

Coachful Conversations in Managing Talent

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Developing people

for health and

healthcare

Why do we need coachful conversations?

- VUCA world
- Changing image of Medical Profession as a career
- Increase Resilience and stress management
- Mind set and behaviour change
- Career planning and development
- Cultural and Self awareness
- Confidence and Self Belief
- Personal Performance
- Leadership and Management

Definitions

What is a talent?

A talent is a naturally recurring pattern of thought, feeling, or behaviour that can be productively applied.

Kouzes and Posner

What is talent management?

Talent Management represents organisations' efforts to attract, develop and retain skilled valuable employees.

Its goal is to have people with the capabilities, commitment and behaviours needed for current and future organisational success. *NHS Leadership Academy*

Reflections

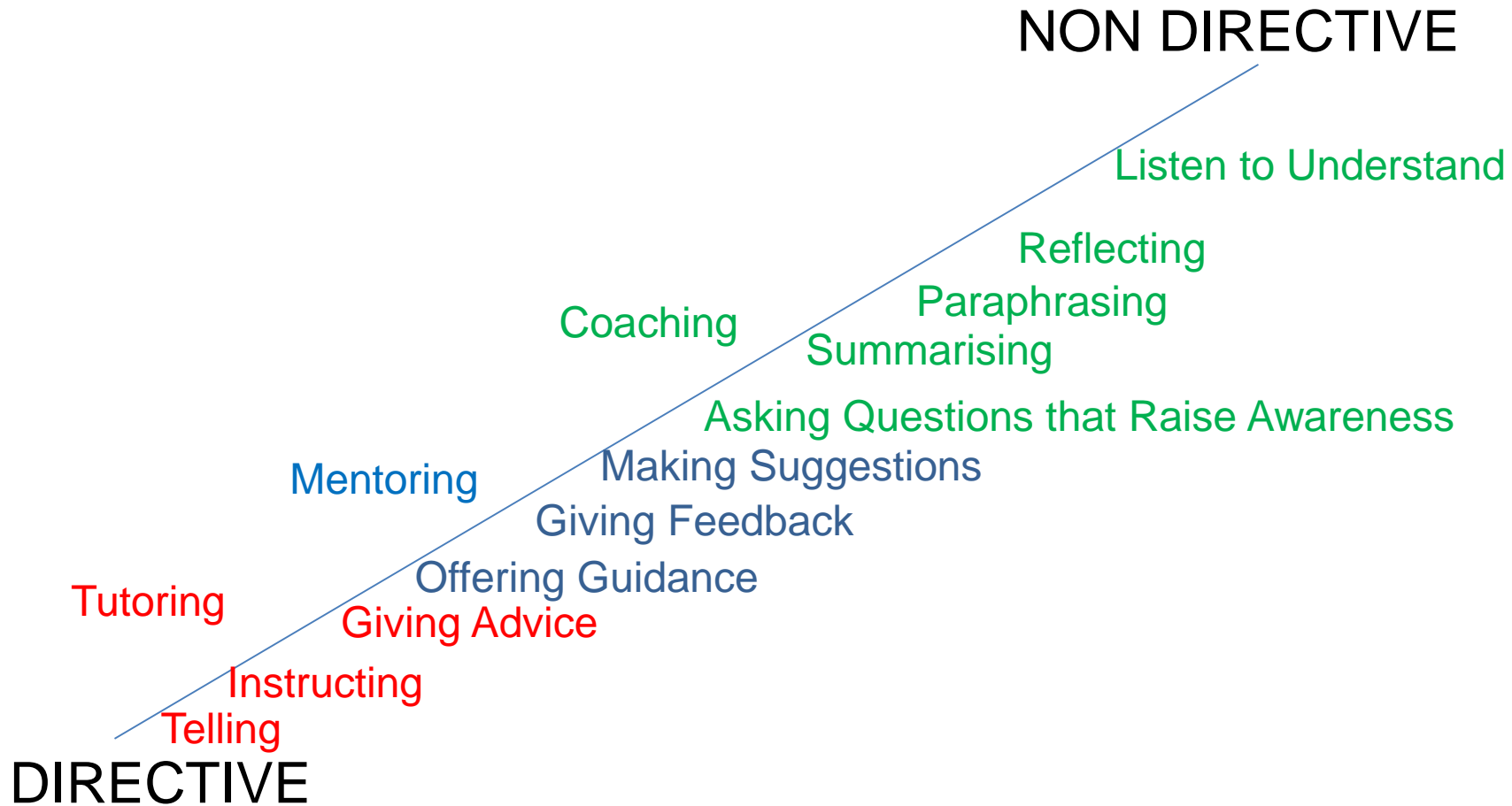
“Where your talents and the needs of the world cross,
there lies your vocation.” *Aristotle*

“What lies behind us and what lies before us are tiny
matters compared to what lies within us” *Ralph Waldo
Emerson*

9 Box Talent Grid

<p>Readiness to move</p> <p>Performance and behaviours</p>	<p>Professional talent</p> <p>Shows promise to continue to advance in their professional field or into a wider leadership role within 3–5 years if they have the capacity and ambition to do so, but equally valuable where they are.</p>	<p>Developing talent, ready soon</p> <p>Demonstrates the potential, ambition and motivation to develop at their current level and potentially progress in their career within 1–3 years into new and wider challenges.</p>	<p>Ready now</p> <p>Demonstrates the potential, ambition, motivation and experience to perform at the next level now or within the next 12 months into new and wider challenges.</p>
<p>Exceeds expectations</p> <p>Outstanding performance against objectives, achieves more than what is expected of them, and demonstrates role modelling of behaviours required beyond their role.</p>	<p>Professional in field</p> <ul style="list-style-type: none"> • High performance in own field. • Role models behaviours of organisation/role. • Consistent results and brings added value to tasks given • Possible reached 'expert' stage in their career. • Shows upward potential, but less ambition, likely to move on in the medium future, outside of own specialism. • Emergent wider skills. 	<p>Key generalist (Pivotal and flexible)</p> <ul style="list-style-type: none"> • High performance with consistency of results across a variety of assignments and brings added value to tasks given. • Acts wider than professional background. • Role models behaviours of organisation/role. • Low-moderate potential/ambition to move on, possibly happy to stay in current position. • Secondary pool to fill critical positions; perhaps move one level; likely to shift to key of high professional roles over time. 	<p>Role model (High potential to go further)</p> <ul style="list-style-type: none"> • A role model with the highest levels of performance, potential and ambition to move on. • High performer, bringing added value to assignments with lots of potential and capacity for immediate advancement. • Role models behaviours of organisation/role. • Demonstrates mastery of current assignment. • True organisation asset – role model. • First call to fill critical positions.
<p>Meets expectations</p> <p>Meets the expectations for performance against objectives and behaviours required at the level for their role.</p>	<p>Future professional in field</p> <ul style="list-style-type: none"> • Good reliable performance. • Behaves professionally in line with role. • Showing upward potential but less ambitious to move outside of field. 	<p>Solid generalist (Solid/adaptable)</p> <ul style="list-style-type: none"> • Good rounded performance. • Behaves professionally in line with role. • Meets expectations. • Works wider than professional background. • Some potential to do more in long term if ambition and development allows. 	<p>Future emergent potential (Capacity for key roles)</p> <ul style="list-style-type: none"> • Individual with high potential. • Good rounded performance. • Behaves professionally in line with role. • Has the capacity to be a consistent talent, or with stretch move to higher levels.
<p>Partially met expectations</p> <p>Below 'met expectations' against performance objectives and behaviours required at the level for their role.</p>	<p>Developing professional (Needs stretching)</p> <ul style="list-style-type: none"> • Current low demonstration of performance and behaviours required of role. • Being supported to reach their potential. • May be in the wrong role. 	<p>Developing generalist (Needs stretching)</p> <ul style="list-style-type: none"> • Low performance but showing moderate potential over time outside of professional role. • Being supported, needs pushing and stretching to reach full potential. • May be bored, under-used or in the wrong role. 	<p>Transition employee (New to role, needs support)</p> <ul style="list-style-type: none"> • New to post or assignment. • Have yet to demonstrate results, or high potential in a new position / development assignment. • Future performance will allow assessment of where they align to the grid longer term.

Coaching Spectrum

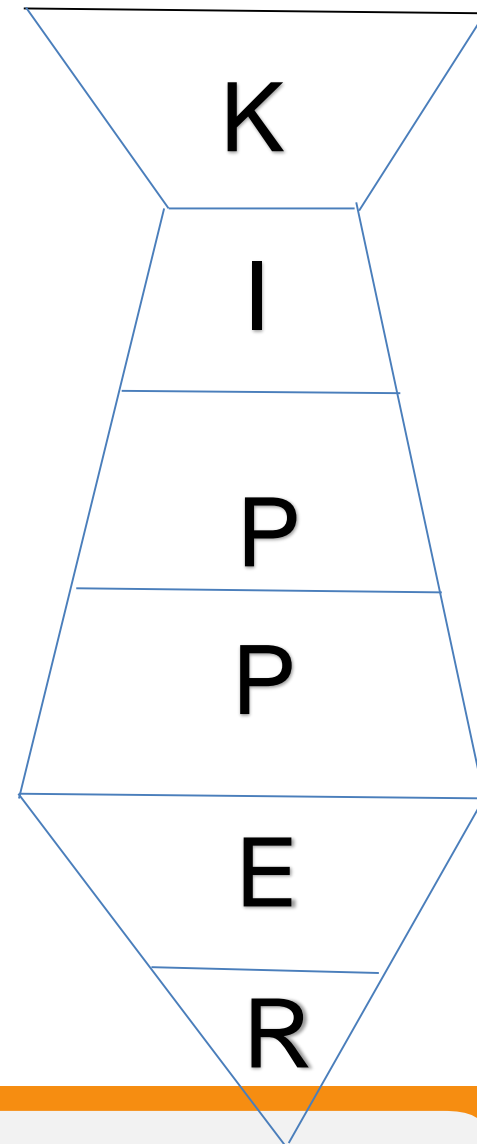


Have you got a minute? I just wanted to ask you something?

- Be decisive
- Be clear
- Take a partnership approach
- Listen
- Don't simply give advice
- Try....
- Set objectives
- Build rapport
- Summarise often
- Keep questions brief
- Don't overrun

The Kipper Tie

The Kipper Tie coaching model shows the basic flow of a coaching conversation with an overview of some sample questions to ask



Key Issues & Goals

What do you want to take away from this discussion?

Importance & Implications

How important is this issue on a scale of 1-10?

Present Situation

What exactly is going on currently?

Perfect World & Possibilities

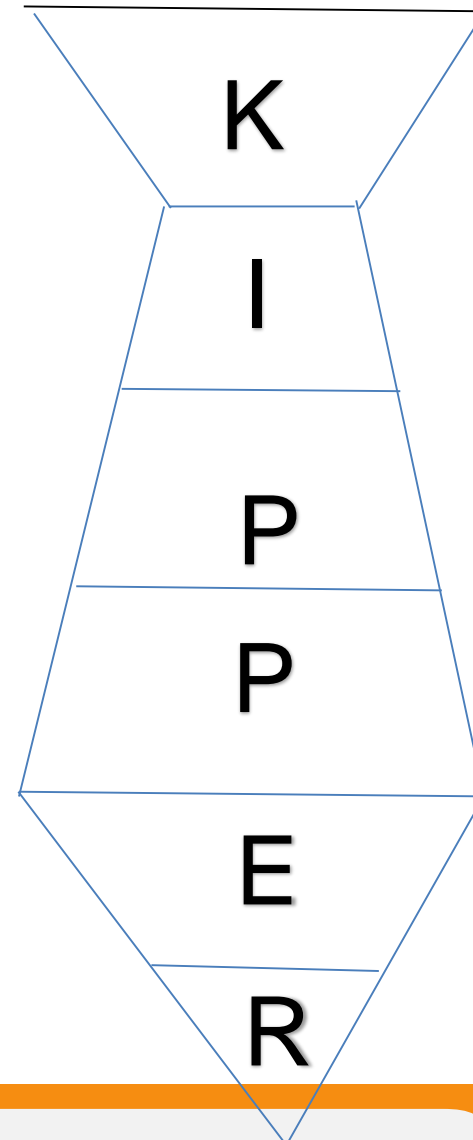
In a perfect world, what would be happening?

Evaluating Choices

What are your options? How will you judge them?

Resolution & Reviews

What's the next step? How will you check progress?



Feedback

- What are our 'Golden Buzzers'?
- Pledge

Thank you

For more information please contact

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