



CREATING COACHING CULTURES

LEADERSHIP TEAMWORK COMMUNICATION RESILIENCE ENGAGEMENT



 CRR Global



In a Coaching Culture...

1. Curiosity builds bridges.
2. Conflict is a sign that something new is trying to happen.
3. An intelligent team is a productive team.
4. Change is inevitable, so lead the charge.
5. “Leader” is a role that is shared in the system.

Engaging, Relevant and Cost Effective Solutions

All of our workshops are devised to increase the level of Relationship Systems Intelligence of the individuals while growing the collective level of the team or organization. One or more of the coaching culture benchmarks are addressed in the modules that comprise the Coaching Culture curriculum.

Based on the Experiential Learning Approach, our offerings are a hybrid of training, facilitation and team coaching, so they're engaging, relevant and cost effective. Individuals and teams are transformed by their experiences, *and* equipped to continue making progress once they're back in their regular work environments. We focus on both “how to be” and “what to do.”

Highly interactive, and tool-rich, every workshop provides research and theory to set the context, the introduction and training around a tool or process designed to help teams and organizations, followed by the opportunity to practice using those tools and processes in real-work situations. Bottom line? We coach teams and we train teams how to coach themselves.

Boards of directors say their CEOs need to work on mentoring skills, developing internal talent and sharing leadership through effective delegation.

The top areas that CEOs use coaching to improve: sharing leadership and delegation, conflict management, team building and mentoring.

Source: 2013 Executive Coaching Survey performed by Center for Leadership Development and Research for the Stanford Graduate School of Business.

Coaching Culture Benchmarks

At CRR Global, we define a Coaching Culture as one in which nine critical benchmarks are met. The following are listed in no particular order for it is assumed all are needed to create a sustainable coaching culture.

Everyone Is Right...Partially

In a coaching culture, it's possible to hear all the voices in the system and recognize each holds a critical perspective for the system. Opinions aren't "wrong" even if they're unpopular. They're just information.

Celebrate Diversity

In a coaching culture, people actively seek out diverse people, ideas, perspectives and experiences. They share control and trust others to deliver, even though they may operate very differently from themselves.

Embrace Conflict

In a coaching culture, conflict is recognized as a signal that something new is trying to happen. Embracing conflict is a strategy to manage change constructively. How we interact while change is happening is more important than the change itself.

Share Power

In a coaching culture, information, resources, decision making and credit are shared. Leaders are careful not to "pull rank." Mentoring and coaching is leveraged to increase individual capacity thus improving the collective capacity of the system.

Communicate Effectively

Coaching cultures don't tolerate or support toxic communication patterns and avoid blaming, defensiveness, stonewalling and contempt. Instead they promote openness, trust, vulnerability and curiosity.

Share Responsibility

In a coaching culture, partners are co-responsible for each other's success and failure and hold one another accountable. Accountability is the keystone to developing trust and delivering results.

Embrace Change

In a coaching culture, there is a shared awareness that people respond to change differently and so unique perspectives are honored. Change is not feared, but welcomed, in part because the system has established protocols for managing change.

Seek Clarity

In a coaching culture there are well-defined and shared values that inspire positive actions. There is a shared optimism for the future. Members of the team or organization are clear about their roles and responsibilities and how they align with those values.

Share Knowledge

In a coaching culture, everyone recognizes the value of sharing information. Having critical conversations creates a knowledge pool that benefits all the participants.

Solid Foundations and a Time-Tested Approach

CRR Global is an ICF accredited coach training school. We know coaching. And we know how to train others to use coaching skills whether they're professional Coaches or managers seeking a better way to work with their colleagues.

Our Coaching Culture curriculum is based on Systems Theory, Process Work, OD Theory, Family Systems Therapy, Alternative Dispute Resolution, Quantum Physics, Co-Active Coaching™, and Taoism. At its core is the study of Relationship Systems Intelligence.

Relationship Systems Intelligence™ (RSI) is the ability to identify with and collaborate with groups, teams, communities and other social systems. Relationship Systems Intelligence is a key component of a Coaching Culture, and every one of our workshops and coaching engagements focuses in some way on increasing the level of Relationship Systems Intelligence in the Team and in every member of the Team.

Curiosity Builds Bridges

DIVERSITY EMPATHY KNOWLEDGE SHARING

The Coaching Culture is a framework which leverages the interdependent relationships among team members to support the collective potential of the team. The development of coaching skills in a team system accelerates its creativity, connection and performance leaving it with the edge needed to succeed in today's dynamic business environment.

It helps equip leaders, teams and organizations with a mental model and mindset to access the raw potential in a team allowing its inherent intelligence and creativity to emerge.

And one of the most powerful tools for reaching that potential is Curiosity. Curiosity trumps judgment, bias, blaming and a whole host of other negative behaviors.

Tackle These Team and Organizational Issues

You will leverage Relationship Systems Intelligence to tackle some of the common ailments that plague work environments:

- Siloing
- Tribalism
- Knowledge Hoarding
- Intolerance (generational, cultural, work style or other)

Outcomes from Curiosity Builds Bridges Workshops

- Build Empathy
- Break Down Silos
- Share Knowledge
- Begin to Actively Seek Diversity

My Land, Your Land, Our Land

Stretching our awareness into the separate and different reality of another person or teams builds understanding and appreciation between organizational departments or branches. For example, the rules, politics, values, and challenges from the geography of Accounting are very different from that of the Executive Director, which again is very different from the Land of Sales.

Designed Team Alliances

Team members openly discuss what it is that they want for their relationship or culture; how they want it to feel, what values they want the culture to express, etc. The focus is not how they want OTHERS to be, but how THEY can commit to certain behaviors.

Constellations

The Informal Constellation is extremely useful for getting a snapshot of the system at any given moment in time. It is a very rapid way of having a group "vote with their feet," bypassing words, and allowing a nonverbal view of a system's relationship to a topic to emerge.



One and two-day workshops. Custom workshops are also available. All workshops include team coaching as a component.

Conflict = Something New Trying to Happen

COMMUNICATION FEEDBACK CLARITY ROLES

Organizations with a coaching culture show an elevated level of interconnectedness that leads to a higher level of trust. This in turn enables the team to create new and better ways of working together. It stimulates inspiration, positivity and innovation.

When conflicts arise, it is seen as a signal that something new is trying to happen. It's not perceived as a personal attack or political machinations.

Coaching Cultures use conflict in a constructive manner, harnessing the creative potential of diversity while paving the way for emerging change. Trust and interconnectedness are created through meaningful and honest dialogue, which can only be had when fear is absent. It is cemented by trusting the positive intentions of one's colleagues and intentionally looking for these. Teams with a high level of trust are more likely to become top performers.

Tackle These Team and Organizational Issues

You will leverage Relationship Systems Intelligence to tackle some of the common ailments that plague work environments:

- Poor or No Communication
- Conflict Avoidance
- Constant Unresolved Conflict
- Lack of Accountability
- Negative Gossip

Outcomes from Constructive Conflict Workshops

- Provide Productive Feedback
- Constructive Conflict
- Shared Vision
- Clarity About Roles & Responsibilities

Alignment Work

Alignment is always possible to the extent that people will avail themselves of it. This is not the same as agreement or harmony. Alignment is about consciously agreeing to move in the same direction. It has to do with serving a common goal.

Team Toxins

Explore the impact of and learn the best ways to handle the four most toxic behaviors on teams. Blaming, Defensiveness, Contempt and Stonewalling.

Rank, Power & Revenge

The concept of rank or privilege describes the conscious or unconscious use of power. Rank can come from many things and everyone has rank in some way. Revenge occurs when rank is used unconsciously and others look for ways to even the playing field.

CEOs' greatest area of concern is in improving their conflict management skills, with 43% rating it the most important skill for a CEO. That's because by the time an issue hits their desk, the easy solutions have been tried and multiple constituencies are involved.

Source: 2013 Executive Coaching Survey performed by the Stanford Business Graduate School.

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Intelligent Teams Are Productive Teams

ENGAGEMENT TEAMWORK INNOVATION

Did you ever stop to think that we spend over half our waking lives at work? There's every reason to make sure that we can be (and help others to be) happy and fulfilled by our work. Not only is humane and the right thing to do, but it turns out to be a financially strategic for organizations to strive for a satisfied and engaged workforce.

The premise is simple: positive psychology tells us that we are more creative and intelligent when our brains are flooded with happiness instead of anger, fear or stress. And that when we are working in alignment with our own and our organizational values, we're just about unstoppable.

Tackle These Team and Organizational Issues

You will leverage Relationship Systems Intelligence to tackle some of the common ailments that plague work environments:

- Burnout
- Low Morale
- Low Productivity
- Lack of Innovation
- High Turnover

Outcomes from Happy Teams Workshops

- High team morale and trust
- Open communication
- Constructive conflict
- Creativity and innovation
- Creating values-based cultures

Discover Happiness @ Work

Discover Happiness @ Work combines a world-class survey (from the creator of the Happy Planet Index) with an interactive, results delivery workshop. It's designed to scale from small teams to large organizations, and focuses on what's working with your group as well as which areas need help, like: Sense of Progress, Ability to Express Oneself, Vitality, Social Value, Positive Relationships, Management Systems, etc.

The Values Wheel

Connecting deeply to organizational values is both an aligning process and a way to seek clarity in priorities and problem solving. Teams learn a method by which they can consciously and intentionally pass on organizational values to new hires, while providing a structure for brainstorming solutions that are in alignment with those values.



One and two-day workshops. Custom workshops are also available. All workshops include team coaching as a component.

Change: Lead the Charge

RESILIENCE CULTURE ADAPTATION

In a coaching culture, team members see themselves as part of a larger system, creating an impact and being impacted in a dynamic, interconnected flow. That equips them to navigate the tides of change and human interactions more effectively and skillfully, and with greater benefit to the team systems of which we are part. The result is high performing teams.

Change is the new normal. In a 2008 study of 15,000 CEOs, nearly 60% stated they were ill-equipped to deal with the volume and frequency of organizational change. The number one area in which they struggled? The “soft stuff.”

Tackle These Team and Organizational Issues

You will leverage Relationship Systems Intelligence to tackle some of the common ailments that plague work environments:

- Mergers & Acquisitions
- Reorganizations
- Culture Shifts
- Resistance to Change
- High Turnover

Outcomes from Change Workshops

- Increase Resilience
- Awareness of Tempo and Rhythm of Change
- Decrease Anxiety about Change
- Understand Resistance to Change

Leapers, Bridge Builders and Tradition Holders

Sharing a vision, gaining consensus, and dealing with a diverse population insofar as their personal styles around change require special skills. The course, “Leapers, Bridge Builders and Tradition Holders” is one of many CRR Global modules that can help organizations, departments and individuals negotiate change.

Edge Work

Just as individuals have edges, relationship systems have edges as well. System edges occur when individuals within the system challenge the primary identity of the system. For example “we” have been a family business, now we’re being acquired by a large corporate entity.

Myth Change

New myths are constantly being forced on organizations and teams. The impact of global economic failure forced new myths on just about every business enterprise on the planet. The old *raison d’être* for the system is gone and unless the system can find a new way of being it will dissolve. A myth change essentially creates a crisis of identity. Teams that learn how to author a new myth can survive these changes.

One and two-day workshops. Custom workshops are also available. All workshops include team coaching as a component.



Leadership Is a Role That is Shared in the System

ACCOUNTABILITY EMPOWERMENT DELEGATION

For teams and organizations to operate successfully we must move away from the traditional top-down management model to more distributed forms of leadership. A coaching culture enables distribution of the leadership role throughout the team/organization, evening out the load, removing bottlenecks and avoiding leader burnout.

This fortifies the feeling of common goals and helps draw upon the various skills available in the team. Because it distributes leadership it is a fast track to leadership development in the organization.

Tackle These Team and Organizational Issues

You will leverage Relationship Systems Intelligence to tackle some of the common ailments that plague work environments:

- Succession Planning
- Leading from all Levels
- Lack of Accountability
- Lack of Innovation

Outcomes from Leadership Workshops

- Leadership Pipeline for Future Growth
- Improved Coaching Skills for Managers
- Improved Delegation
- Greater Accountability

Systems Inspired Leadership

No matter what kind of work you do, you, your clients, vendors, investors, and employees are always in relationship. Companies work with a bewildering array of reporting structures, client contacts, team meetings, cross departmental communications, and colleague collaborations - all of which require good relationship skills to be successful.

Leaders with coaching skills are able to co-create work environments that facilitate productive human interactions, leverage conflict creatively, retain valuable workers, and accommodate constant change, while still supporting operational and business objectives.

In this Coaching Culture workshop, appropriate for C-suite executives, managers and staff alike, participants will learn and practice these crucial coaching tools/skills: Designing Team Alliances, Embracing Conflict and Revealing the System.



One and two-day workshops. Custom workshops are also available. All workshops include team coaching as a component.

Stand-Alone Coaching

TEAM COACHING**EXECUTIVE COACHING****CUSTOM WORKSHOPS**

Organizational and Team Coaching

The beauty of Organization and Relationship Systems Coaching is that it supports both small and large-scale coaching engagements: entire departments, divisions, even organizations can benefit from real-time interventions around culture, leadership, change and conflict management.

ORSC Team and Organizational Coaching can be done in person or via teleconferences depending on the client need and the geographic location(s) of the team members.

Custom Training & Coaching Engagements

CRR Global is proud to have collaborated with many of our clients to co-create original training and development curriculum, then support those trained to deliver it (train-the-trainer). Some partners have licensed existing curriculum while others have consulted with us to design a custom solution.

CRR Global's curriculum works well with other training and coaching modalities and is robust enough to support a vast array of development initiatives.

Executive Coaching

CRR Global maintains a deep and experienced bench of ORSC (Organization & Relationship Systems Certified) Blue Ribbon Coaches who bring a relationship systems focus to their one-on-one and one-on-two coaching sessions.

ORSC is made for relationships. Whether they're coaching a C-level executive, a new manager and her direct report, or co-owners of a small organization, the ORSC approach can make a system-wide impact.



“CRR Global was chosen to help create the Masonic Leadership Project which encouraged nearly 1,000 members to explore Masonic leadership values. This work will allow us to create leadership training and help our members lead positive change.

CRR Global was innovative, collaborative, and responsive. Their 97% client satisfaction score is well-earned.”

Andrew Ueling
VP Human Resources
Grand Lodge of the
Freemasons of California

“Of all the training I've participated in over the years, CRR Global's is by far the most valuable and will enhance my team immeasurably!”

Karen Green
EVP Strategy Direction
Leo Burnett

Partial Client List

- Bank of America
- Cisco
- IBM
- Boeing
- United Emirates Bank
- Georgetown University
- Janssen Pharmaceuticals
- Environmental Protection Agency
- US State Department
- Grand Canyon National Park
- Full Circle Group (FCG)
- Kaiser Permanente
- Alameda County



Organizations whose leaders lack the mindsets and behaviors of coaching may be less innovative because they are unable to take advantage of the full range of ideas at all levels of an organization.

They may lose key employees by not adequately developing them and keeping them sufficiently engaged. They may not meet current strategic goals because they do not effectively harness the collective capabilities of the employee.

Source: Accenture White Paper: Developing a Coaching Culture

To learn more about how CRR Global can create a Coaching Culture in your organization, contact us at info@crrglobal.com.



Organizations that effectively prepare managers to coach are 130% more likely to realize stronger business results and 39% stronger employee results through engagement, productivity and customer service.

Additionally, organizations whose senior leaders “very frequently” make an effort to coach others have 21% higher business results.

Source: Bersin & Associates, High-Impact Performance Management: Maximizing Performance Coaching