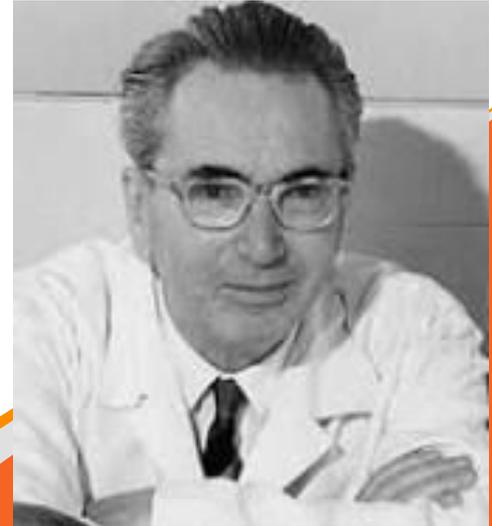


# Think Good/ Viktor Frankl Coaching Program

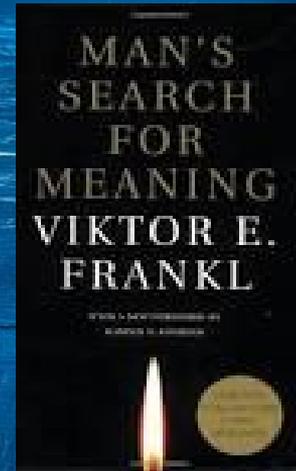
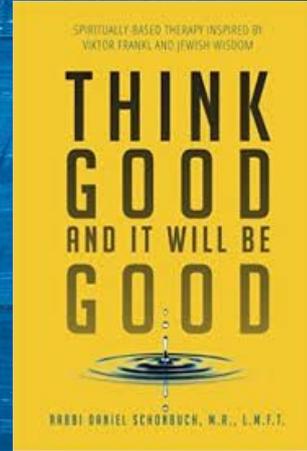
Week 13

With Rabbi Daniel Schonbuch,  
LMFT



# Week 13

- Challenges
- Business Coaching
- KPIs, SMART GOAL
- Solution-Focused Coaching
- Challenging Assumptions: Tony Robbins
- Myers-Briggs Communication
- Practice time



# Organizational Challenges



## Employee Retention

- Retaining high-quality people is an ongoing issue in our company, and each person we lose is costing us thousands of dollars. How can we reduce our turnover?
- Studies prove that the number one reason people stay with or leave organizations is the quality of the relationships they have with their boss.

# Leadership Bench Strength

Organizations ask: How do I develop strong, self-reliant leadership bench strength for the future?

- Coaching provides a process for helping leaders deliver on their best intentions.



- Coaching causes leaders to mature, moving past problem solving to increasing their ability to manage paradoxical situations.

# Productivity

Organizations are concerned: How do I instill a sense of passion and accountability, and have my people generate consistent and outstanding results?

- Coaching breeds passion and accountability: passion because the more people are recognized for their true talents, the more confident, committed, and competent they become

DO  
MORE

# Organizational Alignment

- Organizations seek answers: How do I get everyone working toward the same corporate goal when they often have diverse personal styles and goals?
- Coaching compels people to focus on purposeful action, but only because they understand who they are, where they are going, and how their contribution impacts the company.



# Communication

Organizations want to know: How do I get people communicating effectively and productively about goals and expectations?

- Coaching supports and encourages healthy communication in all relationships: listening to learn, asking questions to gain clarity, testing for truth rather than making assumptions, and endorsing others for a job well done.

# Morale

Organizations ask: How does coaching affect morale?

- Coaching provides a safe place where individuals can talk about their challenges and opportunities in a confidential environment. Especially during times of change, coaching allows individuals to openly share their concerns and gain a different, objective perspective to bring back into the workplace.
- Often just having a safe, objective person to listen to concerns helps people feel better and thus raises morale.

# Purpose of Business Coaching

- Create confidential listening space
- Solution-Focused Coaching
- Setting KPIs and SMART Goals
- Challenging Assumptions
- Stretching Potential
- Develop Leadership Skills: Myers-Briggs Communication



# Listening is Powerful

- No one to talk to.
- Need space to explore ideas.
- Gain insight from third party.
- Uncover known solutions  
(Solution-focus)



# Solution-Focused Coaching

- **Focus on solutions not problems**
- **People already have the resources they need to change**  
In any situation some things are already working – find them and do more of them.
- **Change happens in small steps**  
And a small change can have big consequences



# Setting KPIs

A **Key Performance Indicator** is a measurable value that demonstrates how effectively a company is achieving key business objectives.

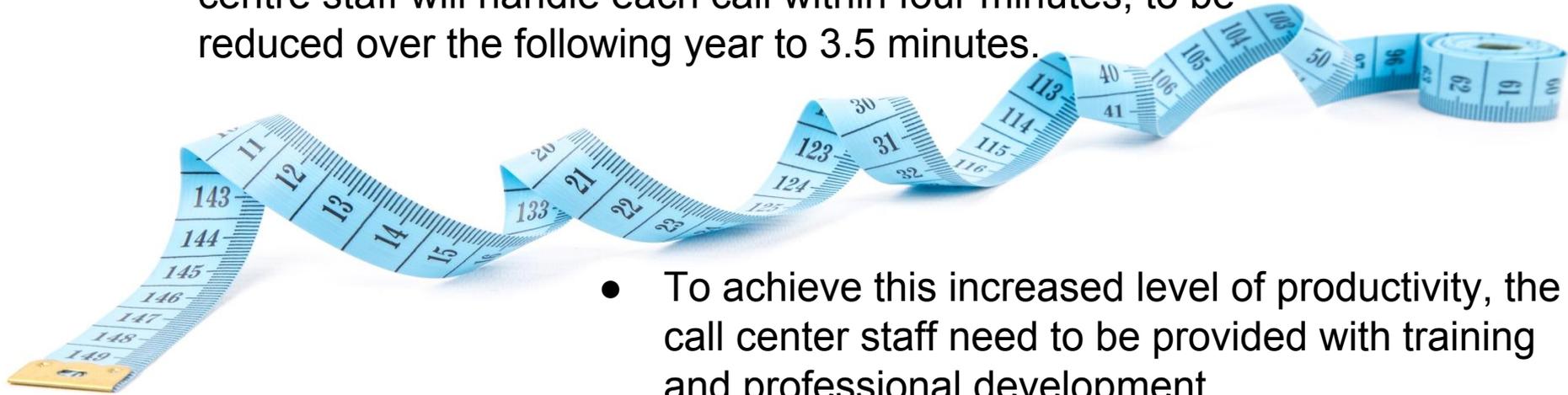
- Organizations use KPIs at multiple levels to evaluate their success at reaching targets.
- High-level KPIs may focus on the overall performance of the enterprise, while low-level KPIs may focus on processes in departments such as sales, marketing or a call center.

# Baseline

- Within a call center, the length of time it takes the call center staff to deal with enquiries may be measured.
- It is found that on average, each call is handled within four to five minutes. This, then, is the current level of worker productivity.

# KPI

- A target is set that by the end of the next 12 months, call centre staff will handle each call within four minutes, to be reduced over the following year to 3.5 minutes.



- To achieve this increased level of productivity, the call center staff need to be provided with training and professional development.
- Procedures for handling each call should be reviewed, and the computer programs evaluated to ensure that these factors are improved or revised if required.

<b>Letter</b>	<b>Most Common</b>	<b>Alternatives</b>
<b>S</b>	Specific	Significant, Simple, Sustainable, & Stretching
<b>M</b>	Measurable	Meaningful, Motivational, & Manageable
<b>A</b>	Achievable	Attainable, Acceptable, Action-oriented, Aspirational, & Aggressive
<b>R</b>	Relevant	Realistic, Reasonable, Rewarding, Results-based, & Results-oriented
<b>T</b>	Time-bound	Time-based, Timely, Time-oriented, Tangible, Time-framed, Time specific, & Trackable

Global/Organizational KPI with  
CEO/Executives



Divisions



Staff

# KPI Worksheet

- See handout

# Tony Robbins on Challenging Assumptions



# Myers-Briggs

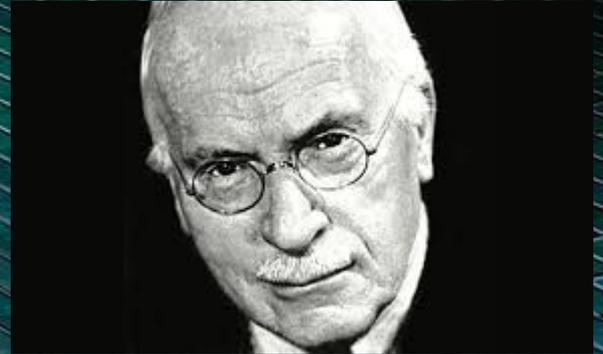
- The Myers–Briggs Type Indicator (MBTI) is an introspective self-report questionnaire with the purpose of indicating different psychological preferences in how people perceive the world around them and make decisions.
- Based on the theories of Carl Jung, on four principal psychological functions: sensation, intuition, feeling, and thinking

Introvert or **E**xtrovert

Sensing or **i**Ntuitive

Thinking or **F**eeling

Judging or **P**erceiving



Carl Jung

- People and things (Extraversion or "E"), or ideas and information (Introversion or "I").
- Facts and reality (Sensing or "S"), or possibilities and potential (Intuition or "N").
- Logic and truth (Thinking or "T"), or values and relationships (Feeling or "F").
- A lifestyle that is well-structured (Judgment or "J"), or one that goes with the flow (Perception or "P").

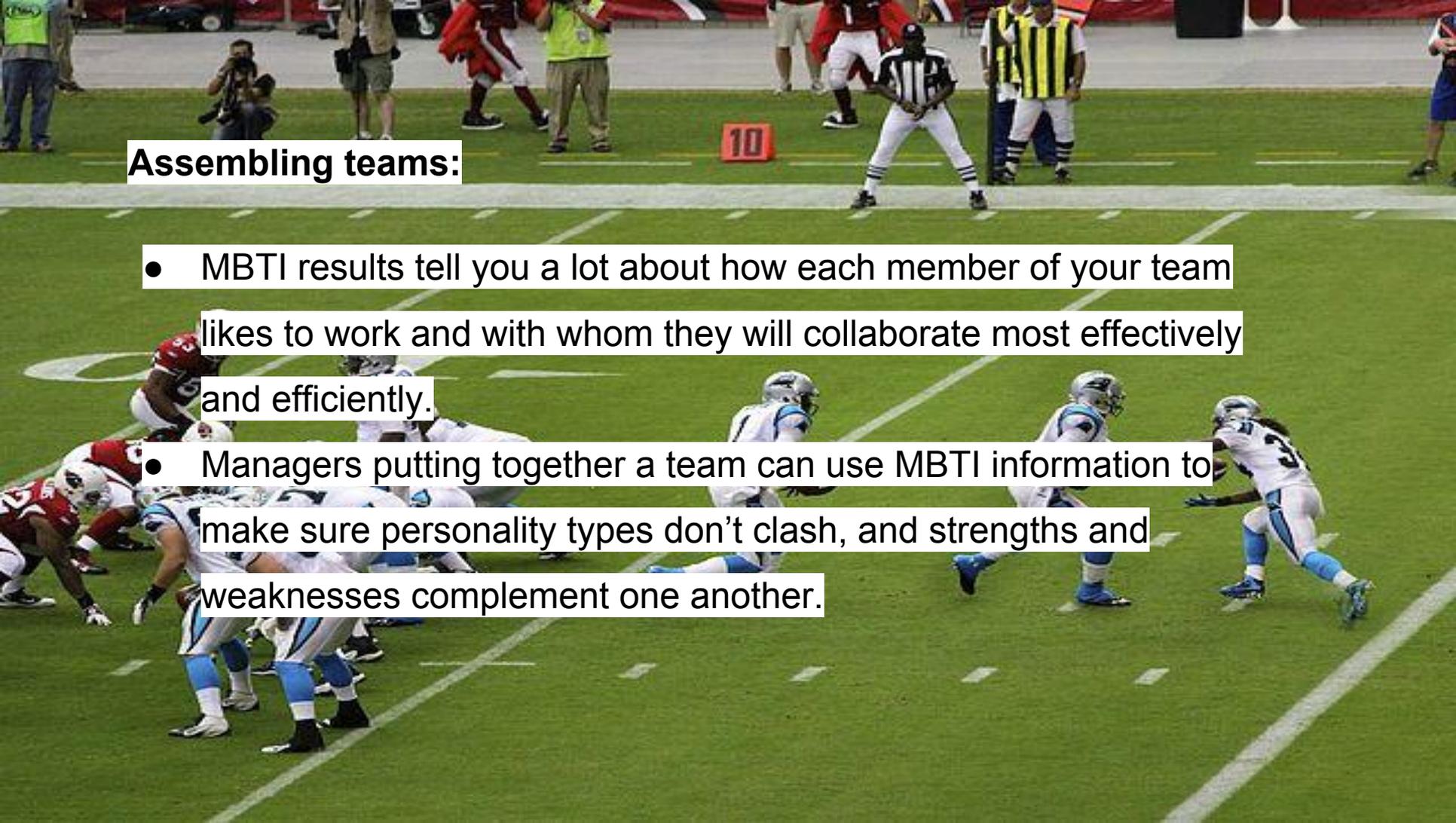
# WHAT'S YOUR TYPE?

<b>ISTJ</b> "DOING WHAT SHOULD BE DONE"	<b>ISFJ</b> "A HIGH SENSE OF DUTY"	<b>INFJ</b> "AN INSPIRATION TO OTHERS"	<b>INTJ</b> "EVERYTHING HAS ROOM FOR IMPROVEMENT"
<b>ISTP</b> "READY TO TRY ANYTHING ONCE"	<b>ISFP</b> "SEES MUCH BUT SHARES LITTLE"	<b>INFP</b> "PERFORMING NOBLE SERVICE TO AID SOCIETY"	<b>INTP</b> "A LOVE OF PROBLEM-SOLVING"
<b>ESTP</b> "THE ULTIMATE REALISTS"	<b>ESFP</b> "YOU ONLY GO AROUND ONCE IN LIFE"	<b>ENFP</b> "GIVING LIFE AN EXTRA SQUEEZE"	<b>ENTP</b> "ONE EXCITING CHALLENGE AFTER ANOTHER"
<b>ESTJ</b> "LIFE'S ADMINISTRATORS"	<b>ESFJ</b> "HOSTS AND HOSTESSES OF THE WORLD"	<b>ENFJ</b> "SMOOTH TALKING PERSUADERS"	<b>ENTJ</b> "LIFE'S NATURAL LEADERS"

# Taking the test

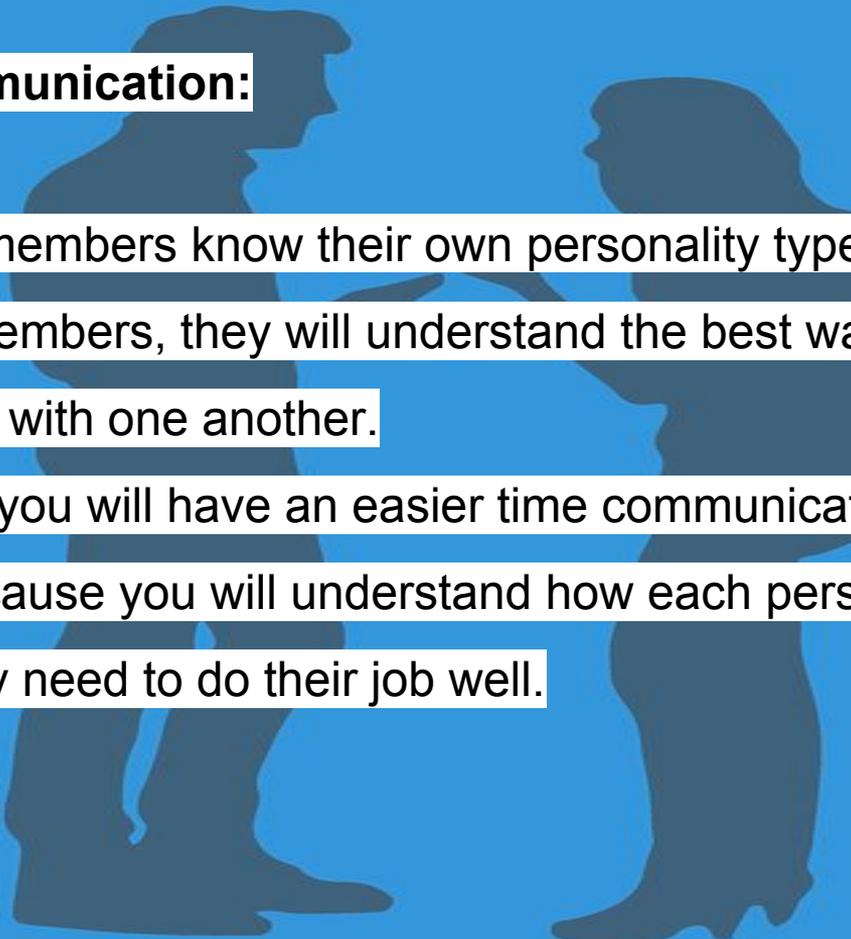
- [Humanmetrics.com](https://www.humanmetrics.com)
- [16personalities.com](https://www.16personalities.com)





## Assembling teams:

- MBTI results tell you a lot about how each member of your team likes to work and with whom they will collaborate most effectively and efficiently.
- Managers putting together a team can use MBTI information to make sure personality types don't clash, and strengths and weaknesses complement one another.

The background of the slide features a dark blue silhouette of two people, a man on the left and a woman on the right, facing each other in conversation. The man is wearing a suit and tie, and the woman is wearing a dress. They are positioned behind the text boxes.

## Facilitating communication:

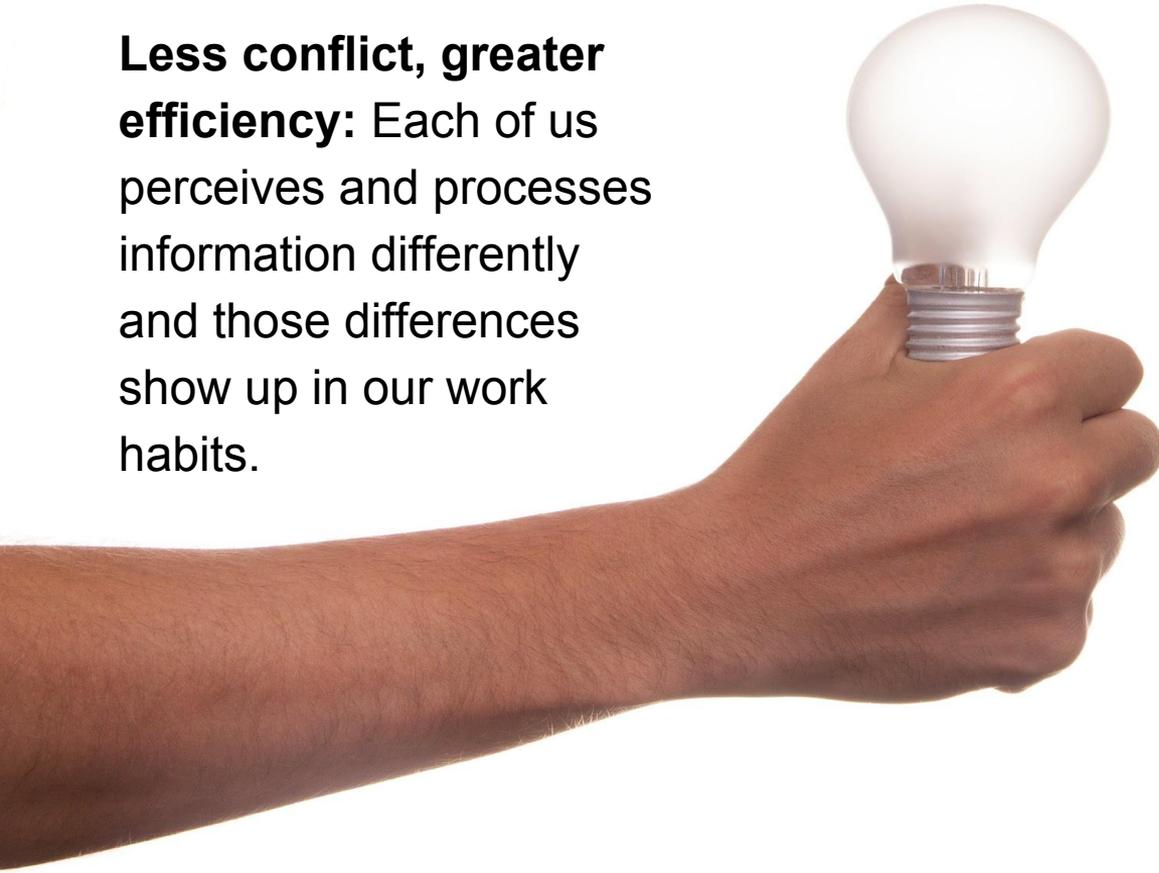
- If your team members know their own personality type, and that of the other team members, they will understand the best ways to communicate with one another.
- As manager, you will have an easier time communicating with team members because you will understand how each person works best and what they need to do their job well.

**Motivating employees:** Information about an employee's personality type can inform how you manage and motivate them.



- One team member, for example, might be a person that needs logical, straightforward reasons for what you ask them to do, they may work best on their own with a minimum of feedback.
- An employee with a different personality type might need to hear positive feedback and appreciation frequently, and have lots of interaction with other team members.

**Less conflict, greater efficiency:** Each of us perceives and processes information differently and those differences show up in our work habits.



- As a business owner or leader you want to place your employees in roles that take into account those differences, play to each person's strengths and minimize the impact of weaknesses.
- A greater understanding builds strong relationships—and good communication habits—with other team members.

**Leadership development:** The MBTI can be an important tool, enabling them to understand themselves--where they focus attention and draw energy, how they process information, how they make decisions and handle stress.



- The airline JetBlue, required current and future leaders to develop self-reflection, self-understanding, and a recognition and understanding of others' differences and then apply those skills to their actions and communications.

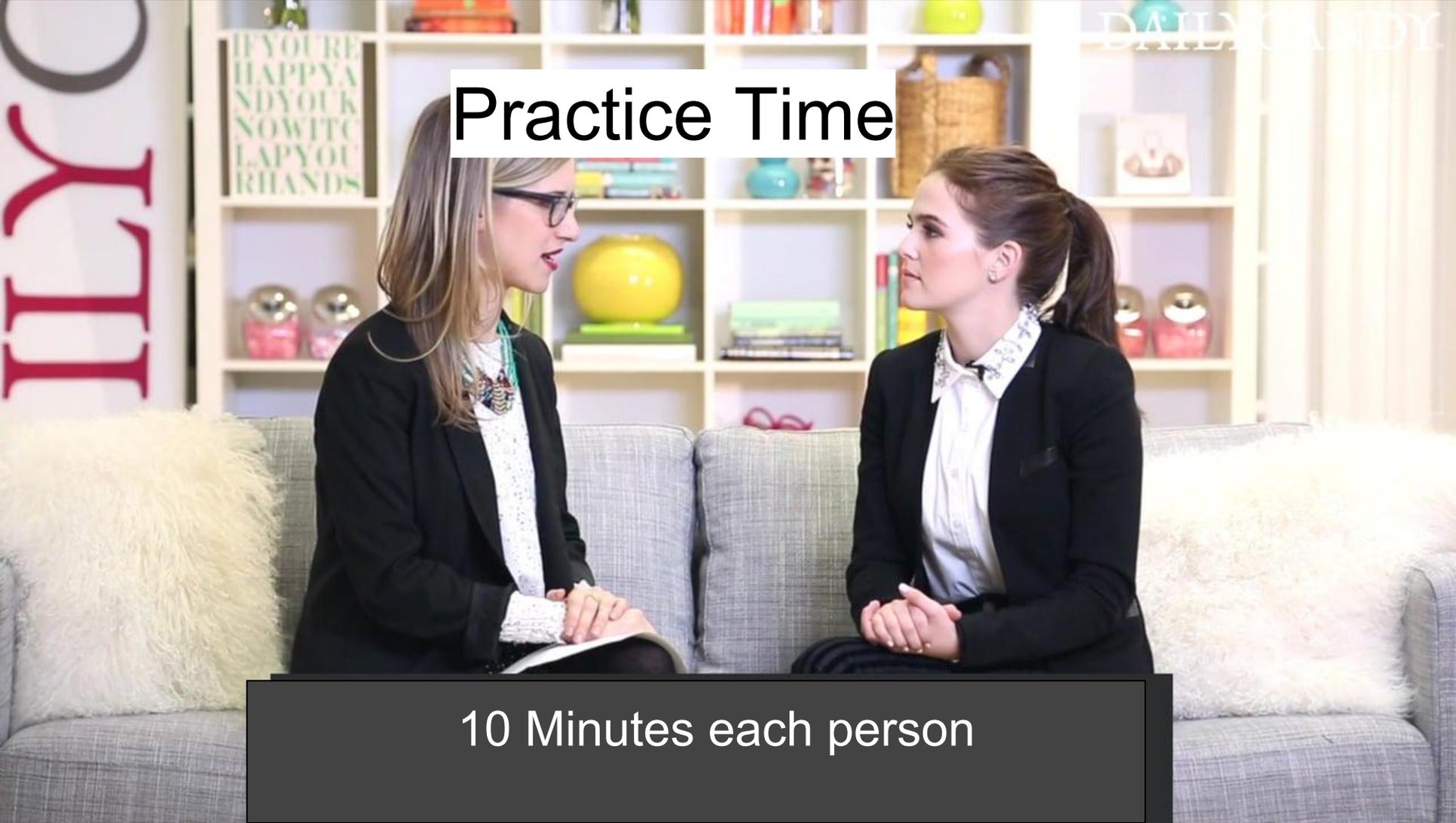
## Leading well:

A foundational strength of every leader is self-awareness, so understanding how your individual preferences influence the culture in which everyone operates is a key to good leadership.



# Practice Time

IF YOU'RE  
HAPPY  
AND YOU  
KNOW IT  
LAPY  
YOU  
RIELANDS



10 Minutes each person