

**Contra Costa County Leadership Academy
Session #6 – Taking charge of your career & Talent development/coaching**



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**Taking Charge of My Career
Talent Development & Coaching**

**Contra Costa
Leadership Academy**

**Session #6
March 14, 2024**

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Overview

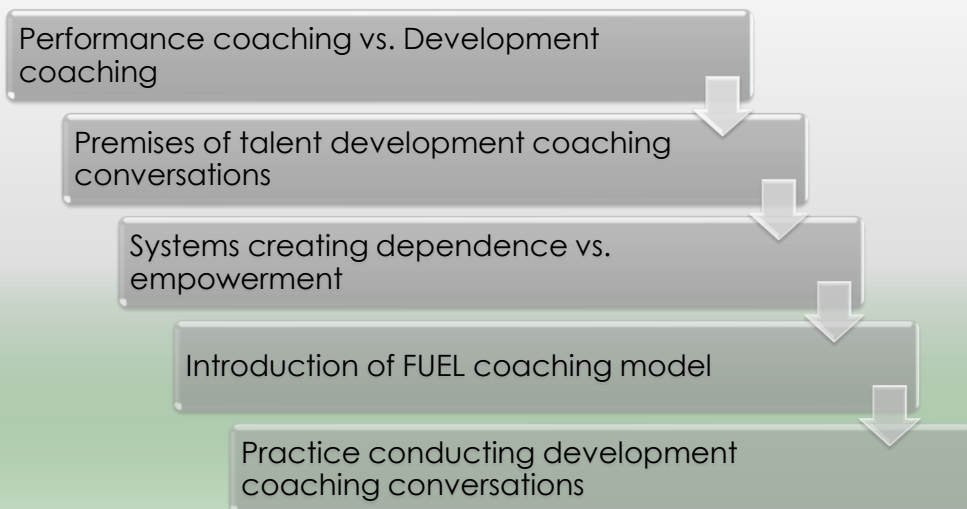


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Overview



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Team #1 Project Run Through

- ▶ Presentation (20 mins max)
- ▶ Content questions (10 mins)
 - ▶ Executive sponsor
 - ▶ All of you
 - ▶ Co-directors
- ▶ Presentation suggestions (10 mins)
 - ▶ Executive sponsor
 - ▶ All of you
 - ▶ Co-directors



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T A K E *Charge*

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Ways to take charge of your career

Know your assets /
talents / strengths

YOUR competitive
advantage



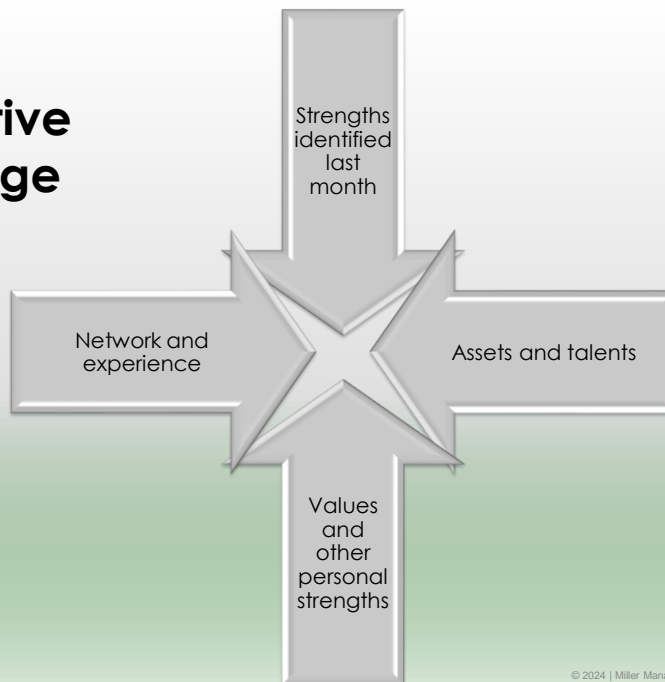
Understand how
they are aligned
with your **WHY**



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My Competitive Advantage



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My Competitive Advantage

- ▶ Identify 5 of your strongest assets which support your effort to secure your next career opportunity
 - ▶ What are the assets?
 - ▶ How can you best articulate them?
- ▶ Select your top 2 competitive advantages and how you would articulate them so that you can share what you uniquely bring to the next opportunity

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Ways to take charge of your career



Create your own career development plan and share with boss



Learn through doing + reflecting + being coached



Understand 70-20-10 Rule



Secure a "dream team" of coaches

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Ways to take charge of your career



Be willing to try new behaviors



Seek stretch assignments & opportunities

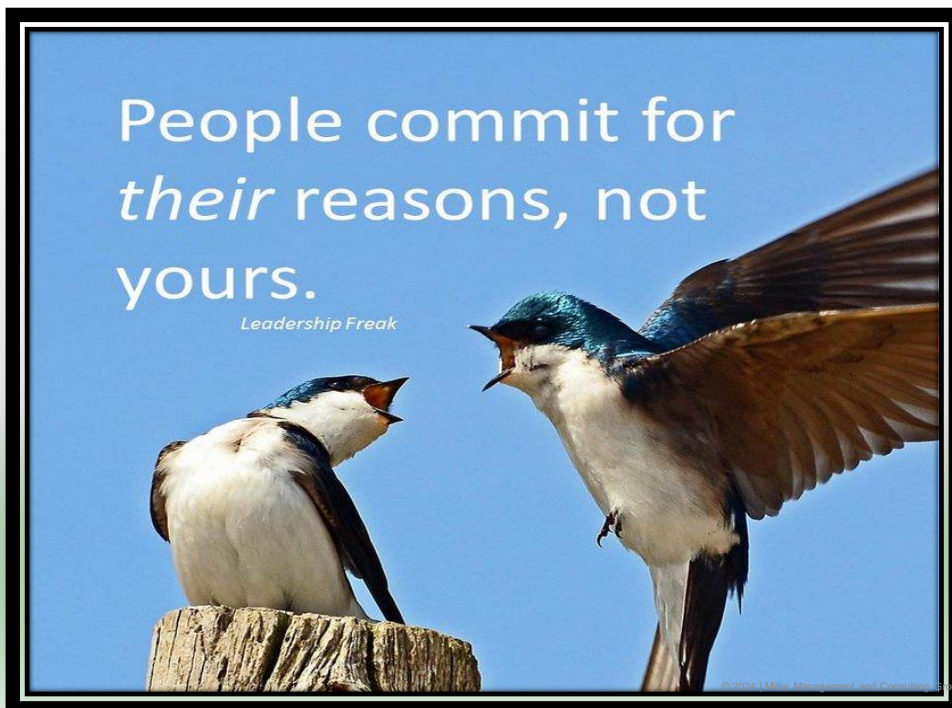


Take smart risks



Be self-aware and open to feedback

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4 Types of Employee Performance Development Needs

<p>Focus Me Free me from unnecessary stress</p> <p>Basic needs</p>	<p>Challenge me Help me review my contributions</p> <p>Growth</p>
<p>Individual</p> <p>Know me Help me see my value Care about me Help me grow</p>	<p>Teamwork</p> <p>Hear me Help me see my importance Help me feel proud Help me build mutual trust</p>

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Coaching and Talent Development for Employee Success



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Why Focus on Talent Development?

Local governments
dependent on
good talent

Good talent is more
mobile than before

Need to value &
develop our
employees' talents

Engaged and
energized
employees tend to
stay longer

Key relationship =
the employee -
supervisor
relationship

Coaching
conversations are
critical to
employee
engagement

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My Personal Experience

What were the **key ingredients or characteristics** of my conversations with my direct supervisor that led me to being energized or de-energized and motivated or de-motivated?



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“A manager is mere overhead if the manager is not bringing out the best in people.”

~ David Gable

“At its core, coaching focuses on empowering people professionally and personally to drive organizational and individual success.”

~Jonathan Fields, Sparketype



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Engaging the Mind & the Heart

Coaching conversations should move the coachee forward, whether in thought or action.



Connection between the individual's purpose and the work.

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Task updates ≠ coaching

- Distinguish between work and project update conversations and talent development coaching conversations.
- Don't mix the two (remember talent development coaching is not performance coaching).



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Premises of Talent Development Conversations

- Goal: contributing to everyone's development
- Responsibilities
 - Agency
 - Coach
 - Employee/coachee
- Difference between performance coaching & development coaching conversations
- Difference between mentoring & coaching



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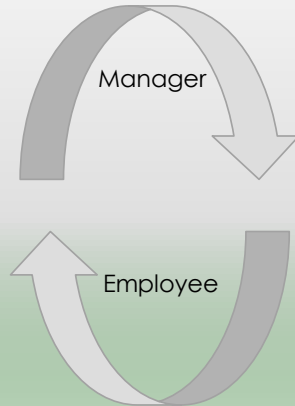
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The System Creating Dependence

Listens to problems,
gives advice, expects
results



Complains about what's
not working, hopes for
solutions and advice, takes
no responsibility

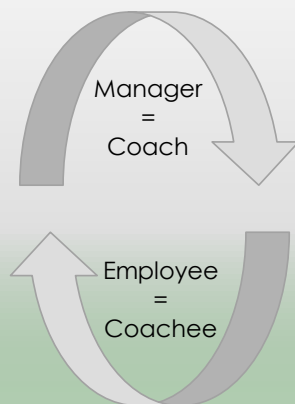
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The System Creating Empowerment & Growth

Asks questions,
encourages risk taking &
innovation, empowers
and trusts employee to
solve the problem



Examines own problem,
determines possible
solutions, assesses & takes
risks, makes decisions and
owns the outcome

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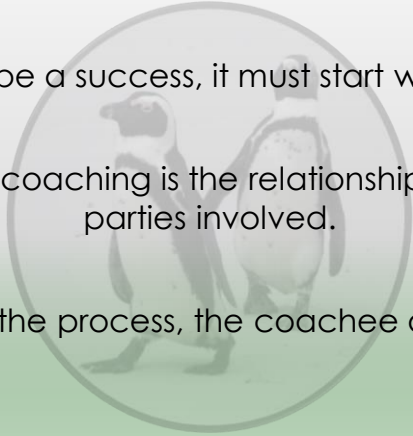
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Successful Coaching

For coaching to be a success, it must start with a relationship.

The foundation of coaching is the relationship between the two parties involved.

The coach owns the process, the coachee owns the content.



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The Best Coaches...



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F.U.E.L. Coaching Model

Step One



Frame the conversation



Set the context and focus
for the conversation

F.U.E.L. Coaching Model

Step Two



Understand the current
state



Explore the coachee's
point of view before sharing
your own

F.U.E.L. Coaching Model

Step Three



Explore the desired state



Identify the target and
generate multiple paths to
achieve the end state

F.U.E.L. Coaching Model

Step Four

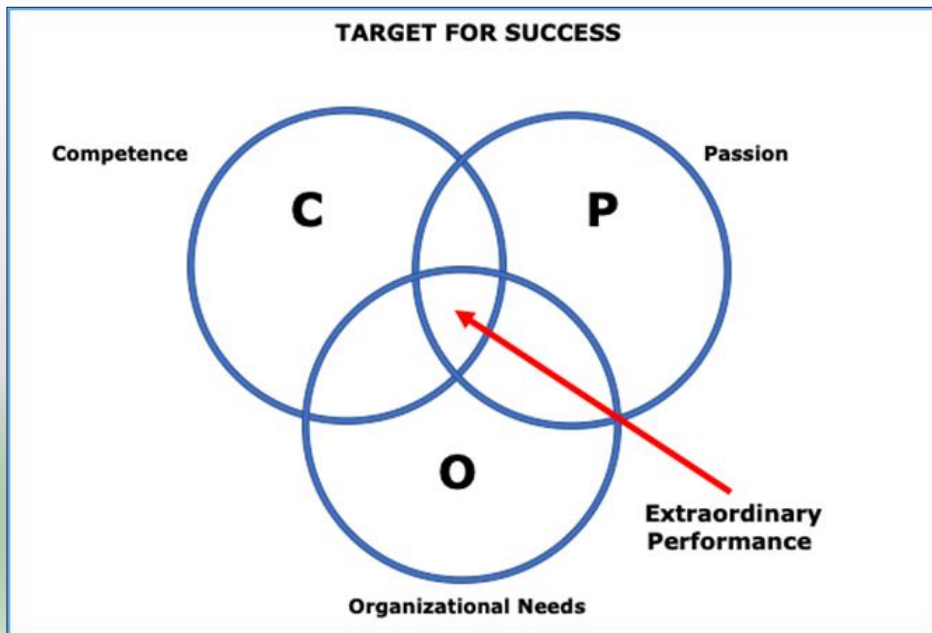


Lay out a success plan



Create a detailed, actionable
plan & follow-through that will
lead to goal attainment,
emphasizing accountability

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Coaching
Demo Debrief
& Questions



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Lunchtime...let's eat!



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Team #3 Project Run Through

- Presentation (20 mins max)
- Content questions (10 mins)
 - Executive sponsor
 - All of you
 - Co-directors
- Presentation suggestions (10 mins)
 - Executive sponsor
 - All of you
 - Co-directors



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Exercise – let's practice

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Scenario



- ▶ Manager / Coach is higher in the chain of command than the employee. Your employee has requested development coaching, so you've scheduled a coaching conversation with your employee.

Employee / Coachee, you have a desire for development coaching.

- ▶ Coachee begins by thanking the manager / coach for meeting with you. Explain you want to spend some time with them to help you achieve your career goals.

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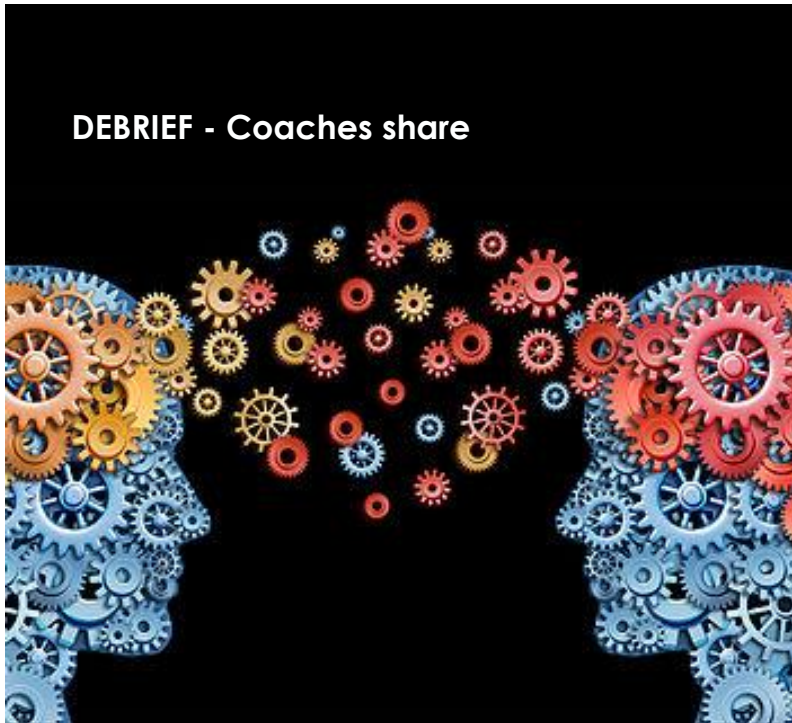
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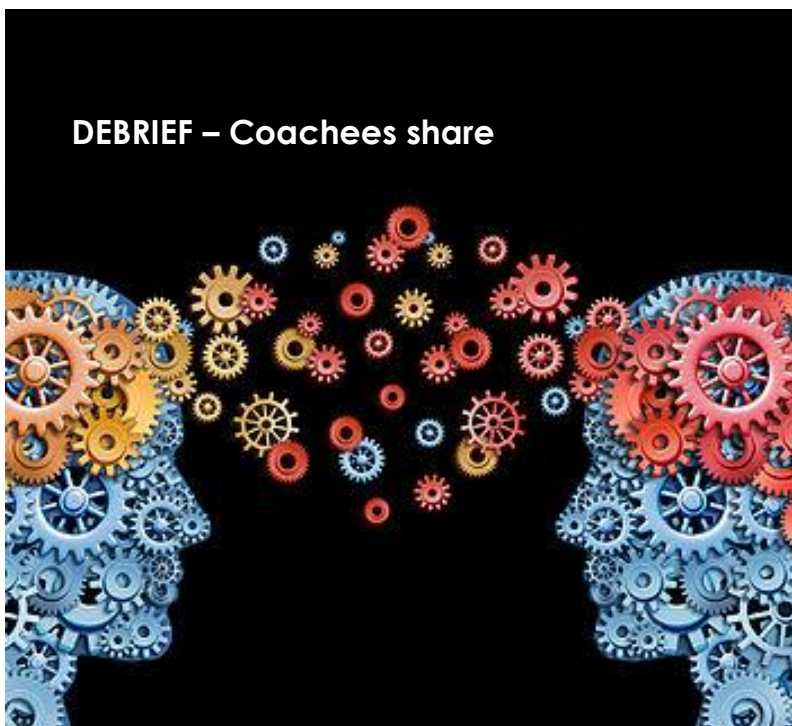
DEBRIEF - Coaches share

- How do you think/feel that went?
- What worked for you in that conversation?
- What felt comfortable and uncomfortable?

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DEBRIEF - Coachees share

- How do you think/feel that went?
- What worked for you in that conversation?
- What might the coach do differently to increase the effectiveness of the conversation?

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- 549 Powerful Coaching Questions. www.thecoachingtoolscompany.com
- Career Compass 37: *Engaging Employees for Success*. Dr. Frank Benest
- Career Compass 85: *To Thrive in Post-Pandemic, Enhance Employee Experience*. Dr. Frank Benest
- Gallup. *Building Accountability for Engagement. Creating an Engaging Team Culture*. (1993-1998, 2017)
- Harvard Business Review: *Four reasons good employees lose their motivation* (March 2019)
- Harvard Business Review: *Coaching for change* (September 2019)

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- Harvard Business Review: *Are You Ready to be Coached* (October 2020)
- *The Extraordinary Coach* by Zenger and Stinnett
- Don Maruska: *Becoming a great coach*
- ICMA Coaching Program www.icma.org/coaching
<https://icma.org/icma-coaching-program-webinars>
 - Webinars
 - One-to-one coaching
 - Go to "CoachConnect"
 - New training videos

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One take-a-way from today is...

How I will use that insight going forward is...



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Preparing for April 11

- ▶ Next session topic is Political Astuteness
- ▶ Team 4 presents
- ▶ Pre-work is:
 - ▶ Read article
 - ▶ Create your personal leadership mantra. Complete this sentence in **9 words or less**: "As a leader I am..."
 - ▶ Email mantra and a photo of yourself to Joelle Fockler (Concord) by **APRIL 1** for inclusion into graduation PowerPoint. joelle.fockler@cityofconcord.org
- ▶ Bring mantra with you to share in class
- ▶ Graduation at 2 p.m.

Pre-Work

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Thank you for today



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Team Project Labs