



## Learning Session

Spot Coaching for Lean Leaders

Kevin Limbach and Jesse Otis

Wednesday, March 5<sup>th</sup> 1:00 PM – 2:15 PM

Thursday, March 6<sup>th</sup> 1:00 PM – 2:15 PM

**Location:** Palm Ballroom 1/2

### About the session:

There are two types of coaching. You're probably most familiar with the formal, planned coaching method.

But we have multiple chances every day to coach people in how to be better problem solvers, attacking obstacles that stand in the way of delivering more value to customers. In fact, the best coaching often happens on the spot – if you know what to do.

In this session, two lean coaching practitioners -- TaylorMade's Kevin Limbach, vice president, US Operations, and Jesse Otis, manager, US Production & Global Continuous Improvement -- will show you. You'll learn a real-world **spot coaching model** that is a simple and effective way to implement a coaching routine that supports your lean transformation. They'll show you:

- How to identify what problems or changes are important and why
- How to get the people you spot coach to articulate exactly what they want from coaching
- How to get agreement with people on what success will look like, including possible obstacles that may get in the way and what the coachee may have to change
- How to build an action plan together
- How to follow-up on a spot coaching session

**Get a personal spot coaching lesson during the workshop!** Besides a spot coaching demonstration and lots of examples from TaylorMade, Kevin and Jesse will select someone from the audience for a coaching session during the workshop. **But** – to be considered you must come prepared with a specific leadership challenge you need help with.



**Kevin Limbach**

Vice President, US Operations at TaylorMade Golf

After an earlier career in the printing industry, Limbach has spent the last 20 years in the golf equipment industry, serving in a variety of positions.

He's an active practitioner and proponent of lean thinking, and currently serves on the advisory board of the SDSU Certification in Lean Enterprise program. He's a graduate of George Mason University, and also holds professional coaching certifications from the Hudson Institute of Santa Barbara and the International Coach Federation.



**Jesse Otis**

Senior Manager at TaylorMade Golf

As a senior manager in charge of production and global continuous improvement groups, Jesse Otis helps to lead TaylorMade on its lean journey. Before his current position at the company, Otis was an internal lean engineering consultant.

Otis began his career in Toyota's two-year Engineer Training Program (EIT), rotating between plants to become Toyota Business Practice certified. After EIT graduation, he continued to develop his problem-solving abilities on Toyota's Breakthrough Supplier Quality team where he was responsible for developing supplier capability.

# Spot Coaching for Lean Leaders

Lean Transformation Summit  
March 2014



## Agenda

- Introductions (5 min.)
- Coaching and spot coaching (7 min.)
- Lean leadership challenges @ TaylorMade (7 min.)
- Spot coaching demonstrations (30 min.)
- Summary (5 min.)
- Q&A (20 min.)



## Introductions and contact info

- Kevin Limbach
  - VP, US Operations
  - [Kevin.limbach@tmag.com](mailto:Kevin.limbach@tmag.com)
- Jesse Otis
  - Manager, US Production & Global CI
  - [Jesse.otis@tmag.com](mailto:Jesse.otis@tmag.com)



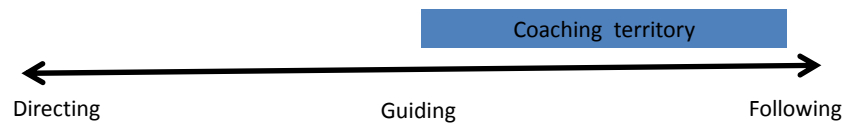
## What is coaching?

- A conversation to facilitate a desired change
- Foundational belief – every person is creative, resourceful and whole
- Coaching philosophy
  - Discover, clarify and align with what the person being coached wants to achieve
  - Encourage self-discovery
  - Elicit client-generated solutions and strategies
  - Hold the client responsible and accountable
- Focus: Bridging the gap between potential and performance



## The coaching approach

- More listening than speaking
- Asking, not telling
- Leading from behind; questions before solutions
- Collaborate rather than decide
- Offer rather than steer
- Partner with, not direct
- Curious
- Seeing opportunities, possibilities
- Transformational



## TMaG Global CI

- **Goal:**
  - Infect the company with capable problem solvers who are attacking & improving our business metrics .
- **Method: Global CI team is responsible for...**
  - Partnership with SDSU to train workforce in *Lean Enterprise*.
  - Quarterly A3 problem solving training.
  - Supporting project facilitation/ kaizen requests.
  - Doing problem solving
  - Lean journey
- **Status**
  - 175+ certified in *Lean Enterprise*.
  - 80+ employees have completed their first A3.
  - 4-6 active facilitation projects at any one time.



## Lean leadership challenges

- **CI Challenges: Help me!**
  - Commitment to training: Accountability to finish what you start.
  - Involving the people closest to the work: No time to work on lean projects!
  - Grass-roots lean deployment method: CI team has to sell lean over and over.
  - Metrics are not always easy to find: No strategy deployment outside ops.
  - Scoping our problems: We like to “Boil the ocean.”
  - Pointing fingers: Using lean projects to blame others!



## The spot coaching model

- First, start by identifying which challenge or change is important, and why. Make sure the person being coached articulates what they want from coaching.
- Next, spend some time getting pretty clear what success would look like – what’s a positive outcome?
- Then, look at what gets in the way of that outcome, what the person being coached might need to shift to get there.
- Next, build some action plans. What might the person being coached try to make the next step towards where they want to go?
- Finally, when can you speak again to see how it’s going?



## Spot Coaching Demonstrations

- Example from TaylorMade
- Example from Audience



## Summary

- The leaders who will be tasked with making the lean transformation in your company will face some challenges making it happen.
- A coaching approach serves as a proven method of helping leaders identify and meet those challenges; to make and sustain the necessary shifts.
- The spot coaching model presents a simple and effective way to implement coaching to support lean transformations.



# Questions?



# Additional Resources

- International Coach Federation  
– <http://www.coachfederation.org/>
- Hudson Institute of Coaching  
– <http://hudsoninstitute.com/>
- *The Completely Revised Handbook of Coaching*,  
Pamela McLean, Jossey-Bass, 2012

