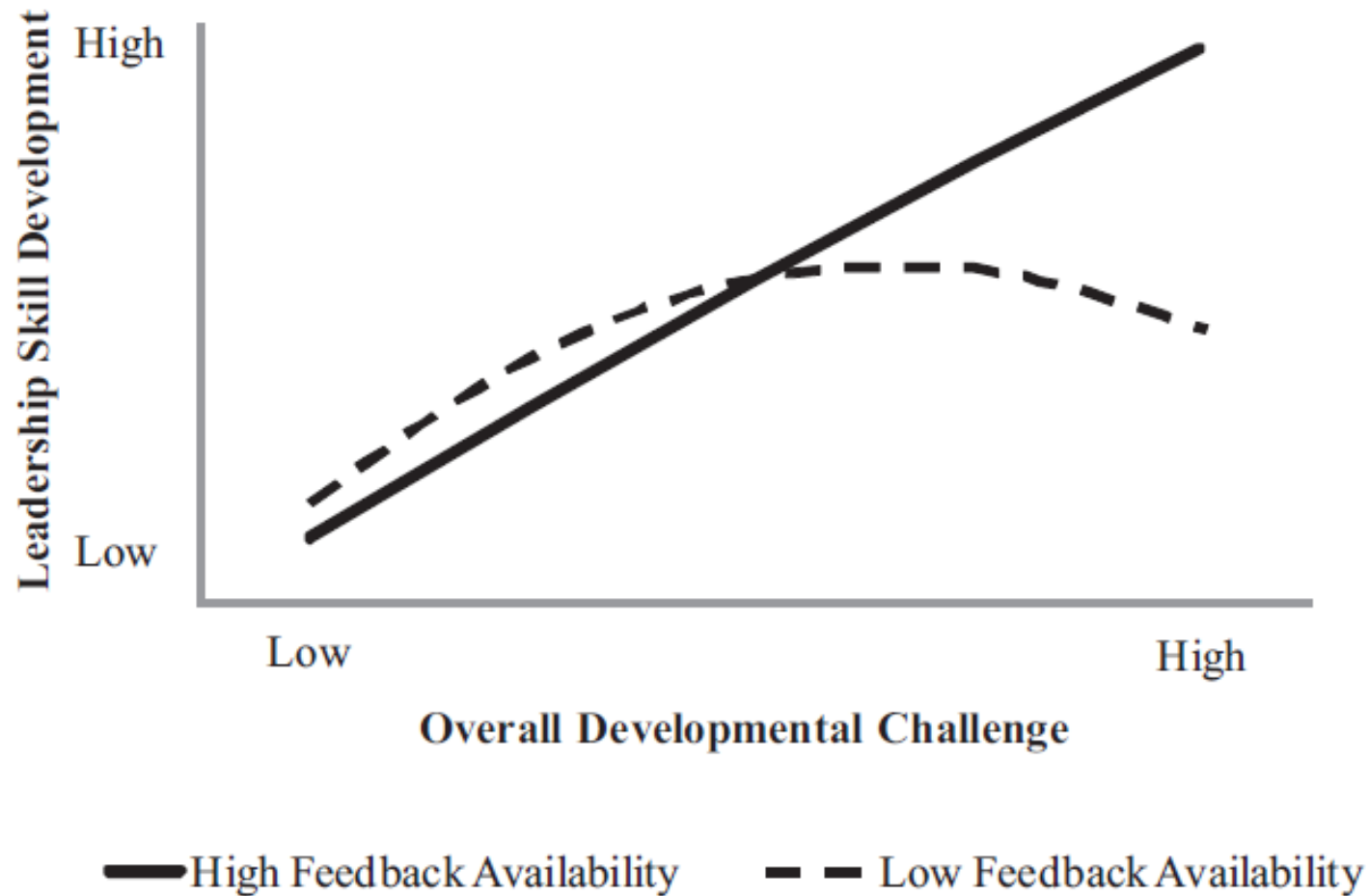
Table 1
Developmental Challenge

Characteristic of developmental challenge	Description	Examples
Unfamiliar responsibilities	<ul style="list-style-type: none">• Must handle novel responsibilities	<ul style="list-style-type: none">• Experience a major change in one's work role/position
Creating change	<ul style="list-style-type: none">• Create and facilitate change in the way business is conducted or in an employee's behavior, or fix a preexisting problem	<ul style="list-style-type: none">• Manage a new product launch or acquisition• Manage subordinate performance problems• Deal with inherited morale problems in a group
High levels of responsibility	<ul style="list-style-type: none">• Lead initiatives that are highly important to the organization and entail multiple functions, groups, or products/services	<ul style="list-style-type: none">• Secure financing for a key acquisition
Working across boundaries	<ul style="list-style-type: none">• Influence/manage people or processes for which one has no direct authority	<ul style="list-style-type: none">• Negotiate with a large customer• Assume responsibility for a nationwide initiative• Convince upper management to support a proposal
Managing diversity	<ul style="list-style-type: none">• Lead people from different cultures, gender, or racial or ethnic backgrounds	<ul style="list-style-type: none">• Manage key interactions with an important labor union• Lead a team dispersed across several continents• Lead a team with extensive gender and racial diversity

Type of Developmental Challenge/Heat

Unknown			
Problems			
Known			
	Known	Solutions	Unknown

The Importance of Coaching

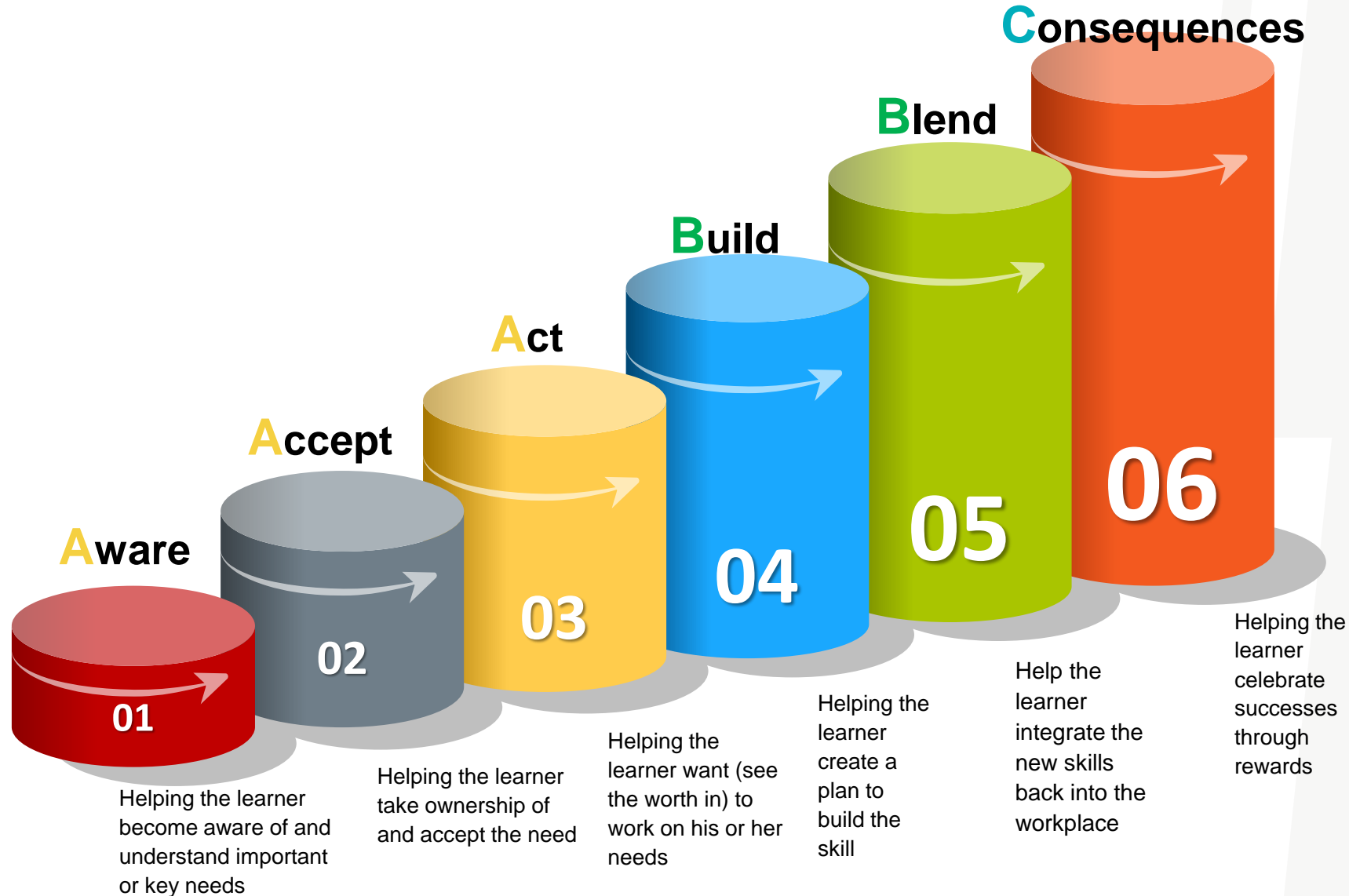


Developing People: It can be as easy as ABC

- Each step requires coaches to **apply a different set of skills**, use **different tools**, play **different roles**, and accomplish **different tasks**
- The **six steps** must be **accomplished in order**. You can't skip steps
- **Each phase builds a foundation for the next stage** to build on
- People **can and do get blocked at any step** and stay blocked for a long time, possibly forever

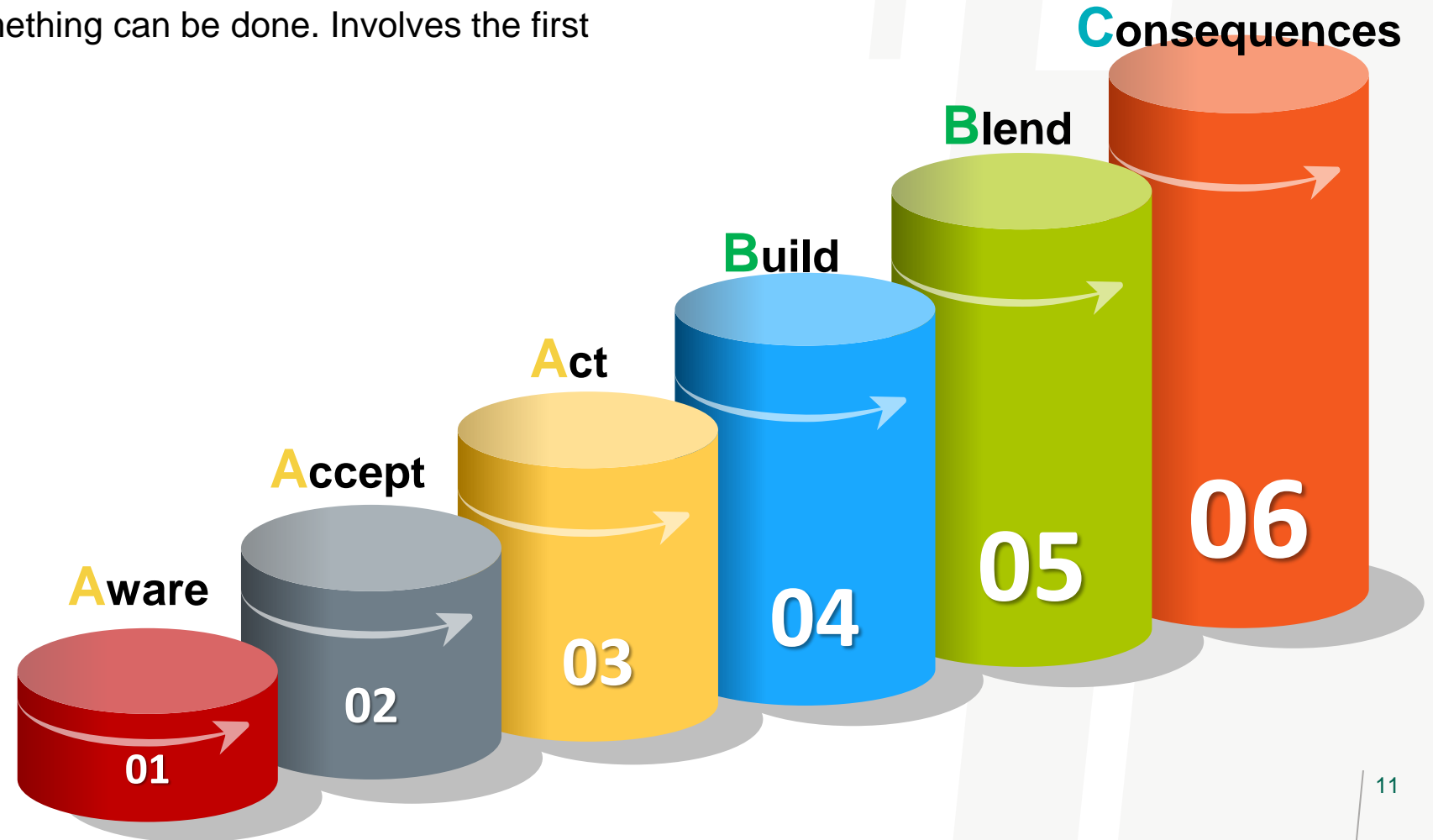


Developing People: ABC Model



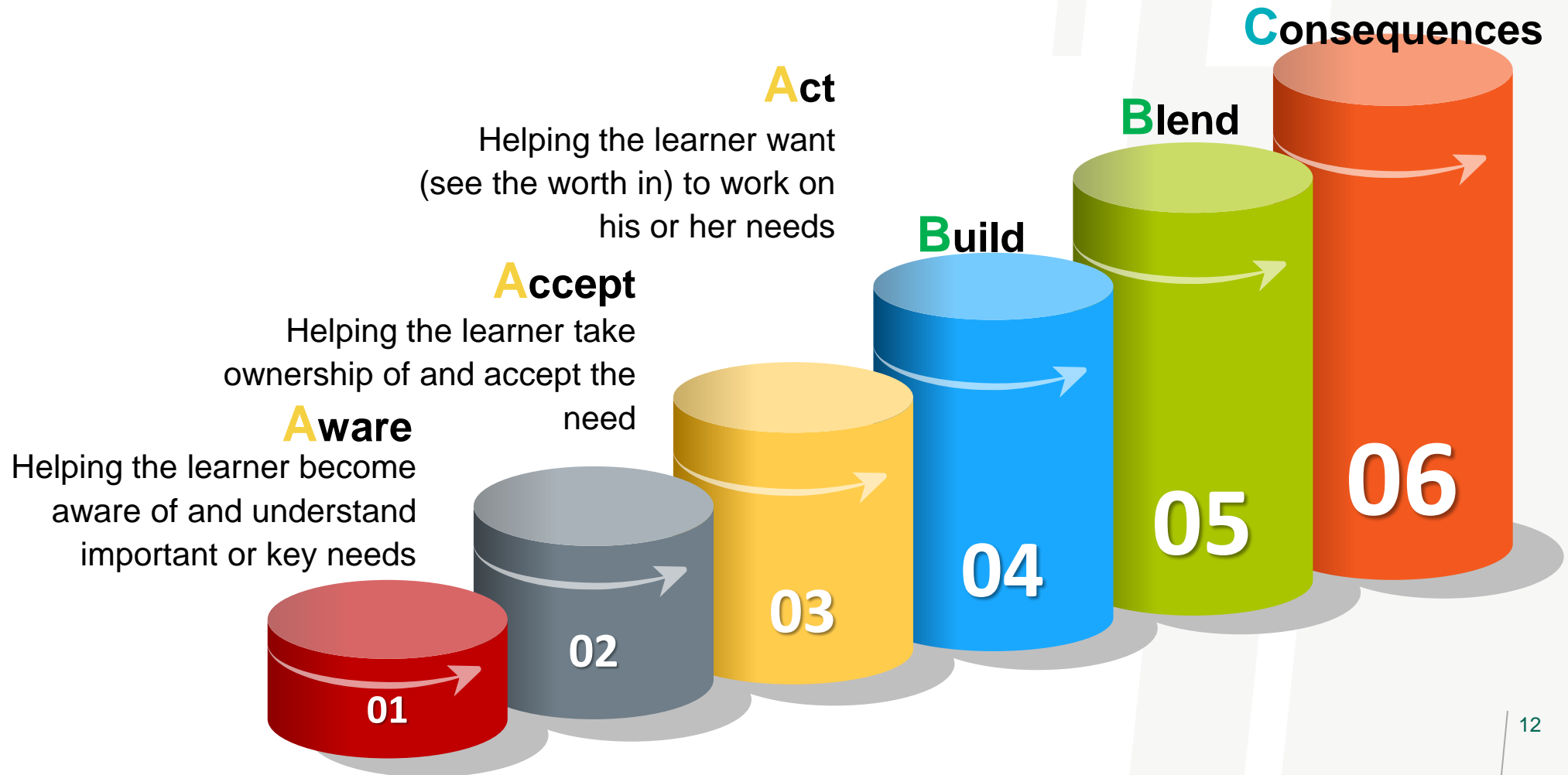
Developing People: It can be as easy as ABC

- **Goal One** is creating **A Motivated Adult with a Need** – a learner with a need in hand ready to do something about it with no defensiveness and the confidence that something can be done. Involves the first three steps (**A³**)



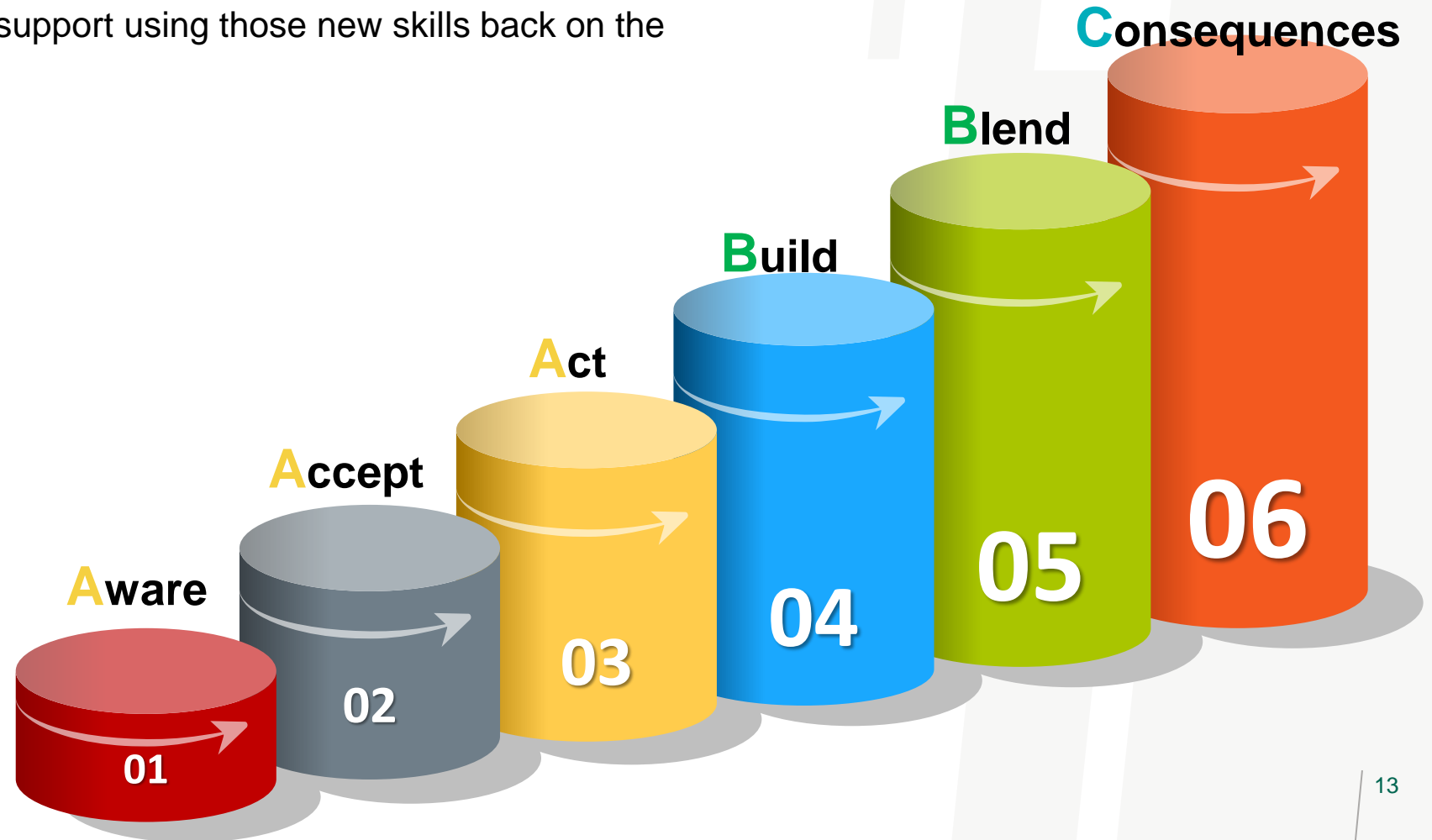
Developing People: It can be as easy as ABC

The First three steps **A³**



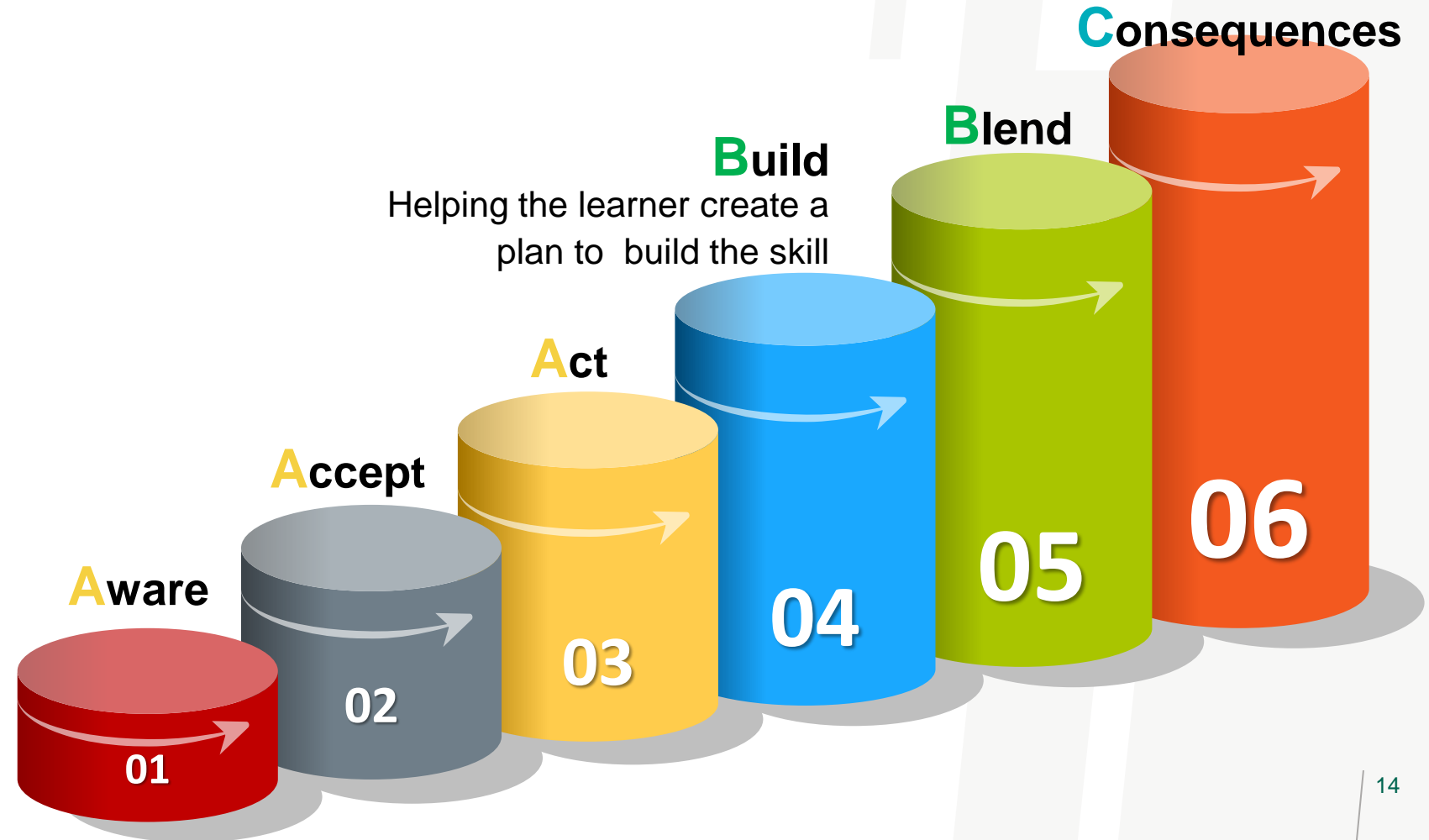
Developing People: It can be as easy as ABC

- **Goal two** is establishing **A Developmental Support System** that **works** – a system or process that helps the learner build and execute a plan that works and then support using those new skills back on the job. Involves the **B²** Steps



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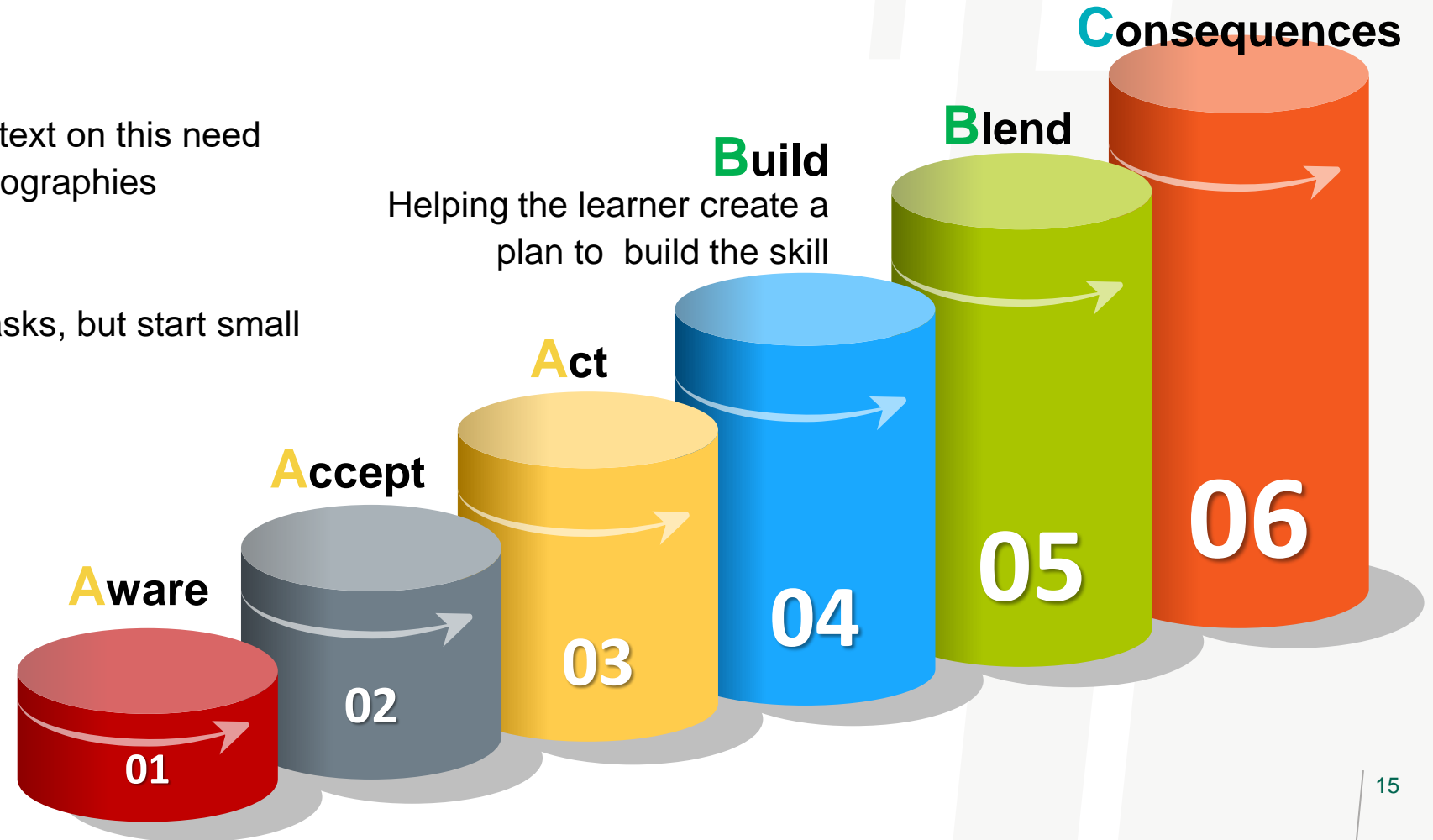
The **B²** steps



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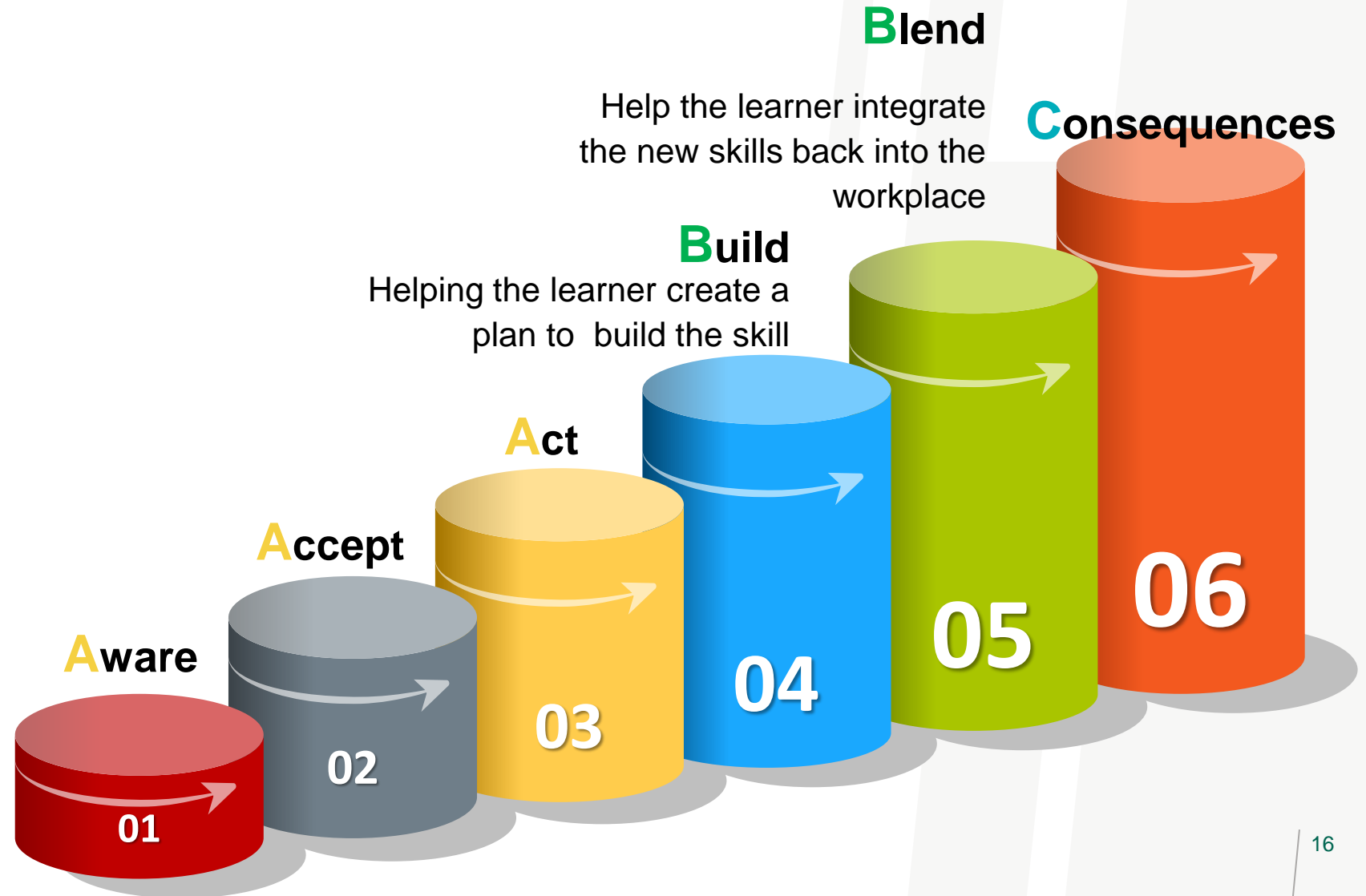
Universal Development Plan for any Competency

1. Get Specific
2. Creating the plan
3. Learning from others
4. Read the “bible” or master text on this need
5. Learn autobiographies & biographies
6. Learn from a course
7. Get a partner
8. Try something stretching tasks, but start small
9. Track your progress
10. Get Continuous feedback



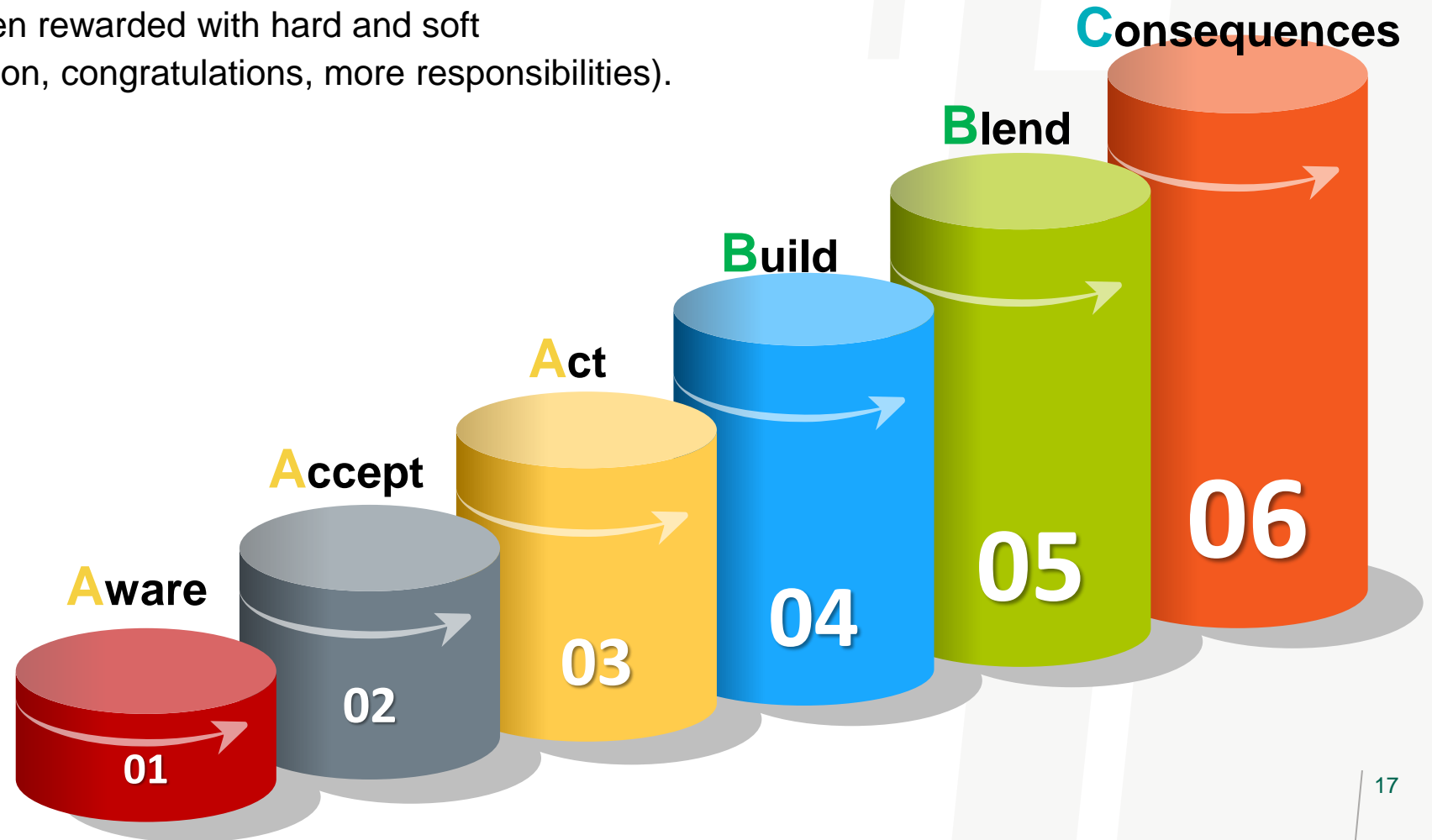
Developing People: It can be as easy as ABC

The **B²** steps



Developing People: It can be as easy as ABC

- **Goal three** is creating **A Recognition and Reward System that Works** – a learner is recognize for the effort and success of addressing the need and then rewarded with hard and soft consequences (pay, promotion, congratulations, more responsibilities). It involves the **C¹** Step

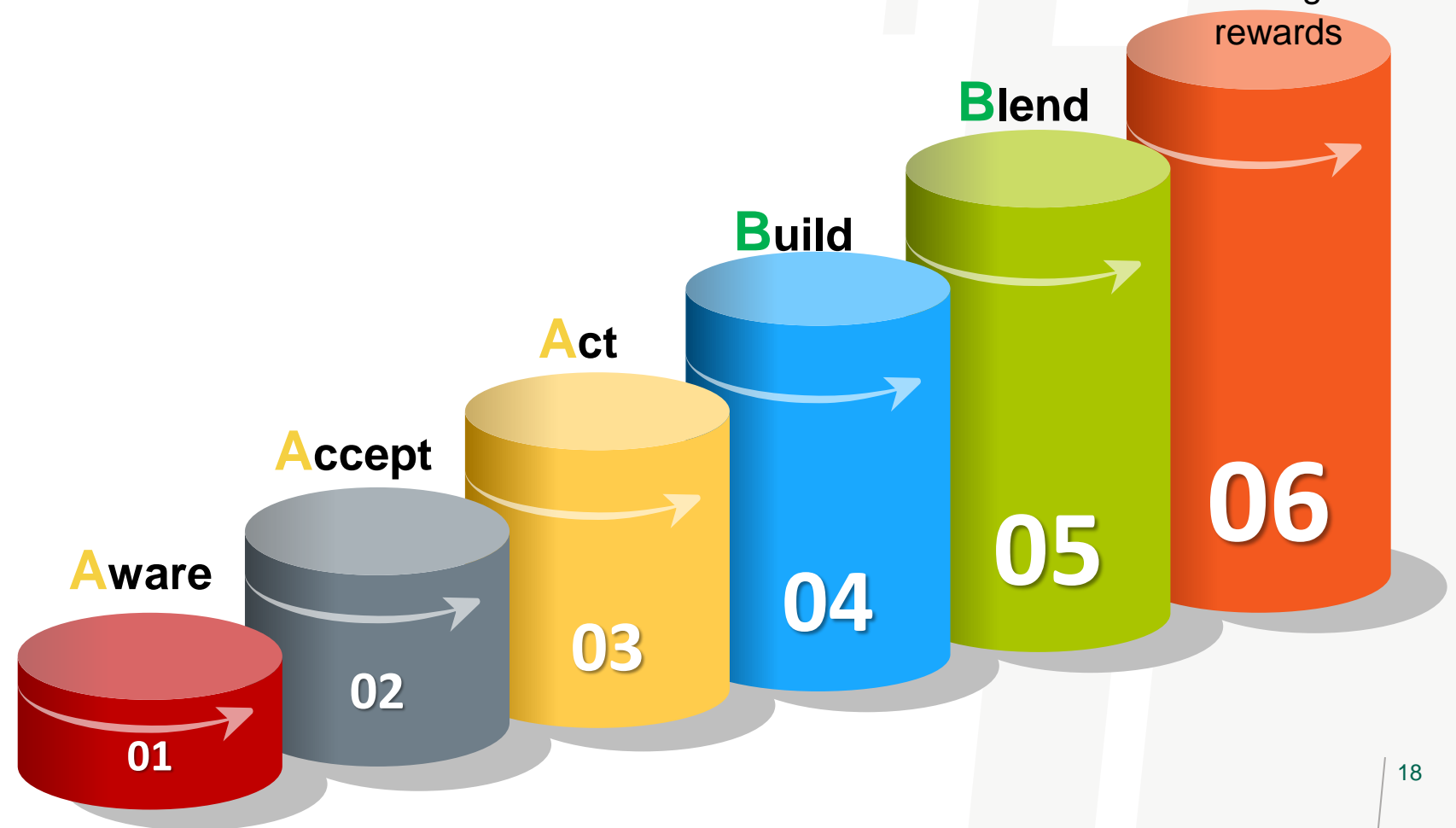


Developing People: It can be as easy as ABC

The **C¹** step

Consequences

Helping the learner
celebrate successes through
rewards



Thank you

