



Data Coaching: Data and Dialogue Skills to Drive Results

March 16-18, 2010
Los Angeles, CA

Day 1: Tuesday, March 16, 2010

Breakfast: 8 am

Start Time: 8:30 am

Phase 1: Introduction and Diagnostics

- Definitions and level setting: Review basic terms that are used when discussing data; questions about the basics
- The data coaching process: How is it different from traditional coaching?
- The power of storytelling
- Overview of the data audit process to be used in your case work
- Data and dialogue diagnostics
 - Individual diagnostics: Understand the impact of your orientation towards data vs. dialogue
 - How do individual orientations affect our coaching mindset and conversations?
 - How do we create winning dialogues with the managers we are coaching?

Phase 2: Key findings from the Data Audit Work

- Overview of measurement map
- Discuss pre-work
- Use map to analyze your own pre-work case
- Put pre-work case study on the map

Phase 3: Introduce class case study (selected company case work that all participants will work on)

Phase 4: Working with less sophisticated data: How to maximize the impact on results

- Team work activity: Level 1 and 2 data (from map)
- Team recommendations
- Coaching guidelines for level 1 and 2 data and dialogue
- Peer coaching exercise: Level 1 and 2 examples

End time: 5 pm

Cocktails: 5-6 pm

Day 2: Wednesday, March 17, 2010

Breakfast: 8 am

Start Time: 8:30 am

Phase 1: Review and questions from day 1; introduce day 2 objectives

Phase 2: Work with level 3 and 4 data: More complex; data often collected through surveys and focus groups

- Tools for power story telling
 - The art of analogy
 - Persuasion through pictures
 - Dealing the right data
 - Qualitative data completes the story
- Role of data and dialogue in driving change
 - Strategy
 - Leadership
 - Management
- Team work activity: Level 3 and 4 data
- Coaching guidelines for level 3 and 4 data and dialogue
- Peer coaching exercise: Level 3 and 4 examples

Phase 3: Work on class company case study

- Employee surveys: A deep dive
 - New methodologies for transforming surveys into leadership tools
 - Case study analysis continued: Use coaching skills to provide client (case study company) with recommendations for driving dialogue, action and results.

End time: 5 pm

Day 3: Thursday, March 18, 2010

Breakfast: 8 am

Start Time: 8:30 am

Phase 1: Review and questions from day 1 and 2; what questions remain?

Phase 2: Working with level 5 and 6 data

- Role of the R&D professional in HR
 - How does data drive innovation in HR, leadership, strategy, and the firm?
 - Fast HR: An alternative model for the HR function
- Team work activity: Level 5 and 6 data
- Coaching guidelines for level 5 and 6 data and dialogue
- Peer coaching exercise: Level 5 and 6 examples
- Methodologies for using data to coach top leaders in strategy making process
 - The “sales” process needed to win over leaders to innovate in HR

Phase 3: Putting the data together; creating your own data coaching strategy

Phase 4: What is data coaching at your firm?

- Data coaching vs. traditional coaching
 - Develop firm-specific goals and definitions to guide 2010 work
- Challenges and opportunities for your own organizations

Phase5: Tactical work: Your personal 90 day plan

- Tying data coaching to your firm or department's top goals for the next 90 days
 - Focus on results: Build out the action, dialogue, and data
 - Develop “power story telling” scenarios
 - Becoming the coach

Phase 6: Wrap up, discussion, next steps

End time: 12 pm

Box lunches will be provided

Notes about this workshop

This is not a statistics class; however, it will be helpful for everyone in the workshop to share similar language and definitions for key terms used when using data. Therefore, we will not “teach” statistics, but we will spend a bit of time reviewing some basic terms (those used in statistics and by consultants who work in the field).

Also, we will ask everyone to come to the program with a pre-work assignment completed. We ask participants to bring in samples of data and target manager profiles (people they will coach).

Each participant will sign a confidentiality agreement, assuring that anything learned about the firms in the program will not be shared. Our goal is to create a learning environment; we want everyone to be confident that if you share confidential data, it will not be discussed or used outside of our workshop. Copies of confidential materials will be distributed but collected before the end of the program. .

If anyone has questions, please contact us as soon as possible.

Anjelica Wright

anjelicw@marshall.usc.edu

213-740-9814