



Introduction

Interjecting significant change into a collaborative project requires leadership coaching. Traditional projects often are managed in a command-and-control environment and don't take advantage of the expertise offered by all members of the team. When undertaking a different project delivery model, it is necessary to support those involved with additional guidance. A coach can provide that leadership.

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1.0 Why

Constantly communicating the Lean vision through formal and informal conversations by a coach inspires and motivates individuals. Through coaching, members can learn better—and best—practices and ultimately become coaches themselves. If a member receives great coaching, that individual is more likely to tutor others when entrusted with formal leadership roles, further spreading the Lean transformation.

Team members need someone who can guide them in implementing transformational thinking strategies and procedures, and a coach can fill that need. A good coach builds upon individual development, as well as responds and adjusts to changing conditions.

2.0 How

A coach often works to a defined objective, training an individual or team toward a better overall understanding of Lean concepts and outcomes while driving teams or individuals toward better performance.

Ideally, a coach should be an individual not associated with specific project requirements, or an outside consultant. Since coaching involves teaching fundamentals and skills, there are various methods at a coach's disposal. At times coaches are teachers, while other times they are guides who provide individual support. Team members should universally agree to have a coach; likewise, a coach should focus on team members who are receptive to their assistance.

In order to help an individual realize goals, a coach might suggest self-learning such as videos, classes and peer support; or specific tools and strategies to help improve current and future performance. Coaching provides an individual with opportunities to develop new skills, as well as advance in their organization and/or personal life.

3.0 What

While teaching new methods in a classroom is passive, coaching is learning in action. By fully utilizing individual skillsets through coaching, collaborative projects can drive significant improvements.



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Coaching is not mentoring. It's about helping people get better at their job. A coach has knowledge that can be imparted, knows how to ask career and procedural questions, and can assist an individual or team in meeting goals.

Additionally, a coach:

- Nurtures a team so it becomes self-sufficient;
- Implements foundational learning;
- Connects with previous projects and procedures;
- Learns to translate past experiences; and,
- Implements, reflects, assesses, and adjusts tools.

“In the business context it can be defined as an informed dialogue whose purpose is the facilitation of new skills, possibilities, and insights in the interest of individual learning and organizational advancement. Best characterized by listening, observing, questioning, joint problem solving and action planning.” - Lore International Institute

References

Evoking Excellence in Others, Jim Flaherty



Quick Reference

<u>Individual Skills Assessment and Development</u>	37
<u>Respect for People</u>	77
<u>Continuous Improvement</u>	179

For additional readings and information, please see the below information.

CHAPTER 13 – COACHING

Additional Readings

[3.1 Good5Why Application in design environment](#)

[5.2 Mechanical Systems](#)

[5.6 VDC for Lean Project Delivery A3s](#)

[A Lean And Agile Construction System As A Set Of Countermeasures To Improve Health, Safety And Productivity In Mechanical And Electrical Construction](#)

[A Lean Modeling Protocol for Evaluating Green Project Delivery](#)

[Alliance Lean Design Construct on a Small High Tech Project](#)

[BIM and Value Stream Mapping Robert Mauck](#)

[Commercial Terms to Support Lean Project Delivery](#)

[Contract Or Co-Operation Insights From Beyond Construction Collaboration - The Honda Experience](#)

[DekkeronProcedures](#)

[Developing the True North route map as a navigational compass in a construction project management organisation](#)

[Five Big Ideas of Lean Construction](#)

[Integrated agreement on one page](#)

[Lean for Field Operations-Brian Lightner](#)

[Lean in Design](#)

[Lean Journey-Lean Transformation of a Company](#)

[Owner Perspectives-Disney](#)

[Process Flow Improvement Proposal Using Lean Manufacturing Philosophy And Simulation Techniques On A Modular Home Manufacturer](#)

[Southern California Owners Forum](#)

[The Impact of Path Dependencies on Lean Implementation within a Construction Company - A Case Study](#)

[Transitioning to Integrated Project Delivery Potential barriers and lessons learned](#)

[Why Isn't The UK Construction Industry Going Lean With Gusto](#)