



Player-Coach Leadership

FIVE STEPS OF THE SUCCESSFUL COACHING PROCESS

Coaching is a process not an event. When coaching occurs at any level of the organization these five coaching steps will help everyone to succeed. This process needs to become second nature to everyone in the organization.

1. Mutually define the expectations of success
2. Obtain acknowledgement of single-source responsibility for results
3. Define how this task fits into the big picture
4. Develop front-end contingency plans
5. Establish life-lines and support

When these steps are combined with the Cycle of Quality Performance we can make major strides to improve performance and create a winning team.

The Cycle of Quality Performance is:

>> Plan >> Perform >> Measure >> Evaluate >> Correct >>



Rethink Organizations

Current realities require that we rethink organizations. We need them to be more fluid, temporary, virtual, learning, adaptive, team-based, flexible and smart. These attributes and capacities are those of living systems. Living systems have the capacity to self organize and to respond to change. They can create structures and processes that work for the moment but then also let go of these structures when the environment changes.

Adapted from **Leadership and the New Science**,
Dr. Margaret Wheatley, Berrett-Koehler Publishers, Inc.



Why have weekly staff meetings?

1. Because people want to make a difference and people are important.
2. Because every person deserves to know and understand how what he or she does affects the company's success.
3. Because people can't give their best unless they do know and understand how what he or she does affects the company's success.
4. Because we value a workplace where people bring their spirit and their enthusiasm to their work.
5. Because people have creative wisdom and energy to offer. Leadership must facilitate authentic employee involvement and participation.
6. Because the future management (and success) of the company is sitting in this room today.
7. Because communication is the number one problem in business.
8. Because learning from our mistakes is a key competency that must be developed.
9. Because winning is fun.



The Living Company

The living company exists primarily for its own survival and improvement: to fulfill its potential and to become as great as it can be.

FOUR ATTRIBUTES OF A LIVING COMPANY

- Sensitivity to the environment in order to learn and adapt.
- Cohesion and identity are the aspects of a company's ability to build a community and a persona for itself.
- Tolerance, and its corollary, decentralization, are the healthy symptoms of its ability to build constructive relationships.
- Conservative in its financial policy to retain the resources that allow for flexibility and the ability to govern its own growth.

Adapted from **The Living Company**,
by Arie de Geus



What is Goal Sharing all about?

Making Brewer & Escalante a great place to work



What is Goal Sharing all about?

Achieving both the employee's goals of self-realization and fulfillment and the Company's business goals and objectives



The Cycle of Quality Performance

