

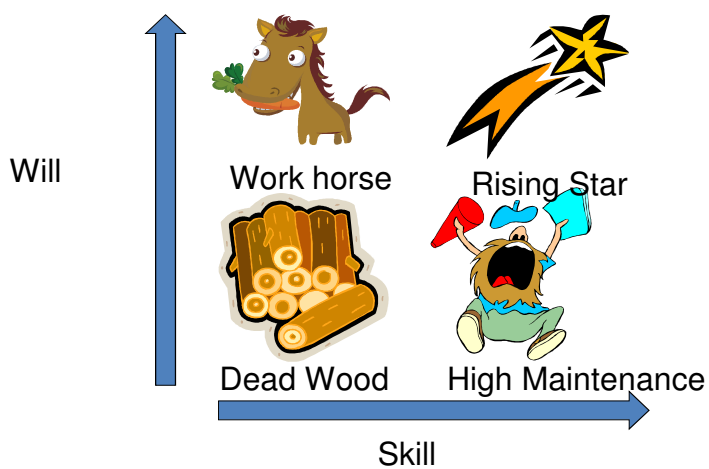


Coaching High Performers :
getting from “good” to “great”

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So ... what do we mean by
“high potential” ?



Adapted from Blanchard & Hersey

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But are there different kinds of stars ?

Potential

Your “future leaders” – deliver well, are capable of much more, could go almost anywhere in the organisation. The ones to watch!

Promotable

Your “successors” – deliver well and are capable of more, certainly in their current function. The ambitious.

Perform

Your “good eggs” – can depend on them to perform time after time without much direction. The square pegs in square holes

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My Experience of Hi-Po’s

- In the main Large Corporates
 - RWE/Npower; Clarks, Vodafone, Royal Haskoning, Buro Happold, Scott Wilson, AB Worldfoods, MITIE, Standard Chartered Bank
 - SEDA : Johnson & Johnson, Morley (Aviva)
- Private Clients
 - BBC, Dyson, National Grid, LillyWhites, O2
- Small business Owner/Operators




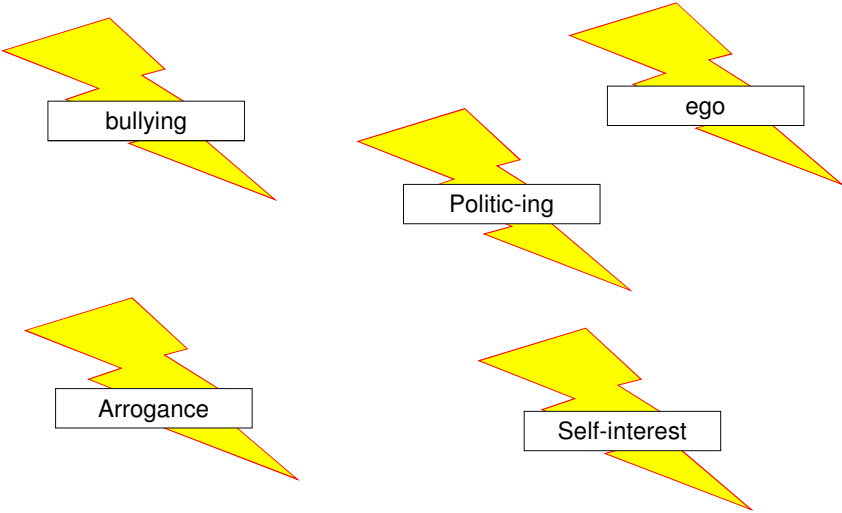
What do you think “potential” looks like ?




Being better than “good”



 The Dark Side : hi-po's in dysfunctional organisations ...



The diagram illustrates five negative traits associated with high-potential individuals (hi-po's) in dysfunctional organizations. Each trait is represented by a yellow lightning bolt with a red outline, and the trait name is written in a white box centered on the bolt. The traits are: bullying, ego, Politic-ing, Arrogance, and Self-interest.



Sprinkling some fairy dust ...

...can you go from “good” to “great” ?

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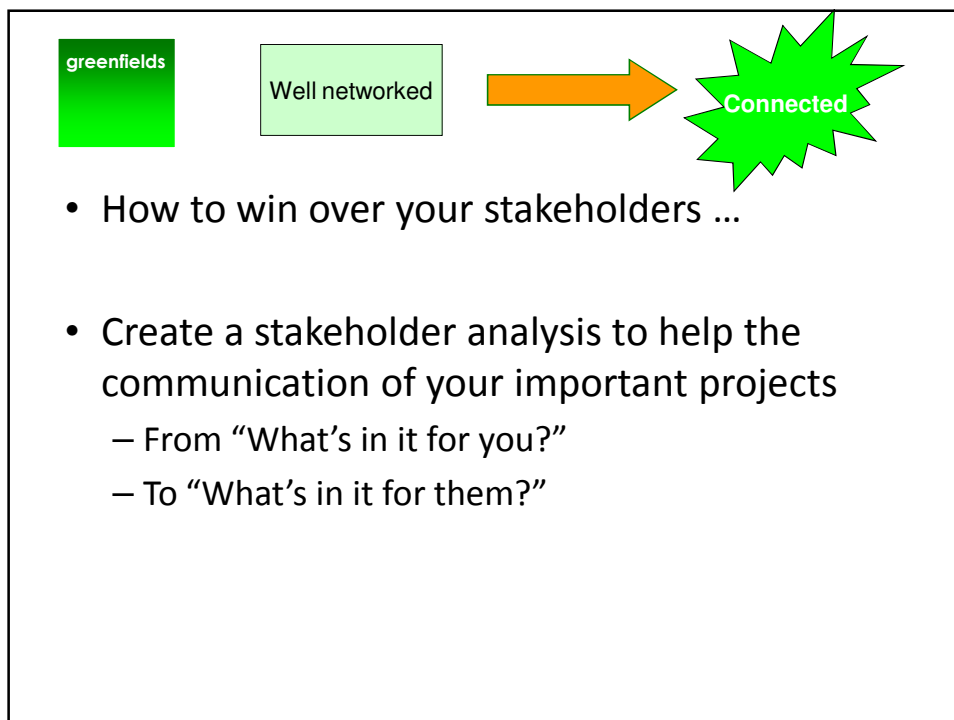
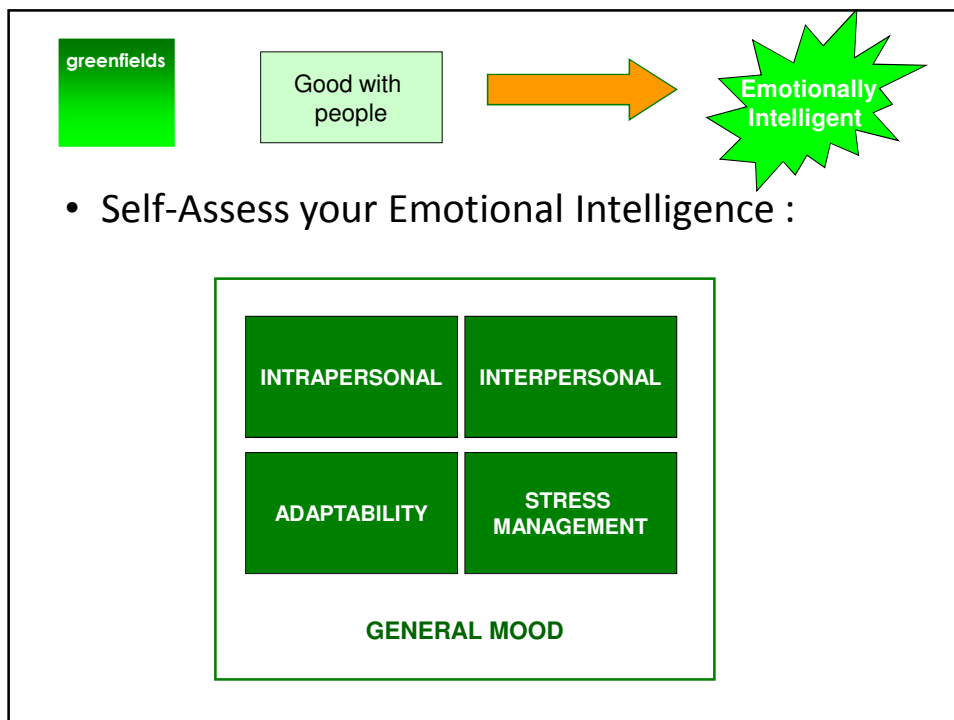
From “bright” to “sharp”

- How can you see more ?
 - Have a go at the magic eye pictures ...
- Tips :
 - Relax
 - Look beyond what you see
 - Shift perspective “subject” vs “object”

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Some “time” to transform

- 4 personal development activities – choose one to focus on
- Work in pairs – 10 minutes each



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Confident

Authentic

- Because playing to your strengths is more fun than developing your weaknesses !
 - Identify your strengths using the Gallup / Marcus Buckingham categorisation
 - Which of your “weaknesses” are truly limiting factors ??

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See Opportunity

Create possibilities

- Start by marketing yourself
 - Do a personal SWOT analysis
 - Re-frame positively the WOT elements into strengths
 - Eg. The shoe salesman who is shipwrecked on the desert island where people are barefoot
 - Problem ? Opportunity ? Possibilities?

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An insight into working with hi-potentials ...

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Tips for Coaching Hi-Po's

- Don't waste time checking if they've done what they said they would last time – their world will have moved on !
 - If you have a desire to check weave it into the dialogue and “note”
- Get in the zone – be ready with your running shoes, and know when you have fallen out of step. Have some “get out of jail” questions or observations
 - So where has that taken you ?
 - So what questions do you have now ?
 - I notice your high energy around this subject
 - I feel [overwhelmed] listening to you ... I wonder what impact you have on those around you at work ?

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Tips for Coaching Hi-Po's

- Ask them what they know about themselves that will help you help them best
 - Many already “self-coach” and have great support relationships
- Neutrality can be a new experience for them
 - They are used to winning people over and to having fierce debates
 - Work out of “content” at the “meta level” and tell them what you notice about them

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Tips for Coaching Hi-Po's

- Check appropriately on their life outside of work
 - They may appear to be managing stress well in the organisation, but are there any consequences elsewhere eg health & fitness, relationships etc
- Do they still know who they are & what they want ?
 - Organisations may be well intentioned but they route people into roles that suit the business not the individual, its easy to lose sight of truly personal aspirations
 - Ask them what they would do if they were redundant tomorrow ? Where would they be in 5 years time ?

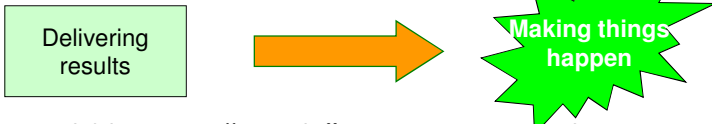
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Tips for Coaching Hi-Po's

- Don't be impressed, be "you"
 - "I was surprised at your openness especially how you shared your whole story both successes and frailties – it made me realise that all of me was welcome in our coaching relationship"

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And finally

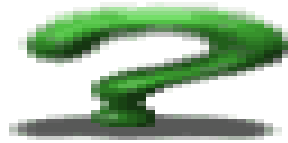


Delivering results

Making things happen

- What would be one "result" you want to achieve after today ?
 - How can you make this happen ?
- What obstacles will you need to overcome?
- What support can you leverage
- What's your commitment and how could it be more?
- How will you know when you get there ?
- How will you secure it for the future when you have moved on ?

Any Questions ?



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