



Why do managers need **COACHING SKILLS?**

strategic partners

A complimentary eBook by Dianna Anderson

WHAT'S INSIDE

It seems that everyone is talking coaching these days. Buyer beware. **Coaching is the translation of insight into meaningful action that realizes potential.** Without insight there is no coaching. In this e-book learn how coaching-based leadership opens up learning opportunities, creates engagement and realizes potential. It's the real deal.

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Coaching-based leadership creates engagement

WHAT IS COACHING?

“Genuine” coaching means using coaching approaches to create learning by evoking the “aha” experience of insight. When a person experiences insight he becomes engaged with the idea that is created. It’s the *engagement* that motivates the person to put the new learning into action. That’s where the power of coaching to create real and meaningful change comes from. It’s fueled by *insight*.



Managers need genuine “in the moment” coaching skills to be successful in environments of constant change.

WHAT IT'S NOT

Unfortunately, a lot of what people call “coaching” is not coaching at all. Asking people questions until they give in to your way of doing things *is not coaching*. **Bottom-line**, if you’re trying to get people to do what you want them to do – either by telling them what to do, or by asking them questions until they do things your way – *you’re not coaching*. This *faux* coaching leaves people feeling manipulated and disengaged. Compliance is the best you can hope for with these approaches.



The Difference MATTERS



Learning is rapidly becoming the **only sustainable strategic advantage** companies have. You don't have to look too far to see how disruptive change is reshaping industries in sometimes astonishing ways. The shelf life of knowledge and skills is getting shorter and shorter. *If you are not learning at the speed of change in your industry, you're falling behind.* The ability to fluidly learn, adapt and change is the only way for companies to stay competitive in our current environment of constant change.



LEARNING at the speed of CHANGE

Learning at the speed of change means learning in the moment. Managers have a choice when faced with a challenge – they can tell people what to do, or they can use coaching approaches to help others learn, grow and develop by addressing immediate issues. Many managers feel that telling people what to do is faster. But in the long run, it's not. When managers tell people what to do they often miss essential details of situations, so what they are instructing people to do may actually cause more problems than it solves. Worse, they train people to wait to be told and avoid risks. This makes the process of learning, adaption and change even more challenging – and slow.

Learning How To LEARN

Coaching greases the wheel of change by **turning everyday challenges into opportunities to learn**. When learning becomes part of the fabric of the organization change is seen as the opportunity it is, rather than a bewildering force to be feared and resisted.

Remaining competitive means learning how to learn – fast! That's what coaching is, that's what coaching does, and that's why genuine coaching is an essential skill for every manager.

...BUT HOW?


How can I coach my co-worker when he is doing something that is annoying others, but he's not aware of it?

Recognize

BLIND SPOTS

Definition:

the things we say and do that have unintended consequences that we are unaware of



OBJECTS IN MIRROR ARE
CLOSER THAN THEY APPEAR

We all have them. It could be your annoying habit of talking over others that creates disengagement, the sarcasm you're sure makes you look witty but actually offends, or your tendency to send flaming emails when you're upset that keeps you from being considered for promotion.

Take Time to **PREPARE**

It's a common conundrum: How do you let a person know when her behavior is having a negative impact on others when the person is unaware of this? The challenge, of course is **imparting the information in a way the person can hear and understand, without creating a relationship-damaging defensive reaction.**



It can be done, but it takes some preparation.

START WITH YOU

The **first place to start is with you**. Ask yourself, “What are my intentions for having this conversation?” If you’re coming from a place of being angry, wanting to prove a point or get even you should come to a full stop.

Your intentions to change the other person to serve your purposes will come through loud and clear. The chances of creating lasting change are very low and the likelihood of offending the other person is very high.



A FEW Conversation POINTERS



If you care about the other person and genuinely want to be helpful, the next few pages contain some ideas on how best to prepare for a conversation that creates insight and the possibility of real change.

1

ASK YOURSELF:
“How could
my feedback
be a *gift* to
this person?”



Consider what matters most to the individual and how the problematic behavior is getting in the way of attaining the desired outcome. People only change to get what matters to *them*.

2

GET REAL DATA

You have to be able to reference specific behavior in a real situation, with real consequences. Third hand rumors, old data, or anything where you

cannot reference the source won't do. You need the facts – **just the facts.**



3

**ACKNOWLEDGE
THE GOOD
INTENTIONS
BEHIND THE
BAD
BEHAVIOR**

People are doing their best. Sometimes our fears of being judged or not being accepted, or just not having the skills to handle our emotions, manifest themselves in unfortunate ways. If you look beyond the offending behavior you will usually see that the person is trying to accomplish something the person considers to be worthwhile, in a manner that makes perfect sense to the person.

4

TELL A COMPELLING STORY

The story should illuminate a **positive path** forward that enables the person to successfully attain what matters most to her by changing her behavior.



A Piece of Parting ADVICE

Provide *feedback in the way you would want to receive it*, with the compassionate intention of helping the other person be more successful. That's a gift most people will be happy to receive.



ABOUT THE AUTHOR

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For information on how to implement a Coaching program in your organization please email info@spisolutions.com or visit www.spisolutions.com

all material in the eBook is
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Dianna Anderson, MCC is the Chief Executive Officer for Cylient, a professional services firm offering coaching-based leadership development, culture change and MetrixGlobal® evaluation services. Dianna is an accomplished leadership coach, author and management consultant, with a true passion for partnering with individuals, teams and organizations to create lasting transformational change that delivers real value.

Prior to entering the field of coaching over fifteen years ago, Dianna worked as a change management consultant with a global professional services firm enabling Fortune 500 companies to successfully implement strategic change. As a coach and consultant she has served clients in financial services, insurance, chemical, telecommunications, food services, consumer products, publishing, manufacturing, health care products, pharmaceuticals, construction, higher education, real estate investment and other industries.

Dianna is recognized by the ICF as a Master Certified Coach and whose publications in the field include her book *Coaching that Counts*.

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