

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

Peak performance coaching booklet

Story: Peak Performance Coaching at SCIRT

Theme: People and Culture

A booklet which describes SCIRT's reasons for using peak performance coaches, and introduces each coach.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit www.scirtlearninglegacy.org.nz



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Tia combines her coaching skills, underpinned with neuroscience and strong intuition to engage the whole brain and the whole person. Tia has unwavering belief in her client's capability and her engaging and positive approach; support her clients to think smarter and work smarter, resulting in improved motivation, performance, and fulfillment.

Always, learning and growing and wanting to be at the top of her own game, she is committed to her own personal & professional development. She completed a Certificate in the Neuroscience of Leadership and was awarded NZ Trainer of the Year 2011 (Neuroleadership Group), and NZ Coach of the Year 2010 (Results Coaching Systems).

On a personal note, Tia lives on 3 acres in Oxford with her Kiwi husband. Having always been hands-on creative, in her spare time she designs and makes unique pieces of jewelry, upcycled furniture and soft furnishings in her home studio.

Tia Chakravarty – Leadership Coach, Canterbury

tiac@creativespirit.co.nz 027 467 7473

www.creativespirit.co.nz

"Coaching allows me time to think logically through the plans I have for the wider team and contract. It has focused the team on their development and the development of their reports. It has assisted in creating a common vision. The coaching has better helped me understand my management skills, better identify my areas for improvement, guided and challenged me to solve management issues..."

"I have had a huge amount of value from the coaching programme.

The structure provided an important time for reflection and point of accountability, which I think creates more focus in a shorter space of time

Tia's coaching style worked really well for me. She has an amazing ability to stretch people, while remaining someone that you want to talk to. She has a knack for confronting/challenging people without being annoying. I always felt that I could be very open with her."



What is Peak Performance Coaching at SCIRT?



What Peak Performance

Coaching is

Once you have pulled a group of people together, it's what you do next that shapes what they will deliver. When the challenges are clear and outstanding results are not negotiable, alignment of people to a shared vision, mindsets, values and behaviours needs intentional planning and effort. Peak Performance Coaching takes teams to the extraordinary through focusing on goals, leadership, capability and engagement.

Peak Performance Coaches work in partnership with the leadership of teams to define an action plan that will deliver break through results. The action plan builds an environment of collaboration, performance, drive, target focus and confidence. Coaches work with teams and individuals in an integrated way, being cognisant of the complexity and change in the contextual setting. It's not about incremental improvement – it's about creating Resilience and High Performance in an Environment of Uncertainty. Having a plan of action ensures that you are not leaving high performance to chance.

Peak performance coaching at SCIRT helps us thrive through uncertainty. Conversations with individuals, teams and organisations support a focus on the end goal and quality execution of actions through new thinking and behaviours to ensure peak performance.

"Coaching is developing a person's skill and knowledge to improve performance and achieve organisational objectives." CIPD, 2008.

"Coaching is partnering with coachees in a thought-provoking and creative process that inspires them to maximise their personal and professional potential." International Coach Federation (ICF) definition of coaching.

"Coaching is unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them." Sir John Whitmore, Performance Coaching.



What Peak Performance Coaching is not

It is not counseling going into depth about problems, usually dealing with the past. It is not a substitute for psychotherapy or any other form of mental health treatment. It is not consulting giving answers to move forward. It is action orientated and self-directed, focusing on the present and the future. It can add new skills, knowledge, information and thinking to your work/life toolkit.

Why SCIRT is using Peak Performance Coaching

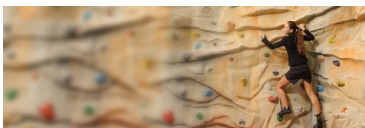
As part of the legacy that the SCIRT programme has committed to bringing to the construction industry, coaching is being used to challenge existing ways of working, encouraging professional development and supporting leadership growth. It's about delivering outstanding outcomes by teams and individuals—performance that is break-through.

Peak performance coaching is used within SCIRT so as not to leave peak performance to chance. Coaching is aimed at improving work-related goals and helping to use established skills more effectively. The SCIRT peak performance coaching team has defined its purpose and has taken on the principle of being outcome focused. There is a deliberate focus on this, including measurement of outcomes.

How coaching helps create Peak Performance

Studies have shown that coaching positively influences productivity, quality, customer services and retention of the best employees (CIPD, 2008).

Coaching develops people for the future: this style generally predicts an outstandingly positive emotional response and better results, almost irrespective of any other styles a leader employs (Daniel Goleman - The New Leaders, 2002).



Her second book (**Essential Questions to GROW Your Team**) is published as an eBook, and is a resource for leaders and managers to enable them to hold powerful coaching discussions at work. The inventor of the GROW Coaching Model, Graham Alexander thinks it is an “excellent resource”, and it has become a core learning resource at Henley Business School in the UK.

On a personal note, Kathryn and husband Andy became parents to Cameron in 2012 and are enjoying Life after the Red Zone on their Amberley lifestyle block.

Kathryn Jackson - Christchurch

kathryn@careerbalance.co.nz 021- 122 9513

www.careerbalance.co.nz



Tia Chakravarty – Downer Peak Performance Coach

is a Professionally Certified Coach (PCC) with the International Coach Federation, with 12 years experience as a coach and facilitator. She has a Bachelor of Science Honors degree from Leeds University (UK), and also has experience working in Executive and Technical recruitment. Tia has a Canterbury based practice, but works with clients all over NZ and overseas.

Prior to coaching she had a successful career in product development in UK, NZ and the Pacific.

She has lead trans-tasman technical teams, and was a key player in the successful launch of many cross-functional projects. Throughout her career, she's been active in supporting the development of her team and those around her. This natural strength and passion became the very reason for her career change Tia is committed to making a difference and supporting people to step into their leadership potential, and to live and work authentically, aligned to their talents, passions and values. She has coached and trained hundreds of managers and leaders in leadership development and high performance initiatives and as private clients.

Kathryn Jackson – McConnell Dowell Peak Performance

Coach is an experienced 'people professional' with experience in the overseas corporate environment including roles in HR, recruitment and consulting with Andersen's, the Royal Bank of Scotland and Bank of Scotland.

Her Christchurch based business **careerbalance Ltd** was launched in 2006 and provides Executive Coaching, Career Change, Management Training and Outplacement services across New Zealand.

Kathryn is passionate about motivation at work, building on her BA Hons degree with a Masters in Human Resources, and then a coaching qualification with the Oxford School of Coaching in 2005. This 7-month programme had a strong business focus and was therefore supported by Bank of Scotland where she coached the Top 25 leaders of the Motor Division.

Kathryn published her first book in 2009 (**How to Keep Your Cool if You Lose Your Job**; Longacre Press) and is a regular contributor across NZ media (TV, newspapers, magazines), with the aim of encouraging balance, confidence and personal growth across the NZ world of work.



"The coaching has helped me: - better understand my management skills - better identify my areas for improvement - guided me and challenged me to solve management issues - clarify my needs and how this can translate in a career path - understand how I can leverage the SCIRT experience to build a career and skills that Downer will need in the future."

"Kathryn is a great coach and a pretty decent facilitator as well - all in all a great resource. She has been instrumental in the success of the Downer Delivery Team. I'm delighted to have met and worked with her and will certainly seek her out in future when the need arises for me or my team".



Coaching enhances self awareness and can build constructive coping strategies – both of which are especially helpful in an environment of uncertainty. It helps create clear goals and direction, and uses positive feedback to manage successes and failures. Coaching is shown to enhance engagement, personal and professional effectiveness and performance and so, business outcomes. Average Return On Investment (ROI) for external coaching is around 7:1.

Working with a Coach



Anyone who is willing to learn, grow and take action, who wants to close the gap between where they are now and where they want to be can work with a coach. When working with a coach, it is expected that you will stretch yourself, take responsibility and keep agreements, communicate fully, trust in the process and come prepared. You may feel challenged and outside your comfort zone, yet supported all the way.

The content of conversations covered with a coach remains confidential between you and the coach. If anything needs to be reported, the coach will share with you prior to the session the outcomes that need to be reported on, how and to who.

The coach's primary loyalty is to the individual being coached, even if the delivery team and SCIRT are paying the bill.

The coach will work with you to:

- Discover, clarify and align with what you want to achieve
- Encourage self discovery
- Elicit self-directed goals and strategies
- Enable accountability

"Coaching is providing an opportunity to lift above the trees and look at how to increase your performance which leads to increased performance of the team and organisation – 'The Team' has benefited immensely."
Simon Hall, Fulton Hogan



How to use your Peak Performance Coach

The coaches within SCIRT have very specific experience in areas including:

One to one coaching – for leadership development to grow competencies e.g. people management, being more adaptive and strategic thinking; skills improvement e.g. time management and focus, and soft skills; enhancing performance; remedial coaching e.g. problematic attitudes or behaviours interfering with performance; for transitions, e.g. career progression and as a sounding board, reflective space to bounce thinking.

Laser coaching – short, sharp coaching sessions for in the moment needs such as to problem solve, test thinking and gain clarity around an issue.

Team coaching – for teams to build high performance, for peak performance plan team meetings to support direction and action planning

Shadow coaching – watching performance in the moment and providing feedback on that e.g. workshop development and delivery

Post-training coaching – supporting action plans for greater retention and integration of learning after training sessions

Coaching approach training – supporting leaders to use a coaching approach and to employ quality conversations, and role modeling this e.g. in co-facilitation of meetings and workshops.

Peak performance planning and goal setting sessions and implementation – aligning your vision with the greater purpose, creating big, hairy, audacious goals and then creating a plan to achieve those, socialising the plan throughout your team.

Developing and facilitating workshops – using and role-modeling a coach approach

Working with the leadership team to come up with strategies – and supporting this, and implementation through sound action planning



Moira Mallon – City Care Peak Performance Coach works with individuals who are committed to translating their efforts into high-impact leadership. She combines her experience in change management, organisational dynamics and business strategy to support individuals and teams as they take on bigger challenges.

The personal and professional satisfaction she has derived from inspiring excellence and performance in others is what prompted her to transition her own career to professional Coaching.

Moira's unique approach to the coaching process ensures her clients have a friendly, responsive and focused level of support for each of their goals. She understands that, in order to get the best results, she needs to provide a level of service that challenges and comforts in equal levels. She delivers these results thanks in no small part to a preternatural level of enthusiasm and 'take-no-prisoners' dedication to each and every task.



On a personal note, Moira is a very proud Irish-Kiwi! Having moved from Ireland ten years ago, Moira is delighted to call Christchurch 'home'. She is a proud Cantabrian and loves all things Kiwi including the great outdoors, the great rugby teams, the great pinot noir and especially the great people!

Moira Mallon Leadership Coach - Christchurch

moira@moiramallon.co.nz - 021- 2061900

www.moiramallon.co.nz

"The opportunity to spend time with Moira undertaking leadership coaching is absolutely fantastic and so appreciated. Team leadership is a new world to me and Moira has provided me with techniques, tools and encouragement to provide the best leadership to my team...." Ann Campbell – Communications Team Lead, City Care



"Leah provided myself and our local team with new insights around interpersonal relationships. The concepts were well presented with Leah providing some sound guidance and commentary suited to her target audience. Acceptance of this knowledge and use of tools provided has led to beneficial awareness of self and relationships with others in our workplace. Leah's communication skills and rapport with team members made for easy going and collaborative sessions".

"Actively interested in progress and willing to set, motivate and challenge me on tasks and goals."

"Very good at getting to the crux of problems and offering practical solutions."

Leah is a Director of Psychology in Business Ltd and has worked as an organisational development consultant and coach for the past seventeen years, most of this in her own business (with stints as a psychologist for Momentum Consulting Group, and management advisor and coach (MAC) for Transpower). Previously, she was a human resource manager and change agent in the electricity generation industry with ECNZ in Twizel, and a human resource consultant with Deloitte's in Christchurch. In the community, she is on the Board of Trustees for a local school.

Leah is a Registered Psychologist with a Master of Arts (Psychology - Hons 1st Class) and a Diploma in Counselling. She is a Trainer in the Genuine Contact[®] organisational development programme, and an alumni member of the Institute of Executive Coaching (Australia) – qualified to Level 3.

Leah has three delightful children: Kate, Megan and Julia. She has completed the Coast-to-Coast endurance race as both an individual and team competitor, and has retired from impact sports due to bad knees. Leah enjoys swimming for exercise and as meditation in motion. Her reading interests support her passion for leadership and personal development, with some historical fiction for variety. She enjoys writing, and the creation of temporary art installations.

Leah Kininmonth – Wellington

Coaching topics can include personal and professional effectiveness, decision-making, relationships, managing stress, managing change, work-life balance, confidence, prioritising, time management, influencing, dealing with conflict and day-to-day issues – or anything else that is going to help you to achieve professional excellence at work.



The Peak Performance Framework 2015—2016

Create Resilience and High Performance in an Environment of Uncertainty

How to measure success in terms of the Peak Performance Plan

Coaches have a peak performance focus for 2015 on *Cultivating Sustainable Stronger Leadership*. Four key priorities include stronger leadership, intentional transitions, developing our people and operational excellence (with strategic focus).

It is useful for all coaching initiatives to be measured in alignment with these objectives, and/or with the delivery team peak performance plan and individual performance targets. If we focus on results upfront, we are more able to measure success at the end.



Coach profiles

All SCIRT peak performance coaches -

- Have been formally trained by recognised coach training providers
- Abide by the ICF Code of Ethics or similar
- Are covered by Professional Indemnity and Public Liability Insurance
- Have a variety of other skills and qualifications to supplement their coaching, e.g. specialist career coaches, Human Synergistics LSI and OCI accredited providers.
- Have several thousand combined hours of coaching, and corporate experience
- Understand the complexities of competitive-collaborative tension and working in an alliance environment.



Ruth Donde – Fulton Hogan Peak Performance Coach is a skilled consultant, facilitator and executive coach, responsible for implementing wide scale coaching culture initiatives and applying what we know from neuroscience into organisational practice. She is NZ-based and is one of the owners of Vital Futures. Ruth is a sought-after speaker, presenting papers at many global conferences. She has authored, co-authored and published several papers on coaching and the neuroscience of leadership.

Ruth has 20 years international experience in business from consulting to global organisations through to serving on global advisory and leadership boards. She has worked across sectors including health, government, NGO's, financial services and professional services. Ruth's initial training was in Pharmacy, followed by a Masters in Business Administration, with distinctions in Leadership and Negotiation. She has also completed a Certificate in Foundations of Neuroleadership.



Ruth's interests include travel, trekking, hiking, nature, yoga, reading and learning.

E-mail: ruthdonde@vitalfutures.co.nz

272745625 www.vitalfutures.co.nz

"Through our forever changing environment our coach, Ruth, facilitates the Management team to deal with change management. This has been done by rethinking our Vision, Mission Statement and Key Goals that we as a team need to achieve. Gluing this together forms Peak Performance, our ultimate challenge as a management team."
Justin McDowell, Fulton Hogan Rebuild



Leah Kininmonth – Fletcher Peak Performance Coach

is passionate about helping individuals, teams and organisations follow their inspiration, achieve their potential, and experience health and wellbeing. She has high levels of experience and expertise in high performance coaching, personal/professional development training, group process facilitation, organisational and team development, and participative change processes.

She is continually challenged by the question of what is the least amount of structure needed to harness the energy and enthusiasm of people to work together to achieve the desired result?

Leah has a particular interest in experiential learning, including the use of simulations in training. She enjoys looking for the story in the numbers, and is skilled at taking a data-driven approach to coaching (using psychometric assessment and 360 degree feedback processes), team development (team performance measures), and organisational diagnostics (climate and culture surveys).

