

# Triple Impact Coaching

June 8, 2009

Organizational Development Network of  
Ottawa-Outaouais

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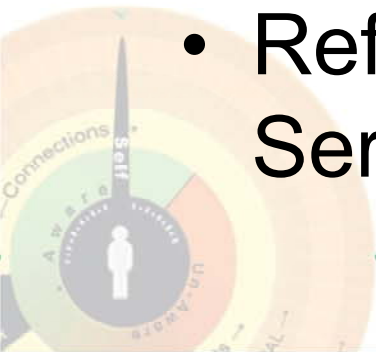
250-382-1908 after July 25, 2009

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# Objectives

- Provide you with an overview of the Triple Impact Coaching Model
- Learn how the model is used to help create a culture of Triple Impact Coaching
- Reflect on your Use of Self in providing Service Excellence in your OD practice.



# Agenda

- Triple Impact Coaching: Use of Self in the Coaching Process
- Examples:
  - Service Excellence
  - HR Development
  - Coachingourselves
- Reflecting on Service Excellence in our OD Practice
- Application to our OD Practice

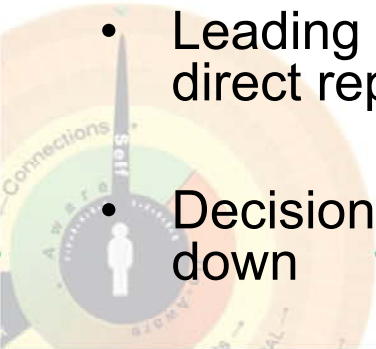


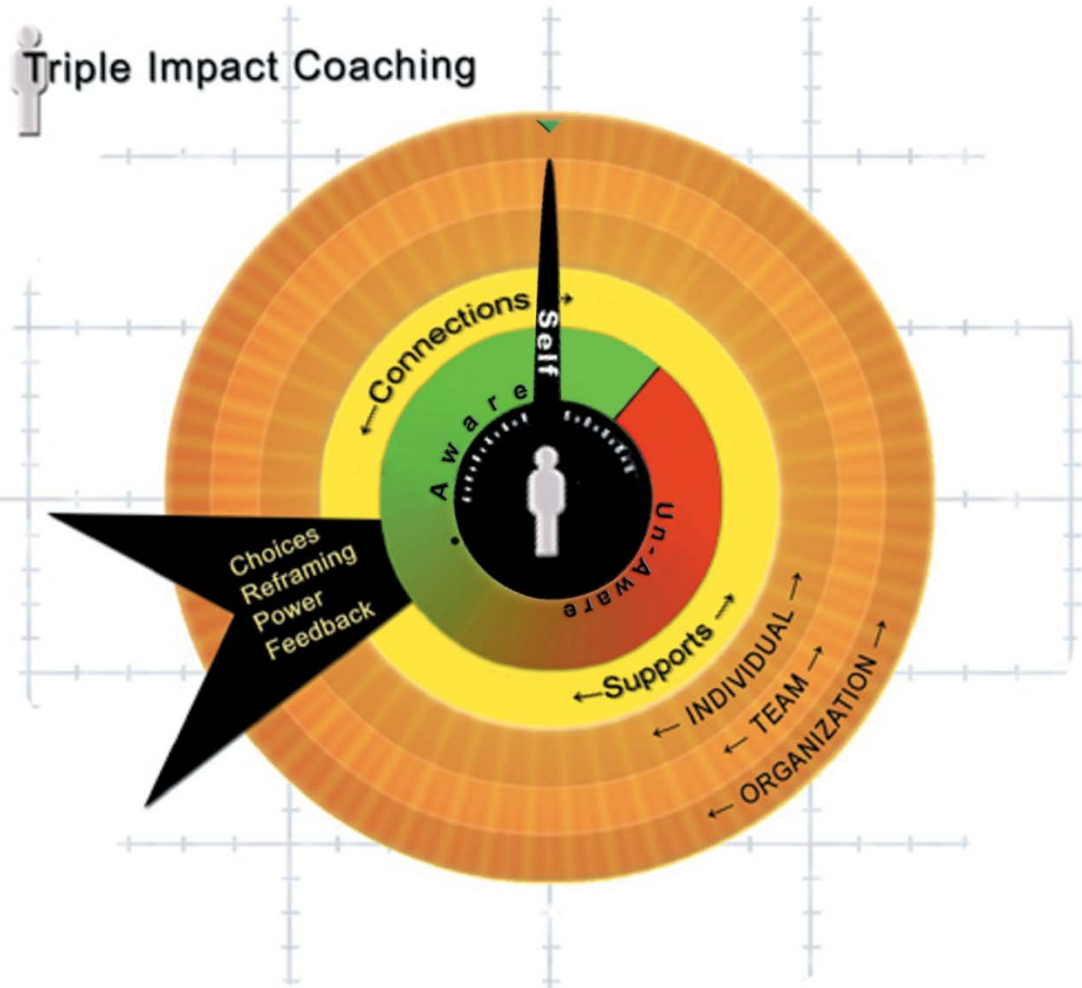
# Paradigm Shifts

From

To

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Functional &amp; Expert Focus</li> <li>• Senior Teams: short term focus, reactive, dual role strategic and operational</li> <li>• Managers: Taking care of my group</li> <li>• Business Process Improvement, cost savings and reductions</li> <li>• Leading teams with span of 6 direct reports</li> <li>• Decision making hierarchy, top down</li> </ul> | <ul style="list-style-type: none"> <li>• One Company Focus</li> <li>• Senior Teams: long term focus, proactive, strategic</li> <li>• Managers: Taking care of each other</li> <li>• Service Excellence             <ul style="list-style-type: none"> <li>– Employee Engagement</li> <li>– Client Engagement</li> <li>– Operational Excellence</li> </ul> </li> <li>• Leading larger teams, with influence</li> <li>• Decision Making at lowest responsible level</li> </ul> |
|--|--|



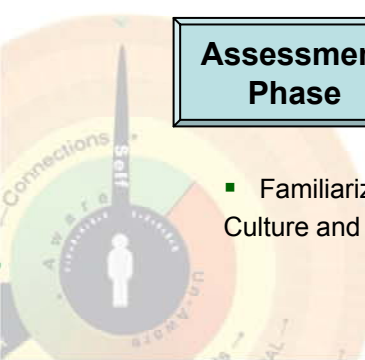
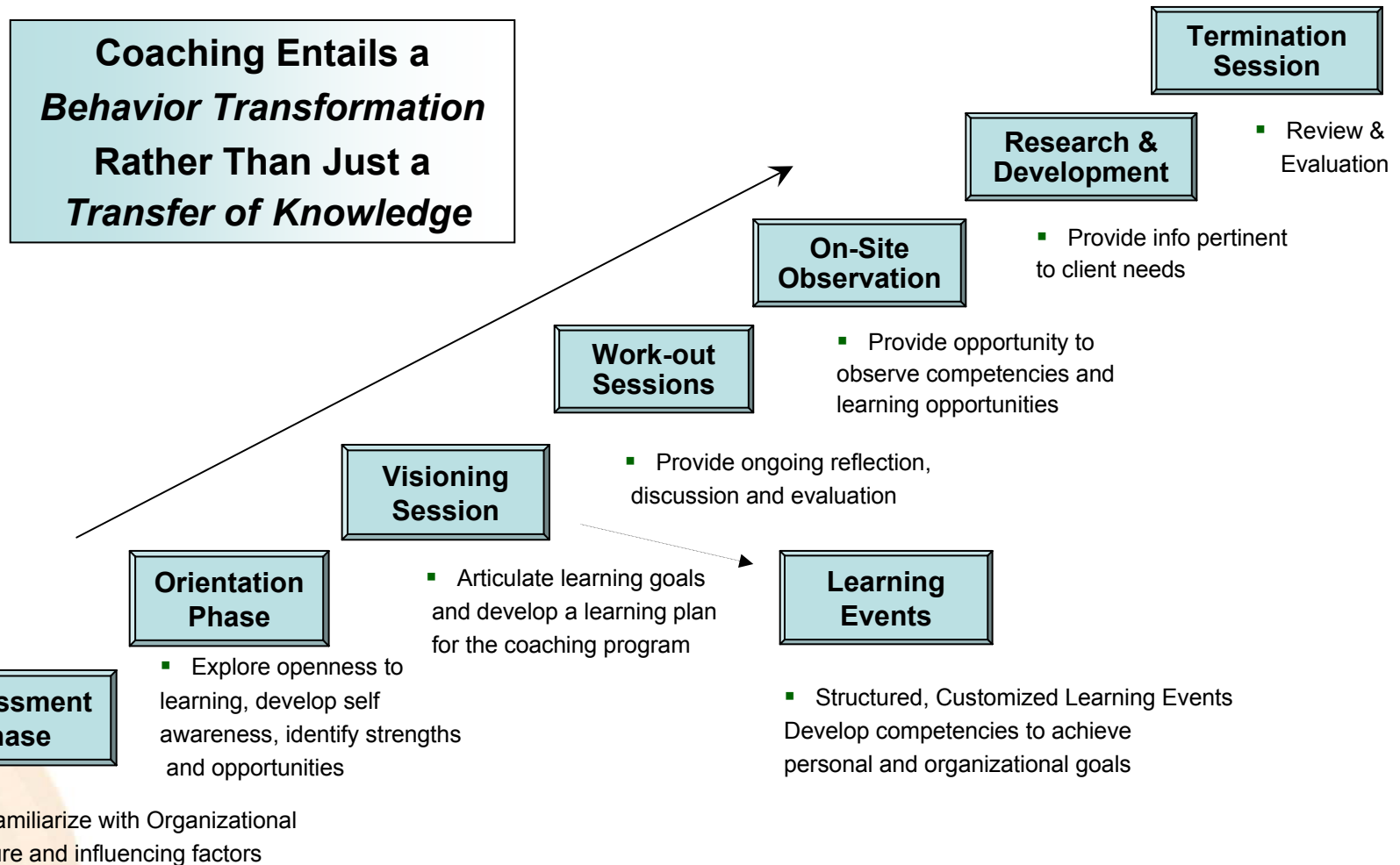


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TRIPLE IMPACT COACHING

[www.patwellconsulting.com](http://www.patwellconsulting.com)

# Triple Impact Coaching Process



# Coaching Program Overview

## Day 1

### My Self as Coach

Triple Impact Coaching  
Model

At Our Best Interviews

The Difference Between  
Coaching and Mentoring

MBTI (Coaching & Change)

Choices

Agency and Self Efficacy

Support Systems

## Day 2

### Coaching Others

FIRO B

Let Your Fingers Do The  
Talking

Feedback

Appreciating Differences

Reframing

Support Systems

## Day 3

### Team Coaching

Connections

Managing on the Edges

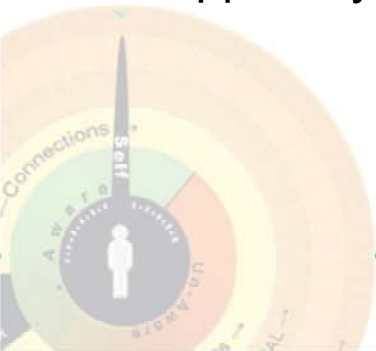
Change Style Indicator

Case Studies

Coaching Conversations

Envisioning Success

Development Plan



A coach must:

- be a good listener
- be empathetic and able to walk in someone else's shoes
- be able to communicate with tact and sensitivity
- have the skills and experience that the coachee respects and believes will help them
- be able to adapt to the culture of the organization to provide practical, realistic solutions that help people learn and grow
- be flexible and capable of changing their coaching approach if it is not working
- have a sense of humor... this always helps!



# What is the difference between coaching and mentoring?



## Coach

- 1 - Learning is primarily focused on developing **competencies**
- 2 - Technical or professional focus
- 3 - Typically **performance driven** with emphasis on setting goals, taking action and sustaining changes over time
- 4 - **Professional** interaction or relationship between coach and employee
- 5 - **Inspires respect** for competence
- 6 - **Short-term** development

## Mentor

- 1 - Learning is focused on developing **values & attitudes**
- 2 - Technical, professional and **political** focus i.e. introduction into influence networks
- 3 - More **vision driven** providing exchange of wisdom, support, learning or guidance to achieve strategic business goals
- 4 - **Privileged** relationship with one person and can be a formal or informal relationship
- 5 - **Is** a role model
- 6 - **Long-term** development



# Types of Coaching

- **Individual Coaching: Understanding My Self**
  - This takes place between the manager and their direct employee. The manager coaches an employee by providing support for training, knowledge transfer, skill development, or assistance during a transition.
- **Team Coaching: Coaching Others**
  - Like a hockey coach, the manager communicates a vision and helps each team member understand their role. Team coaching leverages the strengths of team members to achieve their desired objectives. Team coaching builds high-performance teams.
- **Organizational Coaching: Coaching Others to Coach Others**
  - Leaders often work on projects or company challenges that impact the entire organization. Large scale change requires that leaders/managers coach their employees who in turn coach their people. One important aspect of Organizational Coaching is to help leaders understand how their beliefs, words and actions influences the changes and impact they want to make. Coaching helps leaders become more intentional.



# HR Advisor Development Program

## December

*November 24*

### **Kick Off Meeting**

Program Briefing  
Pre-work package

*December 15 & 16*

### **Use of Self as an HR Advisor**

## January to May

*January*

### **Leading and Managing Change Workshop**

*May*

### **Integration, Impact and Action Workshop**

## June

*June*

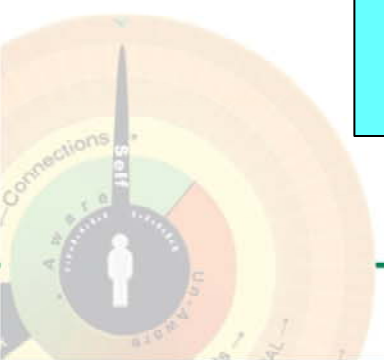
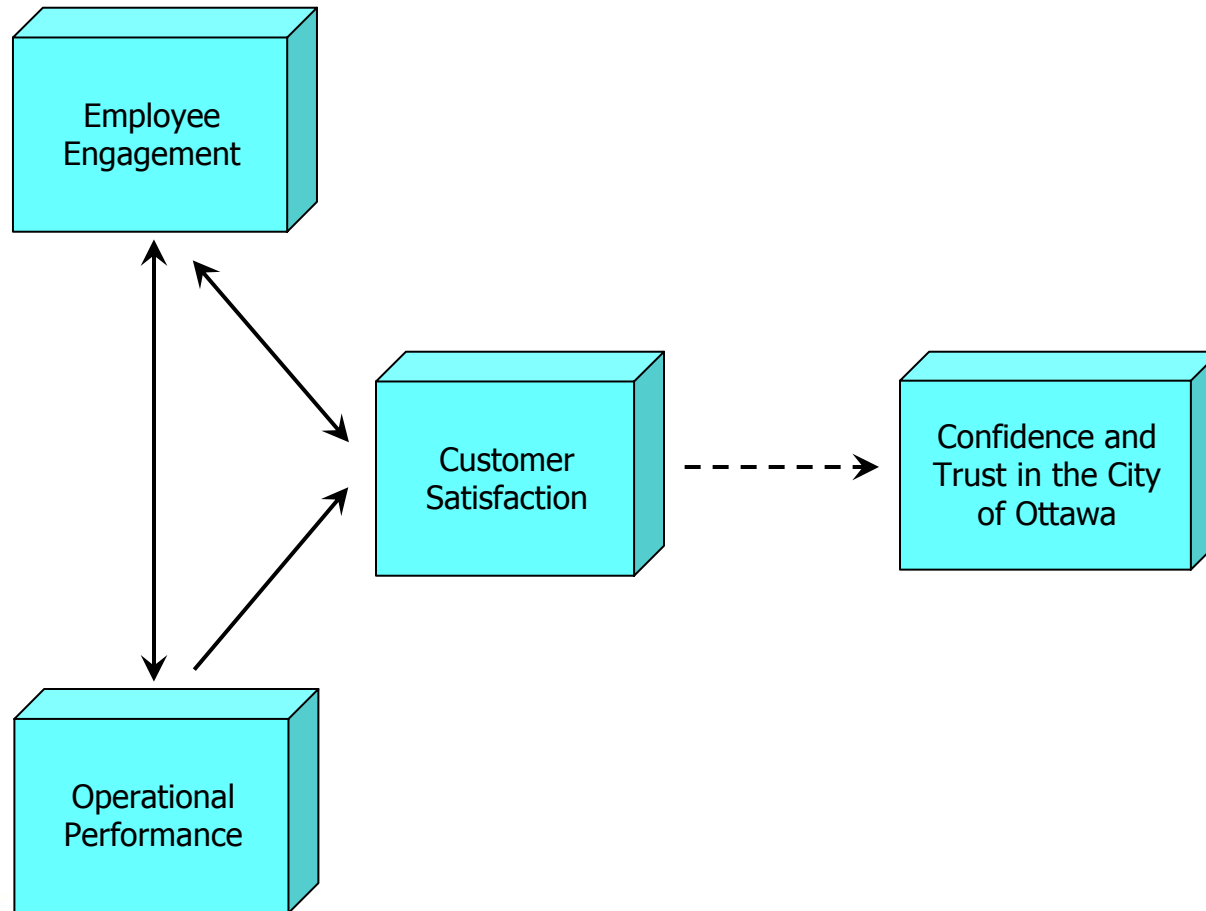
### **Report and Recommendations for next steps**

**HR Mentors to provide “coach the coach” sessions  
on technical HR**

**Learning Clusters**

**CoachingOurselves Toolkit**





# Evaluating Service

<b>Service Excellence</b>	<b>How consistent was the delivery of the service?</b>	<b>Who or what was the focus of this transaction?</b>	<b>What was the value added?</b>	<b>What made this a WOW experience for the customer?</b>
Expected Service				
OW Experience				

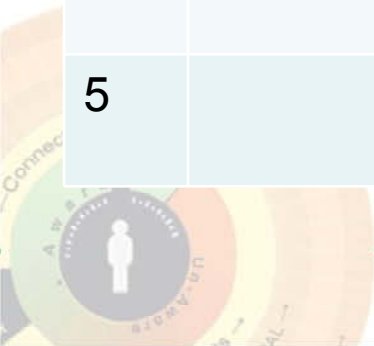


# Moments of Truth Exercise

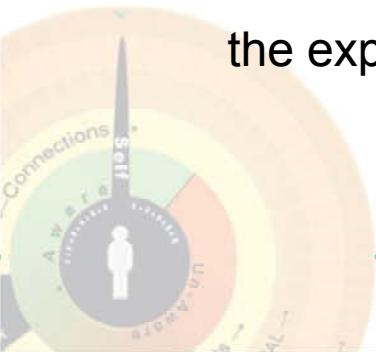
Service Delivered:

	<b>Steps in the process of delivering service</b>	<b>Experience at each step</b>	<b>Score + or –</b>	<b>Comments</b>
1				
2				
3				
4				
5				

**Scale:**  
 Less than 80% : Did not meet my expectations  
 80-100%: Met my expectations  
 100% plus: Surpassed my expectations



1. How is the process you chose to work with different from the ones your colleagues chose?
2. What do these processes have in common?
3. What opportunities for improvement in the experience did you discover by breaking the process down into “Moments of Truth”?
4. What opportunities for improvement did you discover by sharing the knowledge of your own process with colleagues from other areas?
5. Were there any other creative ideas or suggestions that would enhance the experience?



1. How does our Use of Self impact our ability to provide service that enhances the client centred experience?
2. How can I deliver high quality service with limited resources?
3. How can I deliver a consistent, individualized, and unique “Excellent Service” to every client?
4. How can we be creative in solving problems to consistently and continuously promote a culture that is client centred?



# Reflections on Leading Sustainable Change

1. Understand the case for change
2. Walk in the shoes of your client
3. Take time to understand the culture of the organization
4. Take a total systems view, understand the impact and complexity of change
5. Acknowledge and leverage the expertise and experience of employees
6. Leadership Development must take place at all levels
7. Use work don't make work
8. Develop a plan and explain/communicate the journey
9. Build in check point meetings, time for reflection on process, learning and knowledge transfer
10. Measure and celebrate success



What ideas spring to mind about how you can advance Triple Impact Coaching in your OD practice?



# Resources

- [www.coachingourselves.com](http://www.coachingourselves.com)
- <http://executive.mcgill.ca/leadership/alp>
- <http://www.niagarainstitute.com>



Thank You



# Biography

- Beverley Patwell** is President of Patwell Consulting Inc. She is an organizational development practitioner with over 25 years experience in developing and implementing organizational development and change management solutions. Some of her clients include *McGill University, VIA Rail, Transcanada, Proceco, IATA, Ogilvy Renault, Costco, Transcontinental Media, AXA Assistance Canada, Ministry of Public Safety and Security for the Province of Ontario, City of Ottawa, York Support Services Network and the Canadian Mental Health Association*. Beverley has a Masters Degree in Human Systems Intervention, accreditation as Human Resources Practitioner (CHRA). She is an associate coach with the Niagara Institute and the recipient of the Prism Award for Executive Coaching presented by the International Coaching Federation. She is a member of National Training Laboratories Institute (NTL). Beverley teaches Triple Impact Coaching, Leading Change and Use of Self as an HR Professional programs. She is a member of the faculty team for the Irish Order of Directors Program and the Advanced Leadership programs that are offered through the Desautels Faculty of Management in the McGill International Executive Institute. She also teaches in the International Residency Program Consultation Skills with American University's Master of Science in Organizational Development Program. She is also a past board member of LaPasserelle, a not for profit organization and a current member of the advisory board.

