

Stop managing, start coaching.
Enhance employee commitment and improve productivity.
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Why managers should be coaches?

Throwing training at employees and hoping for the best, doesn't really help to create a nurtured and developed workforce. Training is not always tied in to the business objectives and is conducted in some vacuum, unrelated to problems facing the organization. In some case the training activity itself counts more than the results.

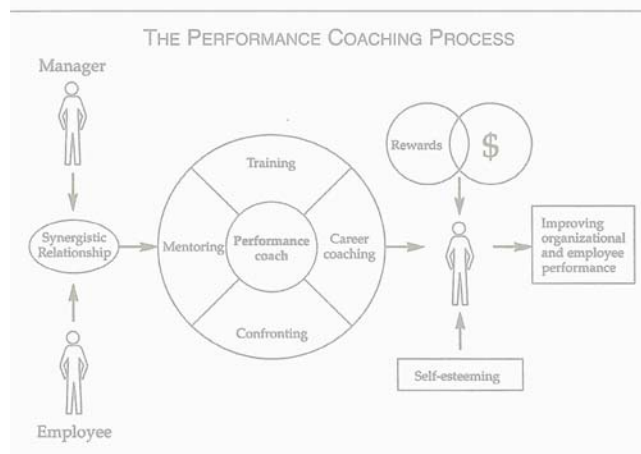
The new way.

Performance coaching represents a new philosophy: based on the hands-on-experience and the on-the-job knowledge of you, the manager. You are focused on the company's business objectives and this will guarantee that your employees receive on-target training. For you, the results count : the new learning can and will be applied to the job, small units of training.

But performance coaching is more than training; its about developing the full potential of employees, helping to identify and grow the personality and performance strengths.

So what?

For some managers, training and coaching, is just another task in their overflowing agenda as they see employee development irrelevant to the job they must accomplish. But if coaching creates employees who are confident and ambitious, then managers receive a tremendous return on their investment. Performance coaching gets these results.



Performance coaching, together with appropriate employee rewards, raises self-esteem, enhances their commitment and contributions and improves their performance. This requires a new breed of managers: managers willing to invest time to build healthy and positive relationships with their employees.

Build relationships with workers.

Performance coaching relationships include each of following nine components:

1. Freedom from fear
2. Communication
3. Interaction
4. Acceptance
5. Personal involvement
6. Trust
7. Honesty
8. Self-esteem
9. Personal and professional development.

Obey the seven laws of training.

Managers are ultimately responsible and accountable for employee performance and productivity.

Principles of training.

1. Present information only if it's meaningful.
Related theory to practice.
2. Present information in a way that permits mastery.
See that they understand completely and that they are able to use it.
3. Present only one idea or concept at a time.
Too much information will be forgotten.
4. Use feedback and frequent summaries.
Make sure they understood.

The seven laws.

1. The law of the manager.
Managers must have both knowledge and experience in the specific field.
2. The law of the learner.
Learners must pay attention to what is being taught. Use diversionary methods.
3. The law of language.
Use plain, intelligent and understandable language.
4. The law of the training session.
Tie the training into a frame of reference people can understand.

5. The law of training process.
Let employees study for themselves, don't hand over information.
6. The law of learning process.
The material must be applicable to the job en they must know how to apply it.
7. The law of review, application and evaluation.
Review regularly.

How to be an effective career coach.

Purpose of career coaching: help employees to consider alternatives and making decisions regarding their careers.

It helps also the organization to get the right person in the right job, prevents investments in people not suited for certain jobs, identifies deficiencies and finds strategies to overcome them, highlights advancement possibilities.

Managers are the right career coaches because they are most familiar with employees' performances, they are accountable for these performances and they have to built the relationships needed to motivate their employees.

Employees must be willing and able to confide in the manager and have to believe that you are sincerely concerned for their well being. The climate must be open and honest.

After you have created an open environment, it is time to use your interpersonal communication skills.

There are three categories of interpersonal communication skills:

- a. Attending skills: showing concern (acceptance, empathy, understanding)
- b. Following skills: discipline to let employees lead the way (active listening, questioning)
- c. Reflective skills: reflect on what they say (paraphrasing, clarifying, interpreting, summarizing).

A manager will have to deal with three types of employees :

1. Movers live to work: the work defines who they are. Interested in learning and applying them with long-term perspectives and looking ahead.
2. Middle-of-the road : balance work and personal-life responsibilities. Looking for stability, challenges but no risks.
3. Stuck : see job, career and often themselves negatively.

Six reasons that make managers good career coaches:

1. *Practical experience for sound recommendations and suggestions.*
2. *Know opportunities within the organization.*
3. *Find or have access to information through their network.*
4. *Can use performance evaluations to make suggestions.*
5. *Involved in strategic planning.*
6. *They've been there.*

How to master and resolve conflicts.

One of the most important role as a coach is that of confronter. Therefore you need to be assertive (= stating clearly what the problem is and why), honest and straightforward but not aggressive.

Conflicts are emotion-driven, springing from difference in opinion or antagonistic feelings toward others. Other conflicts are more substantive resulting from conflicting needs or priorities.

Resolving emotional conflicts.

In order to overcome conflict you have first to acknowledge that conflict exists and not shrugging off employees' emotions. Sit down, listen and try to understand. Let them clarify, encourage them to go into detail.

Next you state briefly your point of view without using loaded words and withholding information. Be honest and forthcoming.

Now that everybody's concerns are on the table both of you should be able to work out solutions that satisfy everyone.

Resolving conflicts of needs.

Here a heart-to-heart discussion is not enough. A more formal and collaborative problem-solving process is needed.

First you have to pinpoint where performance is falling short of expectations. Then you brainstorm to find as many ideas to bridge the gap and then you set up criteria that will serve as standards to evaluate the ideas.

Analyze the remaining ideas carefully, review, identify barriers.

From this analysis you will identify a solution that you implement on a test basis. If necessary you refine or consider alternative solutions.

How to create a mentoring relationship.

Mentoring is sharing your experiences and helping others to achieve the same level of success as you. It helps employees adjust to the organizational culture and fit in.

The managers becomes more caring, sympathetic and patient; he learns to listen to the fears and frustrations as well to the joy of victory.

Benefits for the organization are that employees who perform well and who are happy in their jobs not only enhance their career prospects but help improve the overall performance of the company.

How to be a good mentor.

1. Create a network: contacts with various departments and hierarchical levels.
2. Allow freedom: freedom of choice to your employees.
3. Invest your time wisely: focus on positive employees.
4. Give it away to get it: mentoring is reciprocal.
5. Be patient: allow a natural development.
6. Be an active listener: gather information through verbal and nonverbal clues.
7. Have chemistry
8. Formally establish a mentoring relationship.
9. Establish relationship boundaries: some topics remain taboo.
10. Create reciprocity: both parties must benefit.
11. Develop synergy: go beyond the strict goals of mentoring.

Getting results through rewards.

A manager must reward the commitment and efforts of the employees.

Be careful that you do not undermine employee performance by your reward strategy by rewarding the wrong things. Do not treat all results the same without communicating which results are more important.

Good reward strategies.

1. Reward long-term solutions
2. Reward entrepreneurship.
3. Reward performance improvement and quality of work.
4. Reward teamwork.

Different types of rewards can help you : performance-based money rewards, bonuses, profit-sharing plans, recognition, advancement opportunities and greater autonomy.