



72% Increase in Coaching Conversations in Frontline Waste Management Supervisors

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Habit Mastery Consulting

“Now I slow down, and think, “Is this a coaching situation? Are they willing to learn?” Program Participant

A Training Initiative To Increase the Frequency and Effectiveness of Coaching Conversations, the Use of Appreciative Questioning, and Delivery of Positive Feedback.

“I better understand the difference between coaching and managing and won't dismiss the value of coaching. Thoughtful conversations are just as productive as deep work.” Program Participant

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Executive Summary

STRATEGIC GOALS

- ✓ Provide a fun training
- ✓ Increase Coaching Conversations
- ✓ Use Appreciative Questioning
- ✓ Provide More Positive Feedback

KEY NUMBERS

- 32 Attendees
- 2 In-Person 4.5 Hour Classes
- 8 30-Minute Follow- Virtual Trainings

TOP IMPACTS

- ★ Increased Task Observations
- ★ More Confidence
- ★ Better Communication
- ★ Reduced Stress
- ★ Improved Safety

"I realized I needed to go back to basics and apply what I already knew. I wasn't doing these things as much as I could have. Now, I'm giving coaching feedback more often, and the conversations are better." Program Participant



Recognizing that the targeted employees have substantial amounts of required training, we aimed to cut through the noise and engage them with a unique and fun training experience. We designed “The Captain's Code: Mastering the Art of Coaching Crewmates (Because You Can't Have Everyone Walk The Plank)” as a gamefied training experience.

As captains of pirate ships, training participants try to reach the buried treasure the fastest by building the highest crew morale. Morale is gained by correctly identifying which type of approach to take in a situation and providing positive feedback. The higher the morale, the further the ship moves, simulating the increased productivity of a positive work environment.

Post assessments and interviews indicate that the training was widely well-received and that the learning objectives were met. Since the training, a significant increase in task observations have been recorded. The most widespread reported impact was increased confidence in leadership skills. Attendees report that they now take a long-term perspective and adapt their approach to the employee and the situation. Not only are they more confident in their approach, they have more confidence in their employees' abilities, and the employees seem more confident, too. As a result, they feel more productive and have less stress.

Attendees also reported improved safety conversations, exemplified by one participant who addressed a lift mechanic using improper fall protection. Despite initial pushback, he engaged the mechanic, listened to the struggles, and collaboratively devised a corrective action that could prevent a significant injury or fatality. Both felt good about the conversation & committed to follow up on the solution's effectiveness.

Post-Training Results

27 responses

"Every new manager should go through this training." Program Participant

↑ 25%

Knowledge of when to manage vs when to coach.

↑ 16%

Knowledge of using questions to clarify & guide others.

↑ 10%

Confidence to deliver effective positive feedback.

83%

Improved their ability to ask effective questions

87%

Are more confident adapting approach to employee

83%

Would recommend this training to others

Post-

7 responses

"I've noticed a difference. (One of my supervisors) slows down and thinks. Now, his team goes to him more often. They're not trying to bypass him and ask me questions anymore. He knows their jobs better than I do, and he's the first person they should be asking questions of." Supervisor of Program Participant



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● A Lot More Often ● A Little More Often ● The Same As Before