



# Building Community in Organizations: The Mintzberg Approach to Peer Coaching

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## City of Toronto offering complex services

- ❑ High light concentration: Huge Population
- ❑ Volume and diversity of people we serve
- ❑ Complex services and a complex organisation

### Highlights

- Fourth largest city in North America
  - Population of 2.9 million and over 5.5 million in the GTA.
  - Global city with world events: Pan Am, Toronto International Film Festival
  - A city rich with diverse culture – 180 different languages and dialects
  - 44% of our population have a mother tongue other than English
  - 36,000 employees, highly unionized, 10 billion budget, 44 business lines – Complex organization for service Specialisation and Integration
- ❑ Delivering services to this large and diverse population require competent and knowledgeable workforces. Their ability to manage & deliver diversified services 7/24 to a diverse population requires education & training support. This is the role of corporate Learning and Leadership Development

## How learning services support the Toronto Public Service

Corporate Learning and Leadership Development unit is a part of Human Resources Division in City Manager's office.

- ❑ Leadership Development and Management Skills training
- ❑ Generic Business Skills and City-Specific Know-how (such as procurement, policy application)
- ❑ Legislatively Compliant and Corporately Mandated training
- ❑ Learning Centre
- ❑ Largest municipal Learning Management System (LMS) through which we run, manage and administer instructor led classroom and elearning courses for the 36,000 employees
- ❑ Learning and Performance Consulting Advice at enterprise wide, divisional and individual levels

## The organizational complexities formula for the Public Service



(People plus People equal to Problem, Politics and Possibilities)

The larger the P the more the other Ps are. To manage the delivery of our diverse services. The greater challenge is that, unlike private sector, public perception and public expectations are critical.

Expectations:

Accountable, transparent and innovative with many rules and procedures

Fishbowl:

Multiple stakeholder groups: Council, the Auditor General, the Integrity Commissioner, the media, service users and citizens.

## Complex Organization with “Wicked” problems

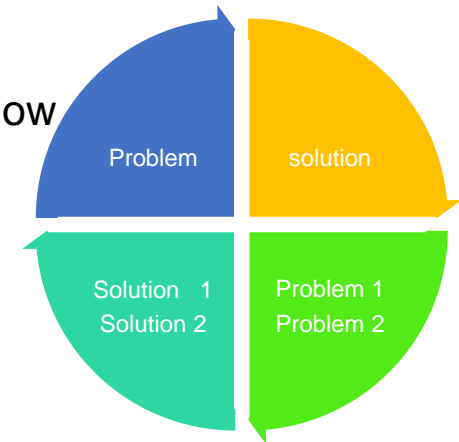
A **wicked problem** is not a puzzle but one that do not know what the problem is and what contributes to that problem.

When one solution is created, the solution itself will create multiple problems and multiple solutions are required. Some solution will backfire and will create multiple problem. This becomes a vicious circle.

The problem needs to be viewed from totality and a systems thinking perspective and the solution requires multiple stakeholders to engage, explore and executive collaborate.

Public service is built for stability rather than quick changing. We can see that public services in different countries are using **19 century management thinking, 20th century technology to solve 21st century problem and some of the problem not known to us**

**Henry Mintzberg** is proposing management learning and action learning; not moew MBA or Management Teaching of more technical know-how.



## Mintzberg's Intervention: building communities and insight through Peer Coaching

- ❑ “Organisations are communities of human beings, not collections of human resources” – social glue that bonds us for social good and for energy.
- ❑ “Communityship is built through an engaged management that cares, not a heroic leadership that cures” - engagement to enable curiosity, exploration, dialogue and multiple perspectives
- ❑ “Instead of programs to create tomorrow's leaders, we need initiatives that commit today's managers” - insights generated by dialogue and reflections trigger change initiatives.

**The peer coaching group and action learning teams are the platform and tools we leverage to trigger off individual, organization and culture change.**

- Enable to talk about strategic blind spots, patterns, trends, chaos, taken-for-granted assumptions, and missed opportunities.
- Hold dialogues rather than discussion and debates.
- Achieve "fusions of horizon".

# Developing Leaders at the City of Toronto



Improve Organizational Effectiveness

Develop and Implement a Workforce Plan



## 4 Strategic Focus Areas

1. Employee Engagement

2. Diversity

3. Workforce Capacity

4. Effective Leaders

# The Leadership Community



**44** Division Heads    **178** Directors    **889** Managers    **1683** Supervisors

**32,503 Employees**

## Retirement Eligibility by 2018

Division Heads and Above	48.9%
Director	57.7%
Manager	45.3%
Supervisor	39.5%
Professional/Technical	28.9%



# Developing the Coaching Competency in Leaders at All Levels



## 1. Directors

Driving Results: Achieving High Performance through Coaching

## 2. Managers

Coaching for Results

## 3. Supervisors

Performance Coaching for Team Effectiveness

Coaching Ourselves - Peer Coaching

## 4. Professional, Technical and Exempt Staff

Coaching for Effectiveness Improvement and Growth

# The Emerging Leaders Certificate Program for Supervisors

- 9-month program with 10 instructor led workshops, 3 eLearning modules, and a learning project
- 3 cohorts of 30 participants per year
- 6 out of 10 workshops either engage or develop the coaching skillset:
  - Executing Success: Leadership from Reflection to Action\*
  - Performance Coaching for Team Effectiveness
  - Providing Feedback for Staff and Stakeholders
  - Managing Difficult Conversations for Win-Win Outcomes
  - Building Stronger, High-Performing Teams
  - Conflict Resolution and Negotiation Skills for Supervisors



## Simply Managing: From Reflection to Action



Photo: Owen Egan

**Henry Mintzberg**, Cleghorn Professor of Management Studies at McGill University in Canada, is an internationally renowned author and speaker on organization and management.  
[www.mintzberg.org](http://www.mintzberg.org)



**Jonathan Gosling** is Professor and Director of the Centre for Leadership Studies, and Head of Executive Education in the School of Business and Economics, at the University of Exeter in the UK.

Demystifying what it is to be a good manager and leader

A good leader is a good coach

“Make work **meaningful** by linking the vision, mission statement and strategic actions of the division with the work of employees “

*I enjoyed the program and the relationship building with others within our cohort was invaluable. It is demanding, requiring discipline and commitment from the participants to attend all the courses.*

*I really appreciated the opportunity to meet peers from different divisions and being able to have open honest discussions about issues, successes and ourselves.*

## I have learned what leadership is....

- It is not charisma or a few people at the top of an hierarchy.
- Leadership is about having vision
- Empowering others
- It's about behavior that produce useful change
- Being cognizant of our blind spot