

# Coaching for the 21st Century

Presented by  
IMA Leadership Academy

Brad J. Monterio

November 3, 2020

Copyright © 2020 IMA® (Institute of Management Accountants).  
All rights reserved.



The Association of  
Accountants and  
Financial Professionals  
in Business



# Webinar Features and CPE Credit

Q&A

Asking Questions



Participant Note-taking Guide



Help



CPE Credit

## Certification

### Criteria for Partial Credit Option 1

- Minutes to Watch: 50
- Number of Completed Polls required: 3

### Criteria for Full Credit

- Minutes to Watch: 75
- Number of Completed Polls required: 5

# Moderator



**Daniel Harley, CMA, CSCA**  
Director of Continuous Improvement  
ABM Industries

# Featured Presenter



## **Brad J. Monterio**

**Chief Learning Officer, Vice President of  
Member Competency & Learning**

**California Society of CPAs**

**Chair Emeritus**

**IMA Technology Solutions &  
Practices Committee**

**Member**

**IMA Global Board of Directors**

# Brad Monterio's Biography

- Brad Monterio is Chief Learning Officer (CLO) of the California Society of CPAs (CalCPA) where he is responsible for marketing, product development and innovation for education products and services as well as learning technologies. Previously, Brad was Managing Director of Colcomgroup, a New York based consulting firm advising organizations about technology, accounting, and finance matters for more than 23 years.
- Brad is a Global Director on the IMA Board, Chair Emeritus of the IMA Technology Solutions & Practices Committee, IMA's representative to the International Integrated Reporting Council, and Chair Emeritus of the IMA Diversity & Inclusion Committee. He is also a member of the ACCA Technology Global Forum, past Vice Chair of the XBRL International Best Practices Board and a Global Director of the Casualty Actuarial Society. Brad is a graduate of Dartmouth College.

# Course Goal and Agenda

Although there is much change happening in the world right now, the basics of coaching still apply and become even more important in the face of that change.

The **goal of this course** is to become a stronger and more effective leader who is better able to drive extraordinary results, whether at work, at home, or in the community, by building or enhancing your coaching skills.

- Introduction**
- What is coaching?**
- Skills needed to coach effectively**
- Approaches for effective coaching**
- Close**



# Learning Objectives

After this session, attendees will be able to:



**DEFINE**

Coaching as it is used in the 21<sup>st</sup> Century



**IDENTIFY**

The skills needed to be an effective coach and lead a diverse workforce



**EXPLAIN**

Approaches for being a more effective coach

# Reflection

**1** **HOW** would you define coaching?



**2** **WHEN** has a good coach helped you?







## WHAT IS COACHING?

# Coaching Is...

- 1** A positive and proven approach
- 2** A process to improve performance in the way a person wants
- 3** A process to help people explore their goals and ambitions and then achieve them
- 4** About the present
- 5** About helping people learn rather than teaching them



# Understanding Coaching and How It Is Different From...



## COACHING

Identifying what is within a person and enabling them to use these skills to the best of their ability



## MANAGING

Making sure people do what they already know how to do



## MENTORING

Showing how people who are really good at doing something do it



## TRAINING

Showing people how to do what they don't know how to do

# Poll Question #1

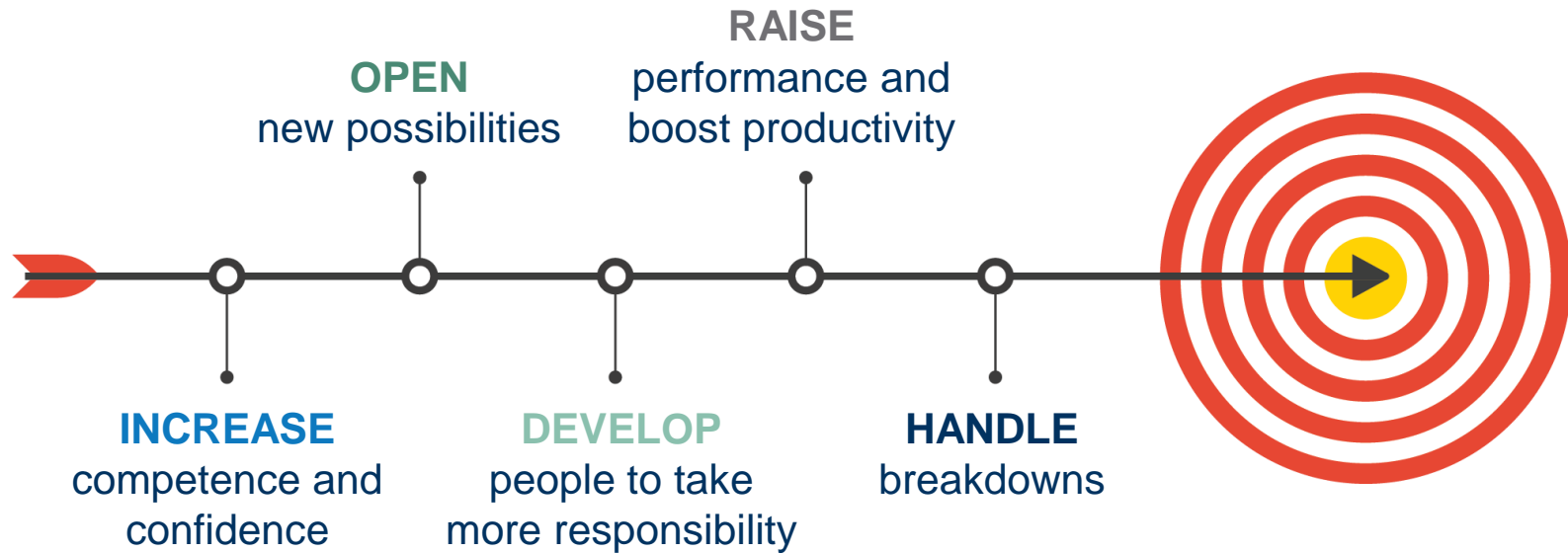
Of the **five qualities of coaching**, which appeals to you the most?

- a. A positive and proven approach
- b. A process to improve performance in the way a person wants
- c. A process to help people explore their goals and ambitions and then achieve them
- d. About the present
- e. About helping people learn rather than teaching them



# Poll Question #1 Results

# Goals of Coaching



# Coaching for the 21st Century

## ORGANIZATIONAL CHALLENGES:



ENRICHING PEOPLE



ENRICHING CAREERS



ENRICHING SOCIETY

*The 21st Century  
workplace needs to be  
shaped by purpose,  
meaning, trust, fairness,  
and openness.*

# Coaching for the 21st Century

## INDIVIDUAL AND TEAM CHALLENGES:



DIVERSITY AND  
INCLUSION



UNCONSCIOUS BIAS



GENDER  
PREFERENCES



COACHING REMOTELY



TECHNOLOGICAL  
COMPETENCE





## SKILLS NEEDED TO COACH EFFECTIVELY

# IMA Management Accounting Competency Framework



# Roles and Responsibilities of a Coach



- 1 Lead people to grow and develop
- 2 Help define goals and set objectives
- 3 Suggest approaches to achieve goals and objectives
- 4 Maintain focus
- 5 Clarify ideas and concepts
- 6 Monitor progress and provide feedback
- 7 Provide support and encouragement
- 8 Help people fit within the organization
- 9 Stimulate *ordinary* to achieve *extraordinary*

# Essential Coaching Skills

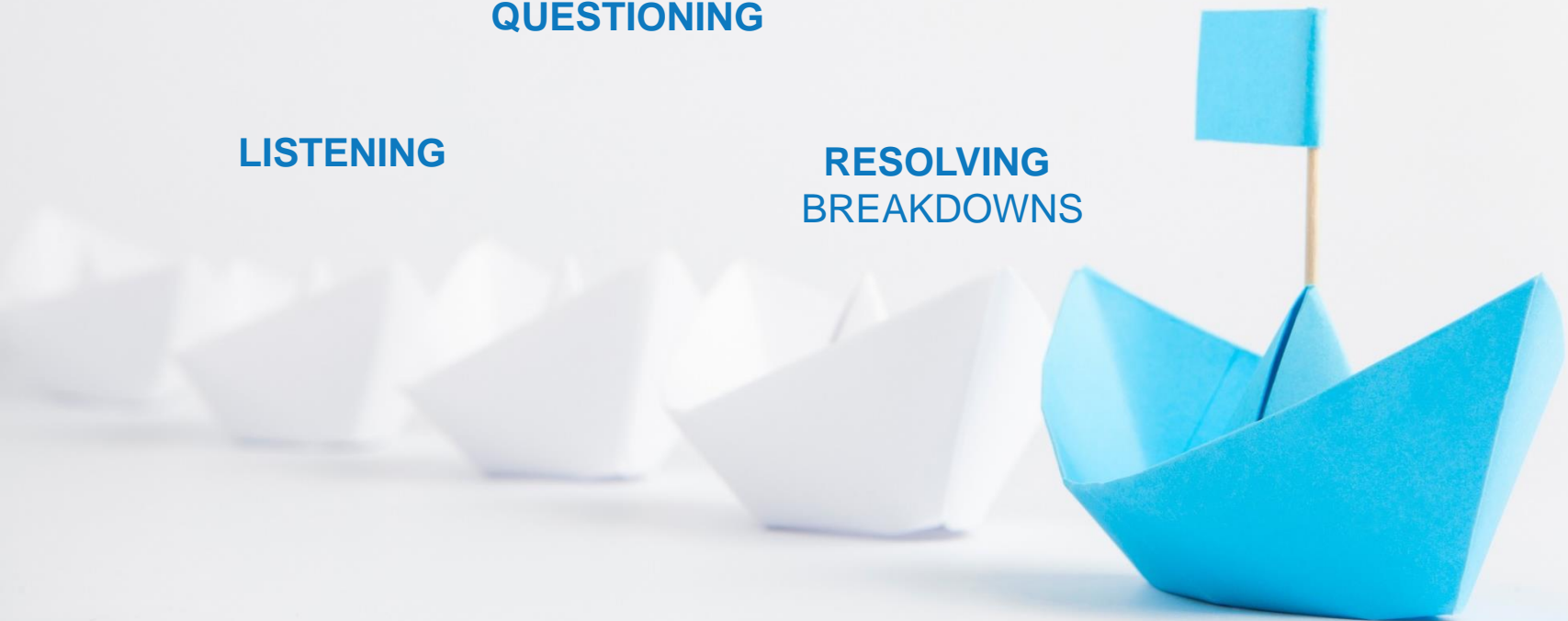
**BUILDING RELATIONSHIPS  
AND TRUST**

**ASSESSING AND  
PROVIDING FEEDBACK**

**QUESTIONING**

**LISTENING**

**RESOLVING  
BREAKDOWNS**



# Poll Question #2

Of the **essential coaching skills**, in which area do you have the most experience and expertise?

- a. Building relationships and trust
- b. Listening
- c. Questioning
- d. Resolving breakdowns
- e. Assessing and providing feedback



# Poll Question #2 Results

# Top 10 Coaching Skills

①

LISTENING

②

QUESTIONING

③

BUILDING  
RAPPOR

④

EMPATHIZING

⑤

SUMMARIZING AND  
REFLECTING

⑥

CHALLENGING  
MIND-SETS

⑦

STAYING  
FOCUSED

⑧

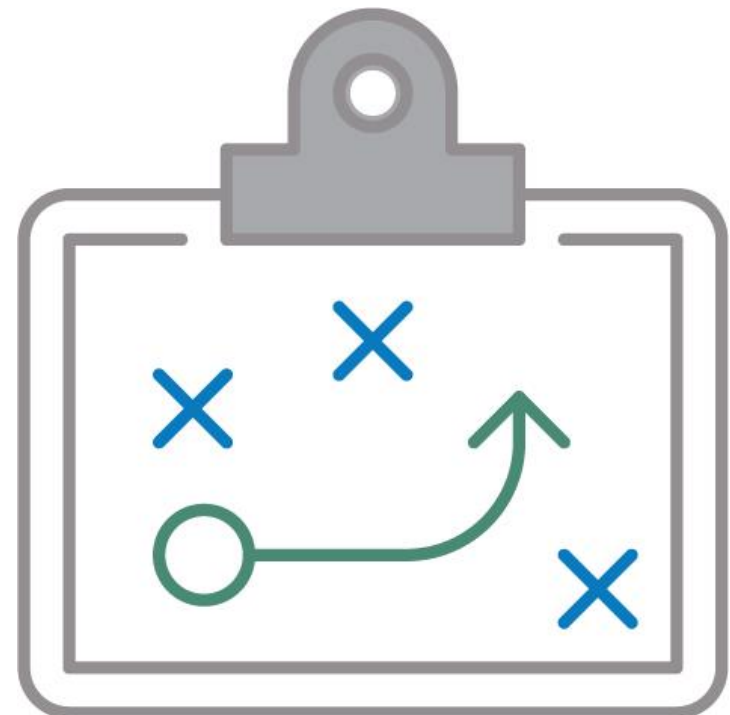
BEING  
NONJUDGMENTAL  
AND OPEN-MINDED

⑨

GIVING  
CONSTRUCTIVE  
FEEDBACK

⑩

RESISTING THE  
TEMPTATION TO  
TELL



# Compelling Questions for Coaches

What is **your goal**, in general and for this coaching session in particular?

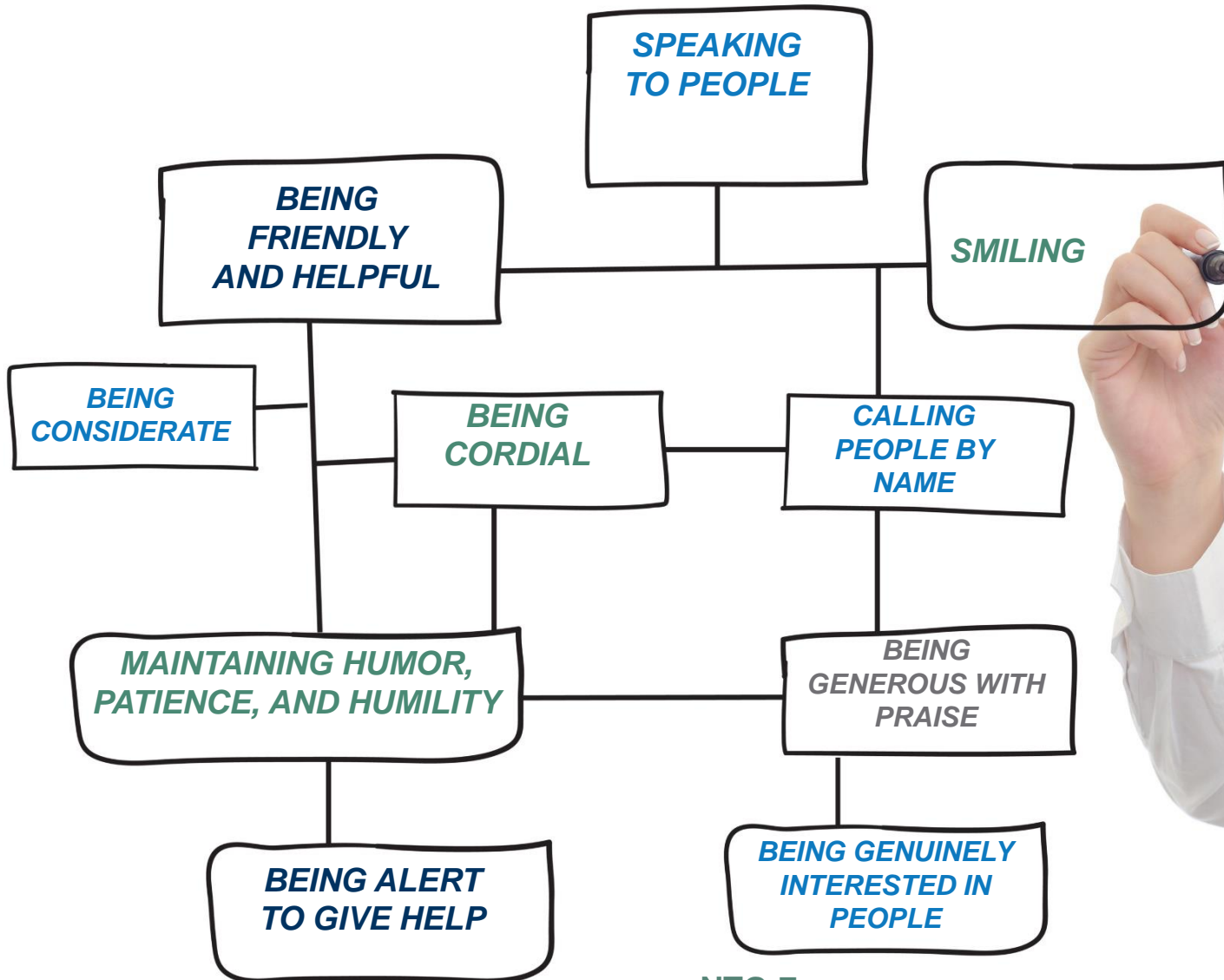
If I could grant you **one wish** for this coaching session, what would it be?

So let's focus on the options you have:

- What could you try?
- Do you think you can actually do any of this?
- What are the next steps?
- What, if any, support do you need?
- What might you do differently next time?



# Attributes of an Effective Coach



# 21st Century Coaching Areas

Being more culturally attuned to differences in the workplace globally, culturally, and generationally ①

**Leading in a virtual environment** ②

Working collectively and collaboratively ③

**Managing highly distributed networks of knowledge and teams** ④

Dealing with ambiguity ⑤

**Challenging mental models and assumptions that no longer serve** ⑥

Learning from experience and applying that learning in new or different situations ⑦

**Handling diversity** ⑧



# Poll Question #3

Which **21st Century coaching area** do you find most challenging?

- a. Being more culturally attuned to differences
- b. Leading in a virtual environment
- c. Working collectively and collaboratively
- d. Managing highly distributed networks
- e. Dealing with ambiguity
- f. Challenging outdated mental models and assumptions
- g. Applying learning to new situations
- h. Handling diversity



# Poll Question #3 Results

# Self-Assessment

What is your **greatest strength** as a coach?



What is your **biggest challenge** as a coach?



What are some ways you can **strengthen** your coaching abilities?





## APPROACHES FOR EFFECTIVE COACHING

# Barriers to Effective Coaching



## BARRIER

- Each individual is unique
- Lack of trust
- Low motivation
- Negative perception of coaching
- Time commitment



## OVERCOMING APPROACH

- Adapt your coaching style
- Build a relationship
- Address underlying issues
- Clarify nature and objective of coaching
- Keep the end goal in mind

# Leaders as Coaches



- **Communicate** with wisdom
- **Challenge** the unchallenged
- **Raise** the bar
- **Invest** in teamwork
- **Encourage** boldness
- **Embrace** diversity
- **View** people in terms of their potential
- **Be** available
- **Accumulate** resources
- **Provide** solutions
- **Be** an optimist
- **Create** a compelling vision

Source: See Bibliography [5]



# GROW Model

## GOAL

The coach helps the individual determine their goals:

- Agree on the subject for discussion
- Set specific objectives for each session
- Set a long-term aim



## REALITY

The coach helps the individual identify their current state:

- Conduct a self-assessment
- Offer specific examples of feedback
- Discard all irrelevant history



## OPTIONS

The coach helps the individual develop ideas to move toward their goal:

- Invite suggestions
- Carefully offer suggestions
- Ensure choices are made



## WILL

The coach helps the individual decide on an option to apply:

- Identify possible obstacles
- Specify steps
- Define timing and agree on support



# Poll Question #4

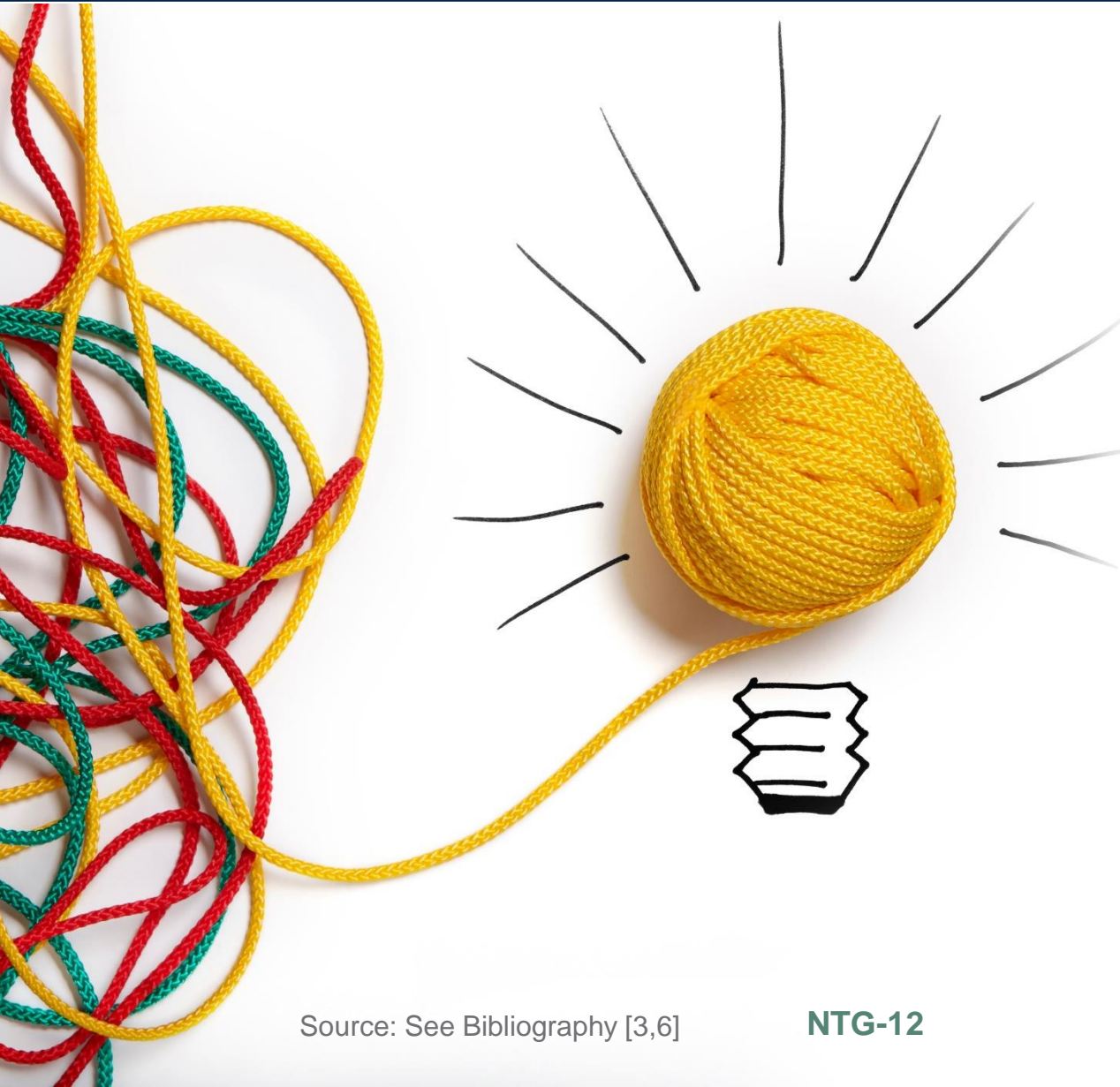
In consideration of the **GROW Model**, with which stage are you most comfortable?

- a. Goal
- b. Reality
- c. Options
- d. Will



# Poll Question #4 Results

# Tips for Coaching Direct Reports



- Meet people where they are
- There is no coaching without trust
- Ask guiding questions
- Recognize what's going well
- Listen and empower
- Understand their perspective
- Talk about next steps
- Coach in the moment
- Commit to continuous learning
- Know that transformation takes time
- Coach the team



CLOSE

# What We Have Covered



WHAT IS COACHING?



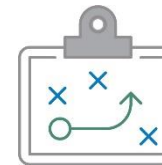
GOALS OF COACHING



ROLES AND  
RESPONSIBILITIES OF A  
COACH



GROW MODEL



TOP 10 COACHING  
SKILLS



LEADERS AS  
COACHES



TIPS FOR COACHING  
DIRECT REPORTS

# Poll Question #5

Which **topic** in this webinar was most impactful for you?

- a. Defining coaching and understanding its goals
- b. Coaching roles and responsibilities
- c. Top 10 coaching skills
- d. Leaders as coaches
- e. GROW model
- f. Tips for coaching direct reports



# Poll Question #5 Results



# Learning Objectives, revisited

After this session, attendees will be able to:



**DEFINE**

Coaching as it is used in the 21st Century



**IDENTIFY**

The skills needed to be effective coaches and lead a diverse workforce

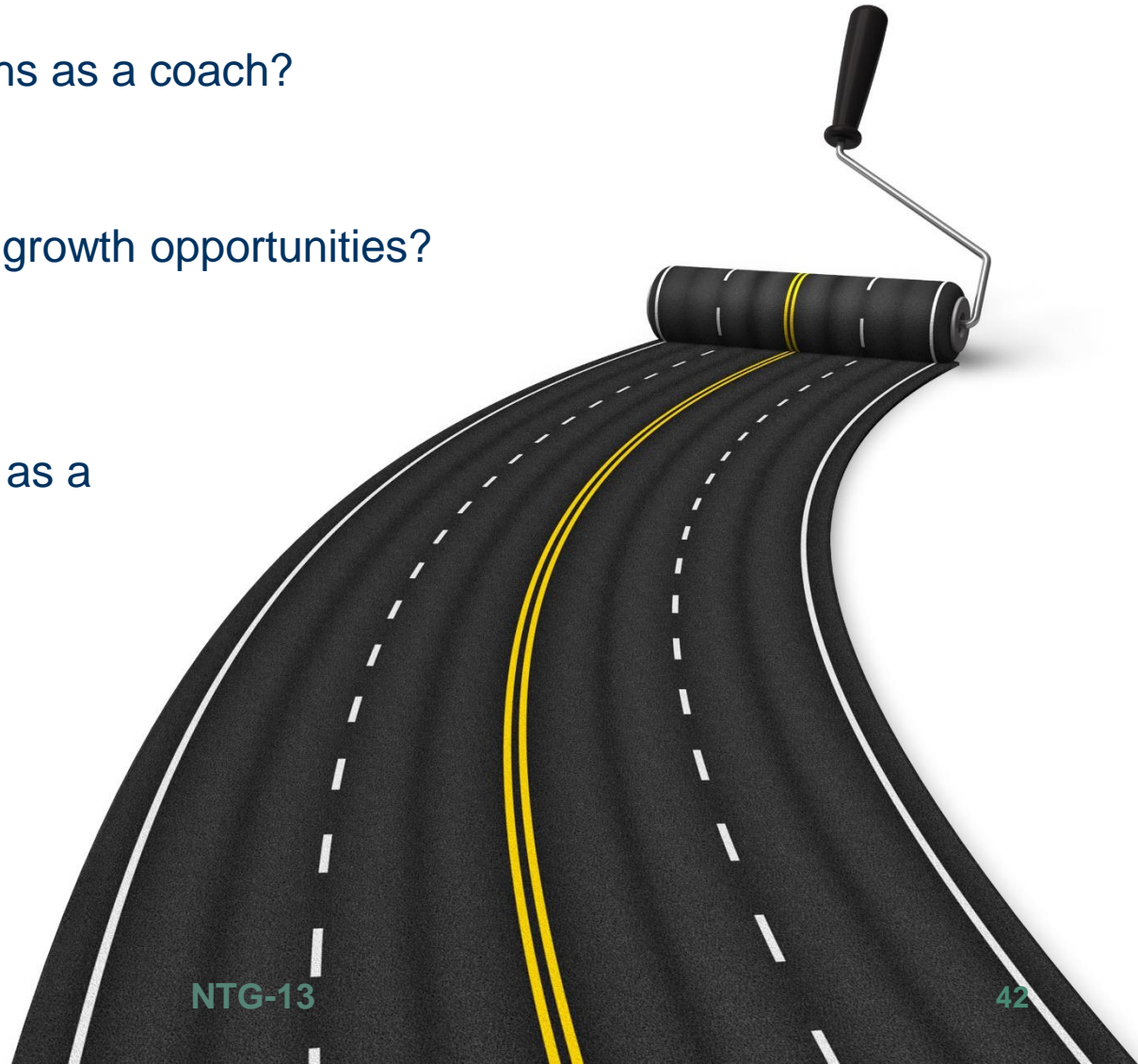


**EXPLAIN**

Approaches for being a more effective coach

# Action Planning

- ① **WHAT** are your strengths as a coach?
- ② **WHAT** are your growth opportunities?
- ③ **HOW** can you keep developing your ability as a coach?
- ④ **WHAT** will you now do differently to become an effective coach?



# Questions & Answers

*Use the Q & A Panel to send your questions to our panelists.*



**Daniel Harley, CMA, CSCA**  
Director of Continuous Improvement  
ABM Industries



**Brad J. Monterio**  
Chief Learning Officer, Vice President of  
Member Competency & Learning  
California Society of CPAs  
**Member**  
IMA Global Board of Directors

# Thank You to Our Featured Presenter!



## **Brad J. Monterio**

**Chief Learning Officer, Vice President of  
Member Competency & Learning  
California Society of CPAs  
Chair Emeritus**

**IMA Technology Solutions &  
Practices Committee  
Member**

**IMA Global Board of Directors**

# Thank You to Our Moderator!



**Daniel Harley, CMA, CSCA**  
Director of Continuous Improvement  
ABM Industries

# Final Reminders

- ▶ **Complete the Evaluation poll** – on your screen
- ▶ **Access to your CPE Certificate** – 2 Options
  - Click the “CPE” icon at the bottom of your console  
or
  - Click the link in your post-event email
- ▶ Please print a copy of the CPE certificate for your records.
- ▶ Your CPE credit will be automatically recorded in your member transcript.



The Association of  
Accountants and  
Financial Professionals  
in Business

10 Paragon Drive, Suite 1

Montvale, New Jersey

07645-1760

U.S.A.

(800) 638-4427

(201) 573-9000





The Association of  
Accountants and  
Financial Professionals  
in Business

## **About IMA® and the CMA® Program**

IMA® (Institute of Management Accountants) is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) and CSCA® (Certified in Strategy and Competitive Analysis) certification programs, continuing education, networking, and advocacy of the highest ethical business practices.

For nearly 50 years, the CMA certification has been the global benchmark for accounting and finance professionals. It demonstrates mastery in 12 critical practice areas in business, including technology, analytics, financial planning and analysis, performance, and control. Professionals who earn the CMA can gain greater credibility, career advancement opportunities, and higher earning potential.

Learn more at <http://www.imanet.org/cma-certification>.