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PROFESSIONAL GROWTH PROCESS

AND

LIFEPSYCH[®] COACHING



*Fundamentals for
Intentional Innovation*

David L. Hanson, Ph.D.
LifePsych[®] Leadership Advisor
Consulting Psychologist

The chief danger in life is that you may take too many precautions.
— Alfred Adler

Professional Growth Process and LifePsych[®] Coaching

Fundamentals for Intentional Innovations

Executive Summary

Organizations understand that employee behavior propels or impedes progress toward its mission, purpose and goals. This is the reason all organizations have a performance management (PM) system, whether or not such a system is clearly defined. Many organizations recognize that their defined PM practices are cumbersome, yet ineffective. Also, while most organizations certainly understand the importance of innovation, they are less certain about how to encourage innovation.

Often, there is a gap between the intended organizational goals and actual goal attainment. Most organizations need to improve their PM system to reduce this gap. They need a method that helps employees propel work performance, self-development and interpersonal engagement toward organizational goals. The solution is the Professional Growth Process (PGP), which plans, monitors, and records behavioral movement toward intended goals. The PGP also encourages reviews, rehearsals and expansion of gains so that the newly created behavioral patterns are deeply retained as long-term behavioral habits.

LifePsych[®] Coaching (LPC) is a systematic coaching method that promotes this process. The PGP, in harmony with the LPC, encourages leaders to conduct regular goal-oriented conversations related to work performance, self-development and interpersonal engagement. Taken together, this method propels personal innovations that contribute to the success of the organizational strategic plan and fosters customer oriented innovations.

The PGP and LPC combination is an integrated and innovative substitute for all “performance appraisals” in any performance management (PM) system. Most importantly, the process encourages all employees to take personal responsibility for their success and self-created career aspirations. The PGPx documentation format is "employee-owned" in any current position and is conveniently portable for any employee that might later engage a different position, department, organization or career.

“The chief danger in life is that you may take too many precautions.”— Alfred Adler



Easier – Better – Faster – Cheaper

Grow or decay . . . and have a nice day.

Growth is difficult yet has positive outcomes. Decay is easy and has negative outcomes. Organizations and businesses determined to succeed need a critical mass of employees who are willing to grow their capabilities. However, the “will to grow” is not enough. Success in work, as in life, requires the “will to grow intentionally” and the application of consistent, disciplined energy to goal-oriented personal innovations which lead to organizational and business innovations.

“Goal intentions” are self-created instructions focused on action toward desired outcomes. Intentions are the starting point for the “willful” initiation and control of actions taken toward a goal.

Having the “best of intentions” usually provides only a negligible impact on performance improvement. So often, there is a “gap” between intentions and goal attainment. What is needed is a “transfer-of-training” process where knowledge and skills learned in training sessions are transferred to actual job performance. For most HR training professionals, the critical question is: “What must employees do between training and the establishment of actual behavioral change that leads to goal attainment?”

Annual performance appraisals are commonly used to address the gap between current employee performance and expected future performance. Cynically, such reviews have often become a very time consuming, inaccurate, politically tainted and expensive method for making many employees very unhappy. The PGP is an integrated and innovative substitute for all performance appraisals in any performance management system. To create extraordinary business results, employees must learn how to energetically transfer new learning to actual behaviors aligned with organizational goals.



A recent and comprehensive research study¹ has clearly identified the most important transfer elements required to facilitate “goal intentions” becoming “actual behavioral habits.” These elements are:

- Monitoring behavioral movement toward goals
- Recording actual incidents of behavioral movement
- Monitoring goal progress to enhance self-regulation
- Enhanced progress monitoring promotes enhanced behavior change
- Monitoring both "behavior" and "outcomes" improves goal attainment
- Monitoring “in the open” improves goal attainment compared to private recording or none at all
- Physically writing progress examples has positive impact on goal attainment

The PGP and LPC nicely addresses these elements and inserts additional requirements so the newly created behavioral habits are assimilated into long-term memory and become deeply ingrained “Observable Behavioral Patterns.” These requisites are:

- Routine reviews of action steps
- Consistent rehearsal of action steps
- Continuous review and expansion of goal description patterns

A successful talent management approach requires assessing, developing and promoting innovative leadership behavior. It needs to be designed as a productive part of a broader organizational strategy intent on creating innovative dexterity in how it takes care of customers.

In recent years, LifePsych® Coaching (LPC) and the Professional Growth Process (PGP) have been developed and effectively utilized with well over 400 executives, managers, supervisors and front-line leaders from a Fortune 170 company in year-long coaching engagements. A number of owners and leaders in smaller organizations, along with many individual clients, have also contributed to the development of this method. Most, if not all, have benefited from executing this energizing growth process designed to be easier, better, faster and cheaper than traditional performance management (PM) systems.

¹ Harkin, B. et al, “Does monitoring goal progress promote goal attainment? A meta-analysis of the experimental evidence.” *Psychological Bulletin*, 2016, Vol. 142, No. 2, 198-229.



PM systems that focus on specific "behaviors" alone tend to reduce the behavioral creativity required to achieve innovative "outcomes." Systems that focus primarily on "outcomes" often leave employees ill prepared to creatively invent the "behaviors" that would achieve innovative outcomes. The PGP eliminates this choice between "behavior versus outcomes" by monitoring and recording both in the form of proactive, behavioral "action steps" and "observable behavioral pattern" outcomes.

Some quality improvement professionals suggest that it is best to focus on just one aspect of the moniker "Easier-Better-Faster-Cheaper" for performance improvements while making sure the other three do not get worse.

The PGP and LPC places a focus on all four attributes simultaneously:

1. **Easier:** Clear behavioral change plans are easy to execute and include an efficient means for documentation. As a supplement to the PGP, the PGPx is a planning, execution and documentation format in Microsoft Excel or Apple Numbers. The PGPx is an "employee-owned" tool, holding employees accountable for recording and documenting the process, as well as any specific progress toward stated goals. Employees are empowered to seek new growth ideas and create their own career pathways, while leaders serve a guidance function as a coach. The leader's role will vary with the level of responsibility taken on by the employee in executing the process. Assessment information is summarized in one place for easy access and review. Plans for improvement are reduced to only a few action steps that are also easy to review. When action steps become habits, these behaviors are transferred to a different section of the PGPx and are easily reviewed and expanded well into the future.
2. **Better:** A focus on quality behavioral change goals aligned with organizational strategy is a better solution than general training activity, which often isn't goal-oriented. While it is helpful for organizations to create mission statements and strategies, making sure that employees are growing in harmony with those plans creates better outcomes.
3. **Faster:** Brief and periodic reviews make for a terrific cost/benefit as the behavioral habit creation method uses very little time, while positive habits are created faster, deeper and last longer. Utilizing the Two-Minute Drill method, reviews of action steps take only two or three minutes, twice a week, while simultaneously building habit patterns faster and more deeply than traditional training methods.
4. **Cheaper:** Employees are empowered with the tools and are held responsible for their own plan and documentation of the growth activity, reducing the time



leaders need to spend on documentation and internal reviews. Leaders serve as coaches, periodically touching base with employees and offering encouraging suggestions. In addition, once the method is mastered by the leaders, the need for outside consultants is reduced and ultimately eliminated. For example, given a team of eight employees, a professional coach could position the team leader to effectively coach the other seven team members. In addition, the “Team-as-Coach” model can be installed and effectively monitored by high-performance team members.

Internal Capability

Following each professional coaching engagement, all coaching participants were transitioned to continuously execute this approach requiring a dedicated reliance on self-discipline, coupled with an ambitious motivation for growth. Some also took personal responsibility for continuation by enlisting a co-worker, mostly involving the exchange of ideas and feedback as mutual co-advocates using the “Peer-as-Coach” model. Others requested that their current leader take over as their onsite “Leader-as-Coach.” A number of team-oriented employees, who already had been enjoying the benefits of a tightly knit team environment, engaged the entire team to stimulate goal-oriented personal innovations supported by the team as a whole, using the “Team-as-Coach” model. Building an organization’s internal capability for growth is critical and cost effective.

**“It is not necessary to change.
Survival is not mandatory.”**

— W. Edwards Deming, Management Consultant

Based on follow-up conversations and written comments stemming from personal experiences (there are 68 testimonials in the Appendix), it is gratifying that so many have continued the methodical execution of this superbly designed process well beyond the termination of our initial coaching arrangement, while also using multiple internal resources.

**“The hardest thing for human beings to do is to know themselves
and to change themselves.”**

— Alfred Adler, Understanding Human Nature

In addition to energizing work performance, self-development and interpersonal engagement, the process can positively impact a participant’s behavioral and emotional well being outside of work. A large number of participants who engaged the coaching



process for work related purposes reported a “spillover” effect into family life, community involvement, self-honesty and more courageous action in meeting the challenges of life. Some reported a growth in emotional intelligence,² expanded consciousness, enhanced motivation and life balance that improved their quality of life.

Participant Testimonials

(Selected examples from 68 participant endorsements)

“David’s methods of leadership development and coaching helps you to recognize habits that are negatively affecting your performance and provides the tools to change and create new productive habits. It provides you with the skills that you can easily pass on to your team.”

David Parsley, Hot Mill Electrical Supervisor, Nucor Steel - Arkansas

"By using David's approach of coaching and developing, I was able to drastically improve my leadership skills. David's guidance helped me gain confidence, be courageous, and become a better leader. David's mentorship helped me greatly, not only on a professional level, but also on a personal level."

Tim Springer, Mill Technician , Nucor Steel - Arkansas

"David has a unique process targeted to help anyone create a new habit in six months or less. By developing a very specific observable success description and setting realistic action steps, anyone can become a more effective leader and a better human being. After learning this personal growth process, you will never need to attend a generic training seminar again!"

Dave Swartz, Technical Service Engineer, Charter Steel

“By using David’s approach to coaching and development I have seen improvement in professional effectiveness ranging from entry level employees to Department Managers. The system used allows for tracking growth and development as well as celebrating accomplishments, while always keeping an eye on the goal. Not only have I seen growth at work, I am told about positive impacts in their home and personal lives.”

Bill Glaser, Manager – Cold Mill, Nucor Steel – Arkansas

“The David Hanson training is a success story not only for myself, but for many of my teammates. I’ve experienced and seen dramatic changes in my personal ability to lead and coach others with the help of the Hanson training. This training class is a great tool to help create leaders for any company. This program changed my life and I have seen it change teammates lives too.”

Darrell Jones, Supervisor, Cold Mill, Nucor Steel – Arkansas

²

<http://www.gemalead360.com/emotionalintelligence.html>



“With David’s help as a coach and following his detailed program, I was able to understand myself and how I was perceived by others. This helped me work on very specific items that have led to many successes in my professional career and my personal life. Every day I use the tools that were presented to me and coach my team to have the same success I have had.”

Daniel Ness, Rolling Mill Maintenance Supervisor, Nucor Steel - Seattle

“As a leader, if I summed up my experience it would be the creation of balance. When I began to apply David’s methods of coaching, the more balance I experienced at work and my personal life. David shared the "three rings" concept to achieve balance with work, self and others, and I continue to use this concept on a regular basis.”

Clarence “Clyde” Lyde, Owner, CK Rentals, LLC

“David’s unique approach in developing, coaching and mentoring has proven to be extremely effective for me. He helped me with creating good habits that transformed my leadership style into a very effective management tool. Recognizing the value of being engaged and organized in those tasks that are effective and productive helped streamline my week and made me more efficient. His approach kept me focused on the end result and continued growth.”

Cameron A Cossette, Melt Shop Manager, Nucor Steel Seattle Inc.

“The way of David’s leadership coaching is easy to learn and easy to use. No matter who you are, as long as you want to be better and stronger, his simple guidance always will provide you with opportunities to achieve more than you think you can be.”

Daniel Gao Ph.D., PE, Engineering Manager, CBC Steel Buildings-California

“David has masterfully put together an amazing blueprint on leadership. I had the privilege of attending David’s Leadership Training sessions on leadership growth and development, and those sessions accelerated my development. David’s exquisite blueprint on leadership will help leaders build skills and hone their leadership capabilities through a hands-on approach.”

‘Kunle Oguntunde, Rolling Mill Supervisor, Nucor Steel – Auburn, NY

“David’s approach not only exposed growth opportunities that I needed to address to become a better leader, it also helped expose hidden potential that I didn’t know existed in me. His process was both humbling and exciting and at the end of it all I grew exponentially as a leader. In my current role not only am I a better leader, I am using what I learned from David to create better leaders within my team.”

Reed Norris, Controller, Nucor Steel - Tuscaloosa

“David’s performance and development growth plans go beyond the industry norm in not just defining an outcome, but specific actions for success. The focus of David’s



approach is the process of continuous improvement; participants see their own gradual success as a motivation to achieve the overall outcome. The action planning promotes a structure that defines ownership, specific actions and visible reminders to cultivate specific measurable outcomes. David not only helped me grow as a leader, he has helped me understand how to help my team become leaders.”

Kelly George, VP of Environmental Health and Safety, Rain For Rent

“David's method and approach engages students from day one in a truly introspective manner. You feel empowered, but you never feel like you are left to fend for yourself! Excellent tool to develop yourself as a confident leader that can and will develop other strong leaders.”

Tiffany Wilson, MBA, CPSM, Stanford Student, Previously: Nucor Corporation

“Often people go to hear some motivation speaker for one day training, and forget what they heard a week later. This system sets up accountabilities and discipline that make you incorporate change into your daily life. The result of practicing what you learn is long lasting improvement.”

Mark DiGirolamo, Controller, Nucor Steel - Arkansas

“David’s system has allowed me to set my sights higher while tracking my personal growth along the way. Having a plan was step one and this plan has allowed me to be challenged at a higher level while staying aligned with Nucor’s Goals and most importantly, Our Nucor Culture. I have experienced the personal growth cycle first hand here at Nucor and I’m proud to say that it has helped me develop very quickly. I’ve been promoted from Reliability Engineer to Construction Supervisor.”

Preston Witt, Construction Supervisor, Nucor Steel - Nebraska

“David’s developmental and professional growth programs have provided me a structured and efficient path to align with the goals and concepts of my company. His approach of developmental targets with observable results provides methods that can be utilized for leadership growth, but can also be applied for continuous improvement towards just about any career or personal goal.”

David Argo, Lead Project Electrician, Nucor Castrip Arkansas LLC

It's a systematic approach to effectively monitor progression. It's simple and evolves. This has helped me effectively lead my team. We're all invested in each other to accomplish our goals. The “Two-Minute Drill” is a great approach to sustaining your action steps without expending too much energy. It's been a lifestyle change.”

Tim Tirabassi, #2 EAF Operator, Nucor Steel – Arkansas

“David’s approach taught me how to foster teamwork and motivate others in a more effective manner. The weekly two-minute drill is a great opportunity to review and



reflect on what you are or are not doing. The personal accountability that comes from this training is immeasurable. When it comes to coaching others, David's training sets you up with the necessary skills and I appreciate all it has done for me in my personal and professional life!"

Mandy Giesbrecht, Inside Sales Coordinator, Nucor Steel - Arkansas

David's approach in his program is one of mentorship. He challenges you to take ownership of your areas to develop and to take action. Most importantly, he guides you through a very practical process that leads to your growth, not just professionally, but also in your personal life. I enjoyed the journey and benefitted greatly, even if it was uncomfortable at times."

Lisa John-Adams, Quality Director, Nucor Steel - Arkansas

"David's approach to leadership and coaching forces the student to realize how our behavior is created and why it's important to change areas that our teammates and family members have identified. I do believe that David's approach to leading others is deeply entrenched in how we coach others."

Curtis Glenn, Quality Manager-Casting, Aurubis AG

David's ability to mentor me as a young engineer, led me to grow my courageous actions to successfully lead many seasoned veterans. Along the way, with his coaching, I learned about setting measurable goals and laying out action plans to achieve both professional and personal goals. There is nothing more important to me than continual growth.

J.D. Russo, Technical Service Representative, Nucor Steel - Nebraska

"I would not be the successful leader that I am today without David's program. I have utilized his coaching and mentoring methodologies for 10 years and it has continued to be instrumental in my personal development and the personal development of my employees. Thank you, Sir, for continuing to positively influence my professional career and the careers of others."

Neil Underwood, Plant Superintendent, Simpson Strong - Tie



Professional Growth Process and LifePsych® Coaching

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The workbook contains 224 pages of narrative description, practical illustrations, useful tools and instructions.

PDF Color version: \$30.00 (delivered via email)

B&W Hard Cover version: \$50.00 (includes S&H)

Purchase is required to receive the following complimentary files:

- PGPx Master Format in Excel or Numbers
- Summary of Process Report Template- Female
- Summary of Process Report Template- Male
- Strategic Matrix Examples
- Executive Qualitative Interview Outline
- Leader Qualitative Interview Outline
- SWOB Analysis and Solutions Worksheets
- Assessment Interview Checklist
- LifePsych® Coaching Contract
- GEMA™ -Lead360 Detailed Explanations
- Personal Assessment Sources

David L. Hanson, Ph.D.

Consulting Psychologist

LifePsych® Leadership Advisor

4616 25th Avenue NE #38, Seattle, WA 98105

Business phone: 206-687-7372

Email: info@lifepsych.com

