



CCMA Community Chat - Enhancing WFH coaching practices Cormac Murphy (Ennovate Consulting)

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Poll One

What coaching are you doing with your staff today

1. We coach staff in the office and staff at home regularly and document the actions
2. We coach staff in the office and at home but at least some conversations are informal
3. We coach staff in the office but do not have any formal coaching conversations with WFH staff
4. We do not do regular coaching with our staff

Why continuing to coach staff at home is important

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1. We want to be with others – we are social creatures (mostly)
 2. Staff want interaction first and coaching second
 3. Some people don't like working from home others do
 4. Preference for home working changes over time, can't just categorise at the start
 5. Even the same conversation made from home is different – different context
 6. But the conversations have changed too – different topics
 7. Without the office around us we crave more structure and peer comparison
 8. Even if many of us say we do not (often those that complain of it want it most)
 9. People don't always know when they are drifting -- in the office you can see it

Poll Two



What are your plans for re-introducing staff to the office

1. We plan to go back to normal (the old normal) as soon as possible
2. We will have some staff fully at home and other fully in the office
3. We aim to get 80%+ of staff into the office at some stage during the month
4. We aim to get 50%+ of staff into the office at some stage during the month
5. Home working will become the predominant way of working, many staff will not attend an office

The need for enough structure to help, but not so much as to restrict the conversation



1. Realise that you will need to carry out more psychological care than you would in the office
2. But do not “just” call for a chat – structure is more important in 3 big ways
 - Have a plan for at least 4 sessions to build toward a skill
 - Have a planned structure for how you will run the session
 - Enable the staff member to record their new actions where you and they can see them
3. Positive re-inforcement generally works better than correction
 - But it is harder to do and goes against our human instincts
 - Negative re-inforcement much more likely to get “polite” acceptance and then ignored
 - Take some more time to look for occasional flashes of good work – its worth the effort
4. Company communications take on more significance when at home
 - Be aware of the emails from finance/marketing and other channels going to your staff
 - Find ways to “listen at the watercooler” – be willing to question comms openly to staff

Group coaching is also important in the WFH environment



1. Group coaching – pick a piece of work (a call is a good example) as the centre
 - Analyse the work using a formal structure – we use the idea of commitments
 - The structure makes the discussion less personal for the person who's work it is
 - But also makes the conversation real
 - We've been doing this for a long time, but with WFH workers there are new wrinkles
2. Group coaching on zoom or similar really works, but
 - Safety is important; DON'T record the session, be clear you are not!
 - It takes more structure, ask people to raise a finger or hand to speak
 - Explicitly bring people into the conversation
 - Be more willing to widen the conversation to people home working context
 - Take more time over the check-out, what will people do differently?

Coaching in the wider organisational context



1. Getting a birds-eye view of the coaching going on is more important than ever
 - What coaching has happened (group and 1:1)
 - Is the coaching going fully across the range of competencies?
 - What is the competence of the coaching, do your TL's need help?
 - Are your staff developing; is coaching connected to customer feedback?
2. How are your TL's getting together to learn about coaching from one another
 - Are you coaching one level up?
 - Are you coaching to skills rather than to metrics?
 - Are your metrics and KPI's driving the right coaching behaviours
3. Are you making coaching as simple and visible as possible
 - Are you continually developing coaching plans for specific situations
 - Is it easy for TL's and staff to access coaching plans and to record the session
 - Can you roll-up the notes from a coaching session to higher-level reporting
 - What level of importance does the Ops Director put on seeing regular coaching happening



Poll Three

What are your plans for coaching going forward

1. Coaching is not a top priority until we get through the current situation
2. We will continue to coach as before with little or no change
3. We may change our coaching to meet current needs, but no additional investment
4. We will increase investment in coaching over the next 6 to 12 months



Questions Please