MASLOW

CENTRE FOR EXECUTIVE LEADERSHIP

Culture Coaching:
The Missing Link in Executive Coaching

Timothy Tiryaki, Founder & CEO

Overview

- The competitive advantage in the 21st century is no longer products and services but rather **people, culture & technology**.

- All mid and large organizations have some kind of a **transformation** agenda.

- A missing link in executive coaching & transformation projects is the **culture coaching** element.

- Culture Coaching cultivates **systems thinking** and addresses systematic challenges in an organization.

- **Culture Action Plans** are different than normal action plans.

- **Coaching for culture transformation** requires a different approach than traditional leadership coaching.
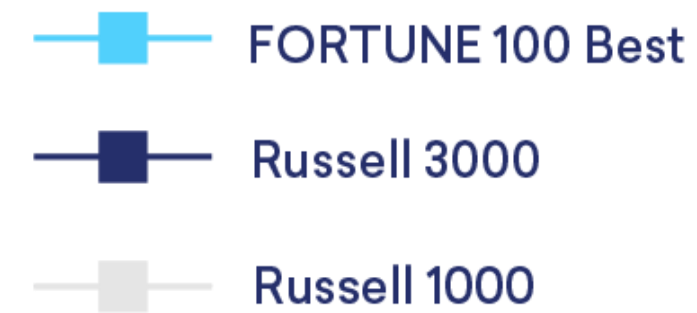
The From ⟶ To of the 21ˢᵗ Century

The leadership/organizational paradigm is dramatically shifting.

From	To
Shareholders ⟶	Stakeholders
Profits ⟶	Triple bottom line
Predictable ⟶	VUCA
Organization as a machine ⟶	Organization as a living organism
Hierarchical ⟶	Relational, network
Maximizing ⟶	Optimizing
Efficiency ⟶	Agile
Directing ⟶	Coaching

How this Relates to ROI

2019 Stock Performance of FORTUNE 100 Best

- FORTUNE 100 Best
- Russell 3000
- Russell 1000

Source: FTSE Russell

greatplacetowork.com

Best Companies Provide More Than
3x Return

929%

296%
295%

Increase in Total Stock Return

98' 99' 00' 01' 02' 03' 04' 05' 06' 07' 08' 09' 10' 11' 12' 13' 14' 15' 16' 17' 18'
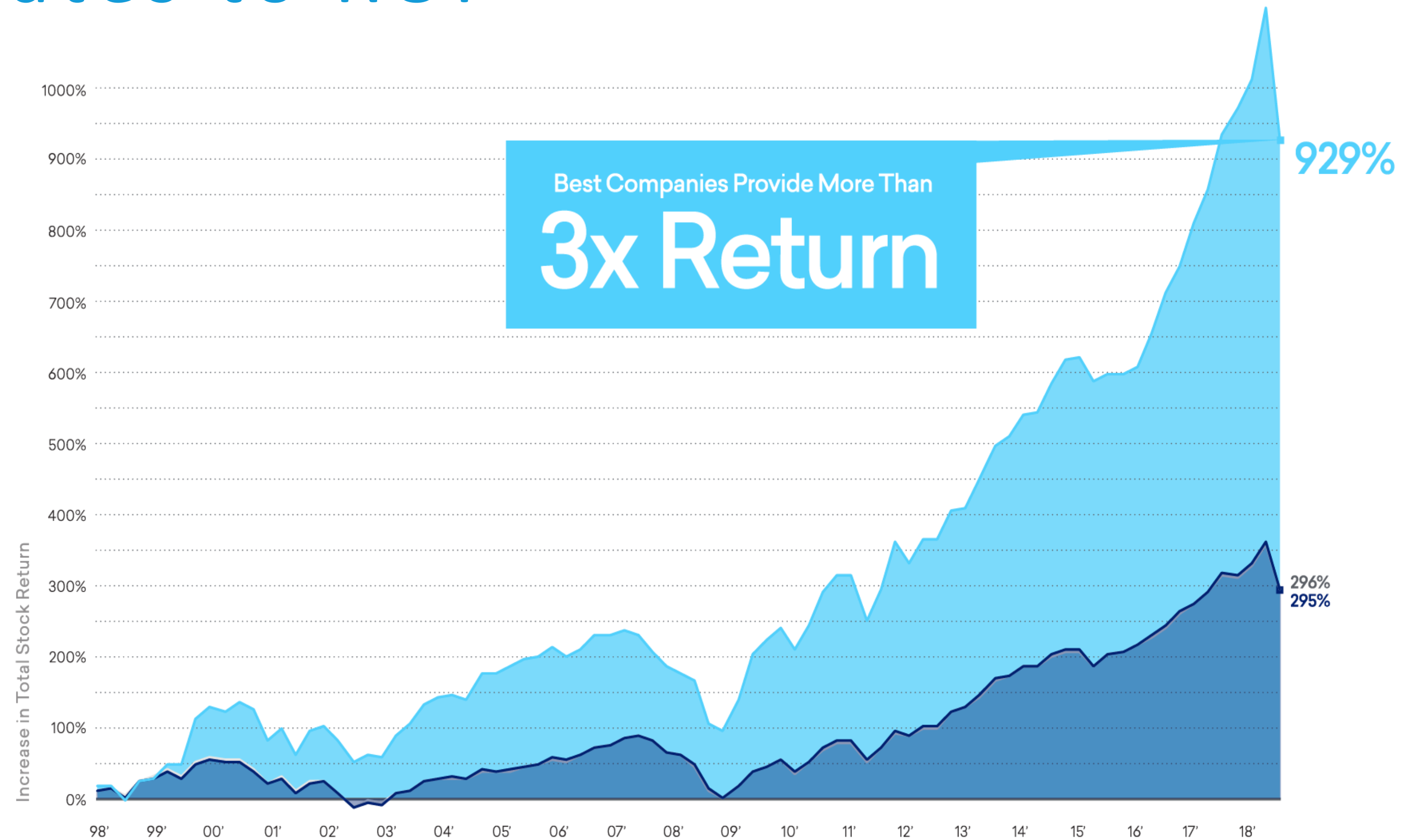
Source: Great Place to Work Institute

Coaching Culture Survey
(April 2021, 527 HR Leaders)

- Only 44% use external coaches.

- Only 37% of companies have a coaching budget item in their budgets

- Only 40% of the companies trained their managers on coaching

- Only 42% have a coaching strategy

Source: Great Place to Work Institute

Survey on Culture
(Jan 2021, 200+ HR Leaders)

- **44%** of respondents do not have an organizational survey.

- Only **42%** indicated their executives are aligned on culture.

- **36%** of respondents said the leaders in their organizations **DO NOT** nurture and embrace culture.

- **65%** of respondents indicated their organization has never run a coaching program.
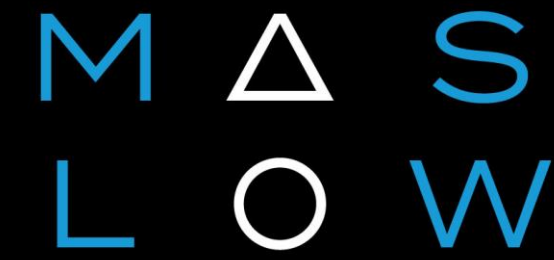
What we do

Maslow is a centre of excellence for coaching.

We offer:

- **ICF** accredited coach certification programs
- **Large-scale** corporate coaching projects
- **Research** on changing employee needs in the workplace

Why we do it

We strive to unlock people & organizational potential through a culture of coaching.

We work to build self-actualizing leaders and organizations: people focused, purpose driven, high performing.

COACH CERTIFICATIONS

Unlocking people, organizational & strategic potential

- Maslow Certified Leadership Coach – People potential

- Maslow Certified Culture Coach – Organizational potential

- Maslow Certified Executive Coach – Strategic potential

MCEC
Maslow Certified
Executive Coach

MCCC
Maslow Certified
Culture Coach

MCLC
Maslow Certified
Leadership Coach

MASLOW

MASLOW

EXECUTIVE COACHING =

COACHING FOR [STRATEGY + CULTURE + INFLUENCE]

CLIENT STORY 1

Culture Coaching for 65 VPs of a Fortune 500 Company

We coached 65VPs of a Fortune 500 company over 7 months, with a high focus on culture coaching, helping the leaders build a great workplace culture and support the implementation of their culture action plans. Later the program was expanded to cover the leadership challenges during the COVID era.

CLIENT STORY 2

YEAR 1: Leader as a Coach Certification Program

14 senior leaders became Maslow Certified Leadership Coaches©:

- 8 full days of training
- 10 hours of coaching
- 10 hours of mentoring/supervision
- Coach knowledge assessment
- Feedback on real, recorded coaching practices

YEAR 2: Performance Coaching Program

48 leaders receiving 1:1 & team coaching towards "Building a High Performing Remote Team":

- 8 x 1:1 sessions
- 8 x team coaching sessions – 2h each
- 15 min lecturettes / month
- Customized program

Organizational Culture

The values and behaviors that contribute to the unique social and psychological environment of an organization.

Also called **corporate culture**, it is based on shared attitudes, beliefs, customs, and written/unwritten rules that have been developed over time and are considered valid.

Why is Culture so Complex?

- Human beings are complex
- Human beings working together becomes even more complex
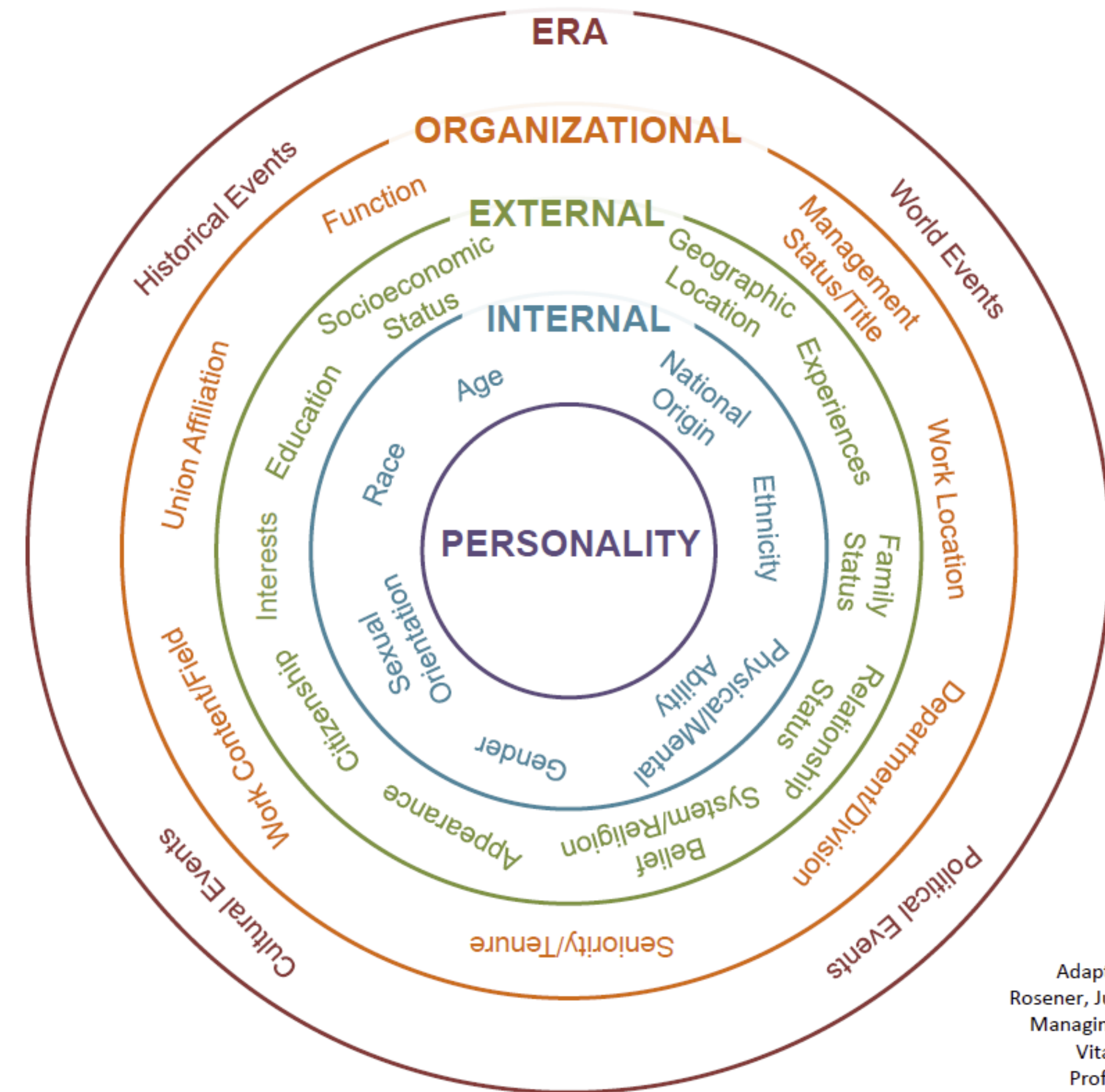
Adapted from: Loden, Marily & Rosener, Judy, "Workforce America! Managing Employee Diversity as a Vital Resource," McGraw-Hill Professional Publishing, 1990.
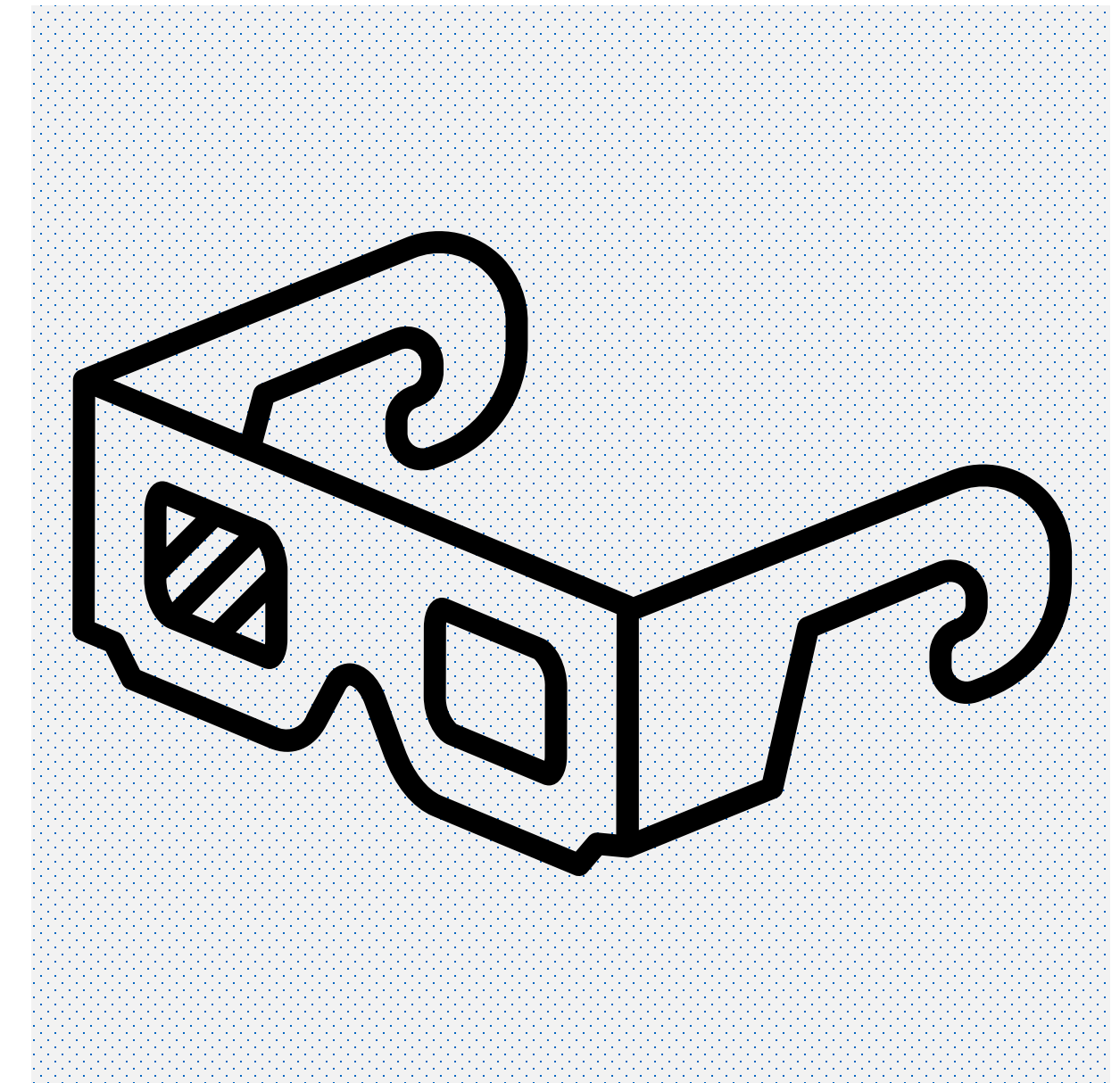
Organizational Culture

Inspirational Culture

Actual Culture

Perceived Culture

Organizational/Corporate Culture Coaching

- Culture coaching is coaching with an extra awareness and understanding on how **culture impacts the process**. Culture coaching explores the context in terms of the layers of the system.

- Culture coaching intends to bring more people and organizational dynamics focus into the coaching experience.

- Culture coaching unleashes organizational potential as it increases collaboration and co-operations, efficiency and workplace experience.

- In order to be a culture coach, you need to understand organizational culture and systems dynamics.

- Culture coaching can be 1:1 or in groups.

ICF Coaching Competencies

The new ICF Coaching Competencies have a connection to culture and context:

- Embodies a coaching mindset
- Cultivates trust and safety
- Listens actively

Culture Reflection

- How is culture showing up in your coaching practice?
- What are some of the disconnects you are observing?
- How can you coach leaders better/more for changes in organizational culture?

Ways to Influence Culture Today:

1. Strategy – Culture Alignment
2. **Employee Experience and Needs Analysis**
3. Systems Thinking and Culture
4. Group Dynamics & Group/Team Coaching
5. Coaching Culture through Survey Data
6. **Culture Action Plans & Accountability**
7. Human Centred Design Thinking
8. **Culture Practices & Moments that Matter**
9. Career Journey Mapping

The Maslowian Approach
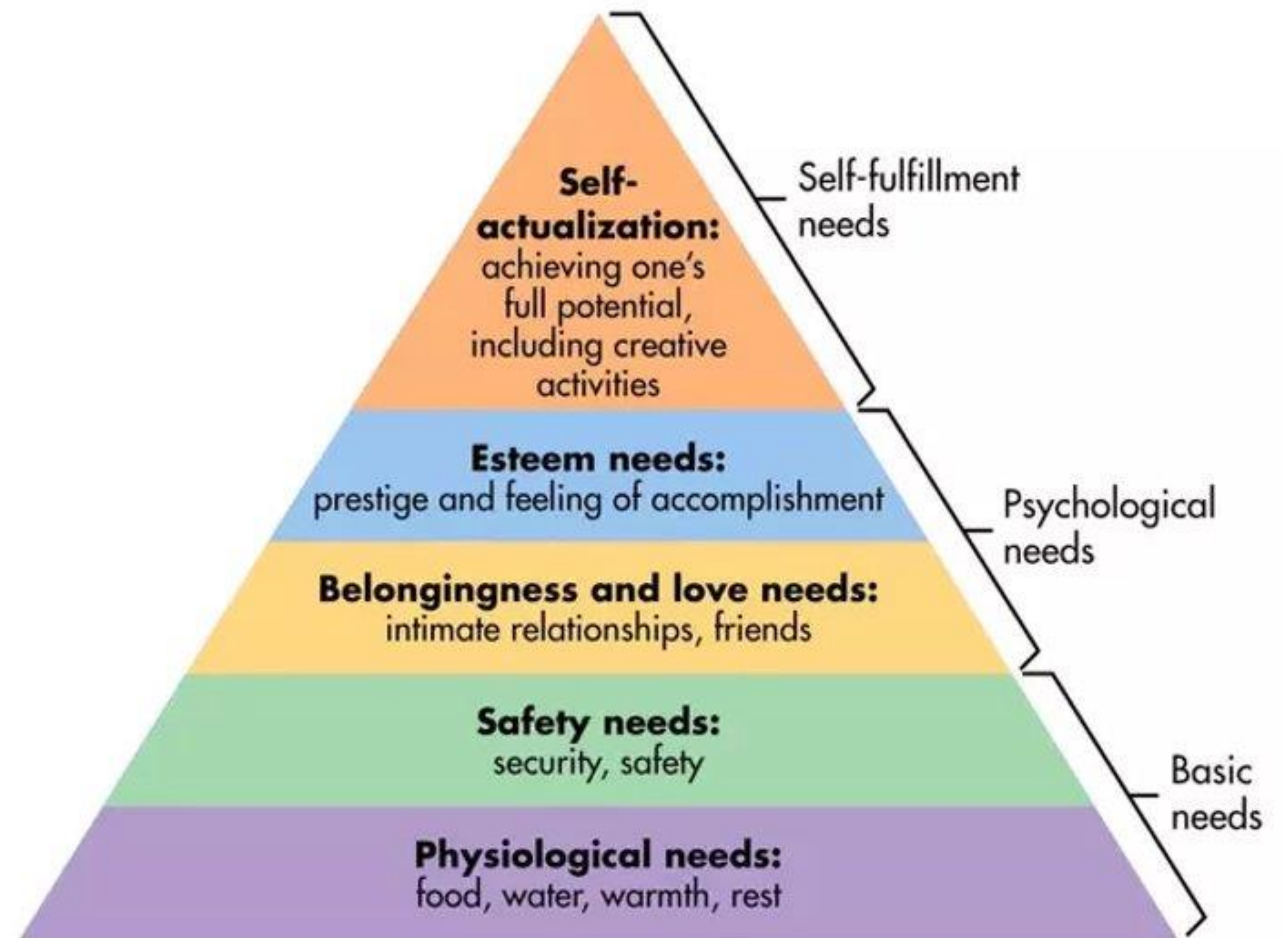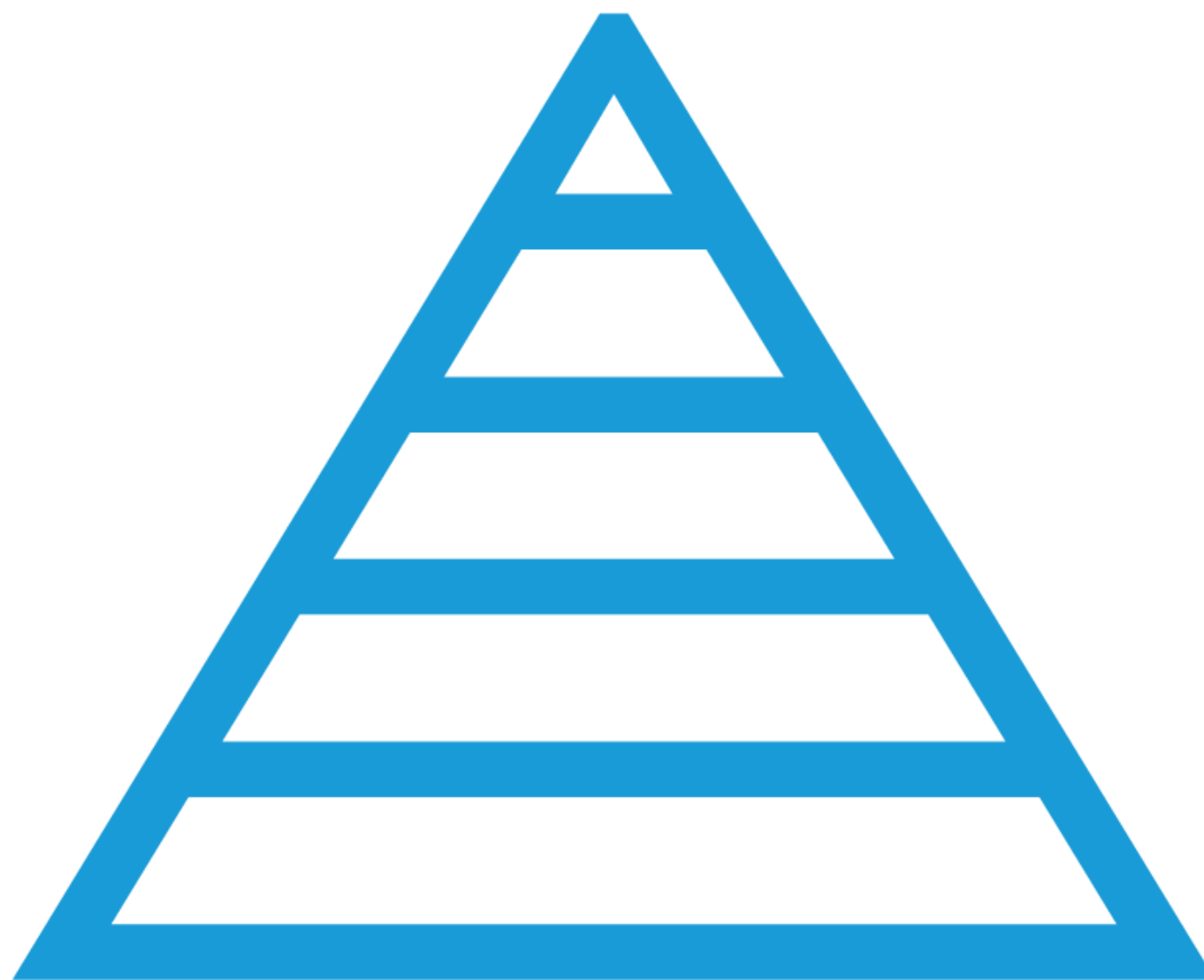
Maslow's Hierarchy of Needs

Self-fulfillment needs

Self-actualization: achieving one's full potential, including creative activities

Esteem needs: prestige and feeling of accomplishment

Psychological needs

Belongingness and love needs: intimate relationships, friends

Safety needs: security, safety

Basic needs

Physiological needs: food, water, warmth, rest

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Image from 21stcentech.com

Project Dialogue

A Global Dialogue: Re-defining Maslow's Hierarchy of Needs for 21st Century Organizations

Hierarchy of Needs and EX

Basic Needs – Safety & Security	Psychological Safety – Belonging & Esteem	Growth Needs – Self-Actualization
Tools & Technology: Working technology, hardware, software, internet connectivity, having the right tools & equipment to do your job. **Training & Support:** Understanding expectations at work, on-boarding practices, basic training and support for doing the work. **Total Rewards:** Job security, fair pay, benefits, extended benefits, pension/investment plans. **Environment:** Clean and safe work environment, Proper health protocols (COVID), ergonomically suitable workspaces, access to beverages, food, kitchen, creative workspace, transportation. **Physical Wellbeing:** Break time, vacation time, health programs, work from home.	**Social Connections:** Camaraderie, a feeling of community, emotional support during tough times, friendship, having a good friend at work. **Inclusion:** Ability to be yourself, psychologically safe space, openness to diverse ideas. Freedom to express your thoughts constructively, consultative decision making. Healthy flow of ideas & information. **Collaboration:** Trusted colleagues, ability to rely on others to do a good job, getting things done collaboratively, teamwork. **Learning & Development:** Opportunities to learn new things & increase skillset. Training and on the job development opportunities. Exposure to other leaders, other professionals, other areas in the organization and outside the organization. Receiving mentorship & coaching. Opportunities for advancement. **Appreciation, recognition, celebration:** Personal appreciation and formal recognition of value added and quality of work. Celebration of good news and successes.	**Purpose & Culture:** Having a clear purpose that goes beyond profit, that is embodied by its leaders and encouraged through its culture at all levels. Having an impact and meaningful output. Taking care of the people, the stakeholders, and the communities they operate within. **Leadership Presence & Cohesiveness:** Leaders work cohesively, are aligned, can hold conflicting views without loosing respect. Strategy & goals are not just top down, they are both top-down and bottom-up. **Leaders as Coaches & Mentors:** Leaders are great mentors, coaches, focusing on helping their people grow and reach their best selves both individually and collectively. There is a sense of cultivating people as individuals with unique needs. Leaders and the system are raising other leaders, creating legacy, succession. **Empowerment**: Belief in people's potential, high trust, giving autonomy, freedom to manage, freedom to choose, freedom to act, openness to new ideas and creativity. **People Centred Policies & Practices:** Policies, practices, procedures are derived from creative processes, human centred design with on-going improvement and iterations.

Action Planning & Accountability

Action Planning Template

Action Plan Focus Area 1 – Title: [Concise, straightforward, easy to interpret]

Data Point	'From' Culture	'To' Culture	Organizational Strategy	Leadership Behaviours	Culture Practices	Accountability	First 90 days
Statement, theme, or trend informing focus area (from a survey, focus group findings, assessments, etc.)	What we are moving away from doing; the change is justified by the data.	What we are moving toward in transformation of the culture.	How the direction we are headed fits with the organization's purpose, values, vision, direction, etc.	What will the 'to' culture look like? What can employees expect to observe in terms of specific behaviours by their leaders?	What will the 'to' culture look like in terms of observed cultural practices or rituals? What opportunities will employees have to be part of this transformation?	How will we ensure we are actually doing this right? How do we hold ourselves accountable to change? Who is involved and putting their name on this?	Where do we begin? What are we committed to in the first 90 days? When and how often will we reconvene to keep this top of mind?

Action Planning Example

Action Plan Focus Area 1 – Title: Collaborating with our people on decisions impacting them and their work.

Data Point	'From' Culture	'To' Culture	Organizational Strategy	Leadership Behaviours	Culture Practices	Accountability	First 90 days
Statement, theme, or trend informing focus area (from a survey, focus group findings, assessments, etc.)	What we are moving away from doing; the change is justified by the data.	What we are moving toward in transformation of the culture.	How the direction we are headed fits with the organization's purpose, values, vision, direction, etc.	What will the 'to' culture look like? What can employees expect to observe in terms of specific behaviours by their leaders?	What will the 'to' culture look like in terms of observed cultural practices or rituals? What opportunities will employees have to be part of this transformation?	How will we ensure we are actually doing this right? How do we hold ourselves accountable to change? Who is involved and putting their name on this?	Where do we begin? What are we committed to in the first 90 days? When and how often will we reconvene to keep this top of mind?
Survey Statement: People feel included in decisions that affect their job. **Score:** 57% **Team:** HR	From informing and telling based on decisions already made.	To reflecting, asking, discussing and then deciding based on collective input (whenever possible).	Our organization has a **value of collaboration**. By involving people in decisions that have an impact on their job, we are acting on and living that value.	Leaders are expected to be **inclusive and informative.** Inclusivity & Informative behaviours: pro-active communication, consultation circles when possible, clear communication on decisions already made, explaining the reason why and answering questions.	1) **Consultation circles**: framing the difference of consensus and consultation, the consultation circles create dialogue and provide input. 2) **Reason Why Moments:** Explaining the reason why to share further insights and contexts on the decisions already made.	**The HR Director will own this initiative with the help of the two HR Managers.** To ensure accountability, we will commit to a quarterly pulse check on this question as well as four others we are working on and creating culture action plans for. We will check progress and accountability quarterly at our HR Leaders meeting.	We will state our intentions at the next HR team meeting at the end of March. At the same meeting we will name this to create a culture practice. The process will kick off with the L&D Team and involving them in a discussion about LMS needs, vendors and opportunities. HR leaders will discuss progress in the next quarterly meeting, occurring in May.

From / To Reflection (Activity)

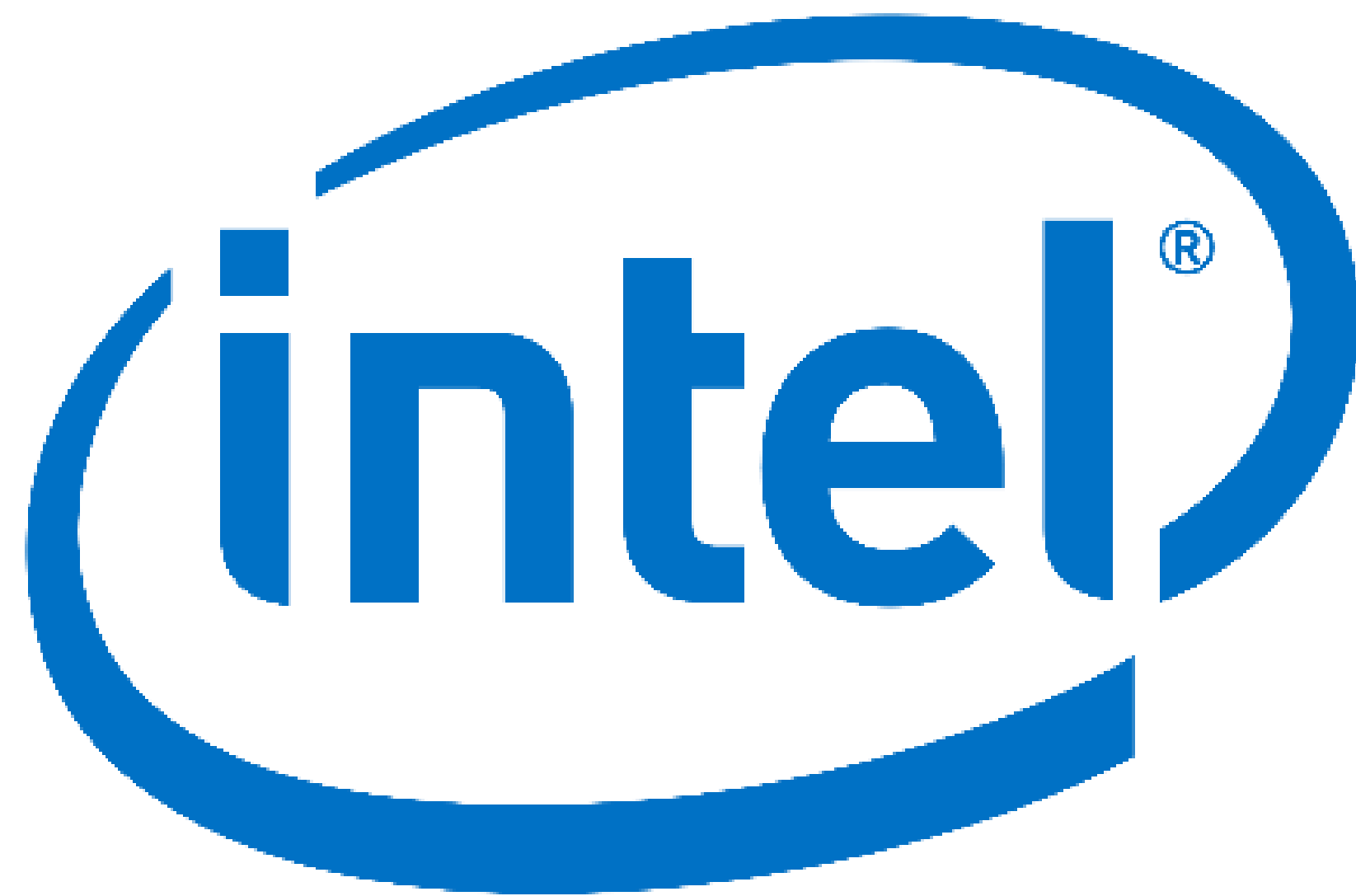# Culture Practices & Moments that Matter

Culture Practices

Source: https://www.greatplacetowork.ca/en/about-us/trust-model
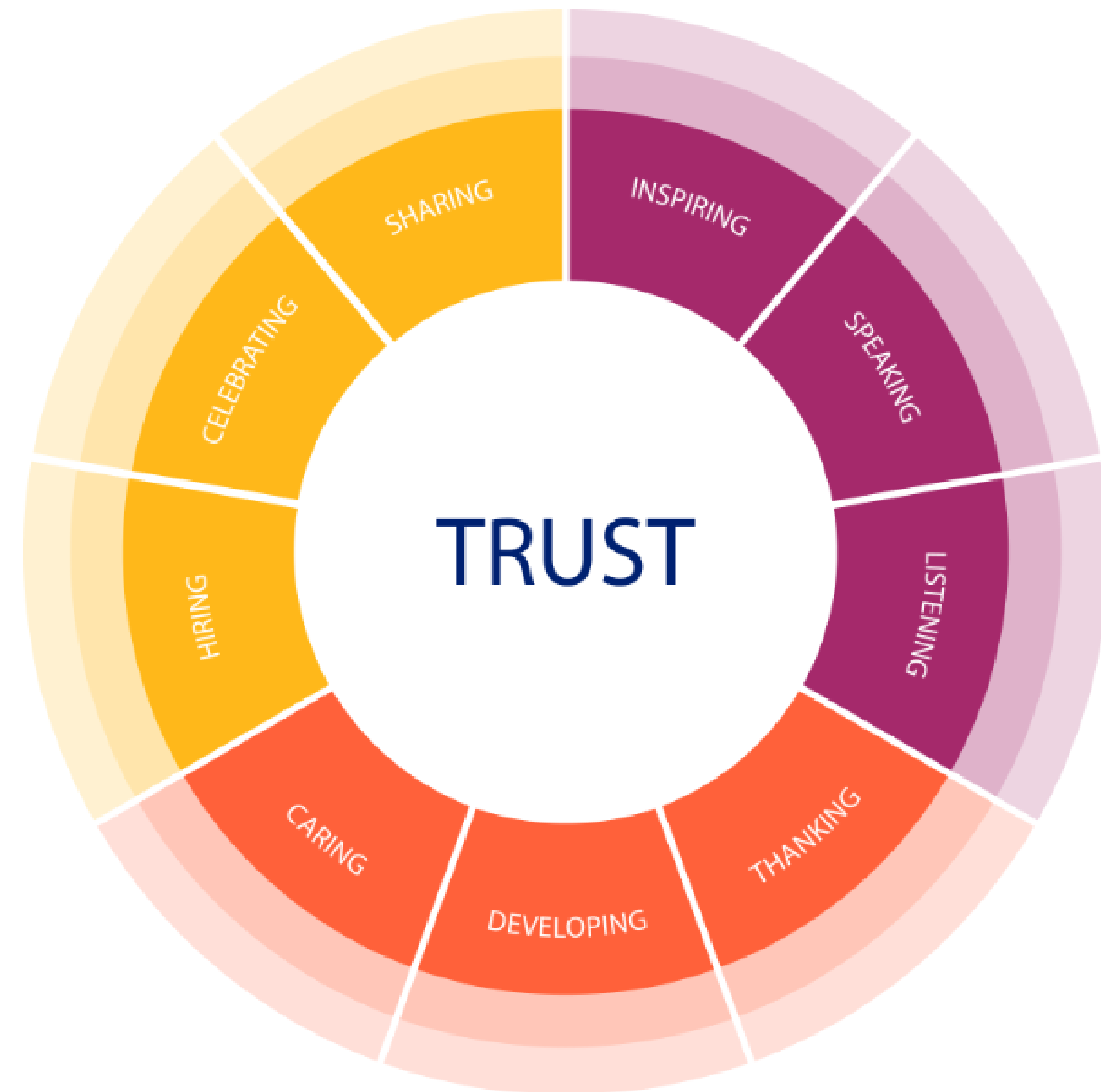
Examples of Cultural Practices

Con-Con

Fail Fast Forward

Examples of Cultural Practices & Moments that Matter

- Safety Moment
- Toolbox talks
- Listening Circles / Listening Labs
- Town halls
- Blues time
- Leadership Forums
- Manager Once Removed meeting
- My next gig
- Celebrating important milestones, personal and professional
- Acknowledgement of the experiences that matter and shape our people along their journeys

Summary

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- All organizations have some kind of a **transformation** agenda.

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- Culture Coaching cultivates **systems thinking** and addresses systematic challenges in an organization.

- **Culture Action Plans** are different than normal action plans.

- **Coaching for culture transformation** requires a different approach than traditional leadership coaching.

- We have built the world's first organizational culture coaching certificate program and are bringing together HR leaders all around the world.

Maslow Contest

1. **<u>Follow</u>** Maslow Centre for Executive Leadership on LinkedIn.

2. **<u>Like & Reshare</u>** our recap post with your reflections after this webinar

Join the Draw for
a **<u>free seat* (valued at $5,000)</u>**
for Culture Coaching (Module 3)
+ Get 10% off future programs
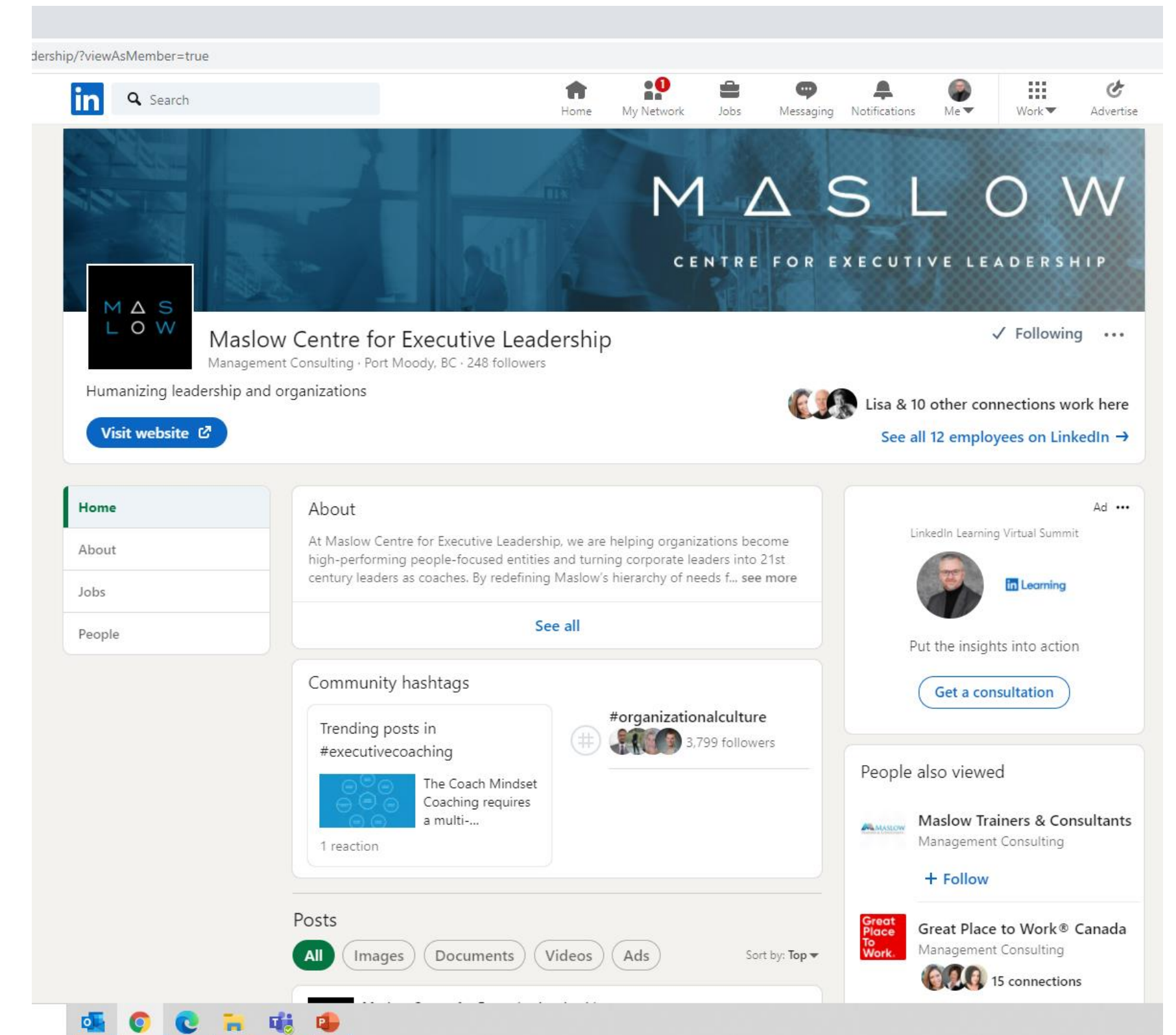
* Quarterly Draw among LinkedIn comments

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CENTRE FOR EXECUTIVE LEADERSHIP

Thank you

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