

THE
MANAGER
AS
COACH



“The future will **challenge** organisations to surpass both current and predictable levels of performance and productivity. With reinvention, reengineering, reorganisations and right-sizing, organisations are experiencing **massive**, relentless change. To meet this challenge, any organisation to ‘**survive** and **thrive**’, must learn to change with the market and times. If we are to have learning organisations, we must have **learning executives**. Learning refers to any **change in behaviour**. Organisational Behaviour (first seen as actions) is the sum of professional skills affected by **personal leadership** such as; beliefs, values, attitudes, motivation, thoughts, unconscious drives and interpersonal skills. **Coaching** is now recognised as **the critical platform** for successful organisational change and learning initiatives.”

Wayne Deeth,
Future Achievement Australia



Training

This is a 22-week interactive learning experience designed for managers and team leaders who want to improve their coaching skills. All managers and team leaders have an interest in acting as a coach for their direct reports. The Max Potential program is highly interactive, with hands-on practice, through "community young adult coaching" of all the essential skills and strategies used by an effective coach.

Max Potential involves a 2 day intensive, 4 one-on-one personal coaching sessions, 8 young adult coaching sessions, 3 half day workshops and 1 Showcase event.

Objectives

- Understand what Coaching is (and what it is not)
- Create a coaching relationship and establish trust
- Set Coaching Objectives and Key Result Indicators
 - Improve Key Coaching Competencies
 - Facilitate Continuing Learning and Professional Development

Target Group

Managers and team leaders

Investment

\$1700 (plus GST)

The ability to coach has become a core competence for today's managers and team leaders, and a key performance criterion for many successful organisations.

But while coaching can help you manage and motivate, retain key staff and deliver results through the success of your people, the skills required - listening and receiving feedback from individuals, and identifying clear and relevant directions for their personal development - may not come naturally. This twenty two week program will equip you with those skills. The effective management behaviours and communication techniques you learn on day one of the two-day intensive can be applied to your workplace immediately. Day two is for feedback and self-reflection, and will further your understanding of coaching practice, enhance your self-awareness and accelerate your development as a successful coach.

Who should attend

- People in leadership roles who are responsible for managing and developing the performance of others.
- Organisations wanting to maximise the confidence and coaching prowess of their leaders and managers in order to retain skilled people.

What will be covered

- Understanding the coaching model - OMEGA®
- Knowing how coaching is applied to different situations
- Acknowledging your coaching and feedback skills
- Recognising your values and goal setting
- Developing assertive skills in coaching situations
- Use practical listening and questioning techniques
- Devising strategies to ensure coachee ownership and accountability

When and where the program will be conducted

For more detailed information contact
Wayne@futureachievementaustralia.com.au
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Developing managers as coaches

Organisations in the midst of today's changes need coaching at the executive, manager and team leader level to effectively communicate and facilitate where the organisation is and where it is headed. In addition to educational development and experience, long-term successful leaders need honest, objective feedback. Coaching is also needed today more than ever as a critical tool for successfully engineering organisational change. Change is essential for an organisation to grow and adapt to today's rapidly shifting marketplace, but people and organisations are naturally resistant to change. Coaching can facilitate productive change in persons, teams, and systems by enabling leaders, managers, and employees to **uncover potential** that might otherwise go untapped.

Successful companies focus on the 'measurables' of performance, such as profit, productivity and customer satisfaction. Yet there is a growing recognition that world-class organisations recognise that these measurements are the outcome of performance rather than the cause. They tend to focus on leadership practices, cultural factors and the learning and development practices that drive performance.

Management Coaching is not a fashionable alternative vehicle of managerial control.

Leaders do not have time or capacity to control anymore. They have to empower, to delegate, to create a culture of responsibility and self-generated actions. Coaching and leadership, in many ways are synonymous. Both work through relationships, through dialogue and work towards possibilities and growth. It is not simply a matter of learning techniques. Coaching is not a technique. It involves a way of viewing the world, relationships and the organisation.

Management coaching then is a distinct way of communicating, relating and acting based on the commitments of human beings to accomplish more than has previously been accomplished. It is about breakthroughs - about producing unprecedented results in organisations and work in any field. Coaching is about working with people to show them new possibilities and assist them in taking actions previously not obvious to them. Coaching is the capability to alter or shift the structures of interpretation, the context and the sense of being within which people normally operate to create their outcomes. In this sense, introducing coaching competencies into an organisation is a very powerful strategy for modifying or creating a culture which is more adaptable to change and growth.

Most managers and team leaders believe they are providing performance oriented coaching by simply providing positional technical skills training and feedback.

Many recent studies have shown that "technical skills" (our knowledge and learnt skills through training and experience) only represent at best 20% of the input into our performance. The remaining 80% which affects our performance comes from our **"personal leadership skills"** (those crucial other elements such as our thinking and our behavioural aspects -such as: ability to choose or make a decision, building new habits or stopping old habits, assertiveness, authenticity, commitment to grow, concentration, emotional stability, enthusiasm, judgment, energy level, resourcefulness, honesty, integrity, open-mindedness, optimism, persistence, performing well under stress, reliability, self-confidence, self-control, self-reliance, self-respect, initiative or drive etc). Few managers and team leaders understand just how deep rooted their own behaviour patterns are, let alone how to positively change them in other people.

In order to explore these concepts of personal leadership, Max Potential uses a framework called MAXIMISERS[®] where each letter of the word represents an area of personal leadership. That is,

1. Make things happen

- Be Proactive, Not Reactive
- Be Disciplined, Not Lazy
- Be Responsible
- The Basis Of Growth

2. Achieve personal significance

- You Are Significant
- You Can Make A Difference
- Look for Opportunities to Grow
- Keep Adjusting

3. X-Out the negatives

- Accept Problems
- Believe the Best
- Cast Off the Negatives

4. Internalise right principles

- Verify Your Own Values
- Learn the Right Perspective on Issues
- Act on Right Values
- Evaluate Your Growth
- Share These Truths With Others

5. March to a mission

- Purpose – Why Do I Exist?
- Vision – So What That I Exist?
- Roles – How Do I Fulfill My Mission?
- Goals – Where and When Do I accomplish My Mission?
- March – How Do I Carry Out This Mission?
- Practice – How Do I Begin to March to This Mission?

6. Integrate all of life

- Balance Priorities – Personal and professional
- Balance Attitudes – Structure and Spontaneity
- Balance Goals – Results and Relationships

7. Set your focus on caring for people

- Uplift One Another
- Get Close to One Another
- Trust One Another
- Yield to One Another

8. Energise internally

- The Role of Faith
- The Focus on Character
- The Cultivation of Spirit

9. Realign rigorously

- Framing
- Focusing
- Flexibility

10. Stay the course

- Defensive and Offensive Actions
- Finishing the Course
- Focus on the Future

Managers as a coach learn how to -

- Increase self awareness by tuning in to thoughts and feelings,
- Choose when and how to take action,
- Solve problems creatively,
- Listen to feedback, incorporate constructive criticism,
- Understand and respect the opinions of others,
- Make appropriate requests of others,
- Set limits, saying “no” when necessary,
- Increase positive encounters with others,
- Decrease hostility and defensiveness
- Reduce stress and negative emotions

Direct benefits to an organisation with managers as coaches -

1. Managers obtain a clearer sense of their commitments and those of their organisation, in a way that increases alignment, enrolls people in new possibilities, reduces waste and achieves measurable gains in individual and organisational effectiveness.
2. Managers become more competent in generating and maintaining effective relationships, both professional and personal, resulting in increased levels of trust and accountability in the organisation
3. Managers expand their understanding of organisational and interpersonal dynamics (including moods and recurring patterns of behaviour and culture) in ways that enable them to empower themselves and others to achieve results
4. Managers will be able to help others expand their levels of responsibility and their capacity for initiative and action, resulting in people taking greater risks to produce results aligned with departmental vision and leadership.
5. Managers become more effective as a manager and leader by understanding and adopting the proven principles of coaching and empowerment.
6. Managers will begin to develop the kind of unity and team spirit that enable powerful work relationships to achieve unprecedented results.

Some leadership challenges where coaching is invaluable -

Categories:

1. **Corporate financial health and fiscal responsibilities.**
 - a. Consistent financial returns are more difficult to achieve in a highly competitive global market
 - b. Strategic alliances to leverage financial resources
 - c. Ensuring your organisation is a compelling place to work to attract and retain high quality human capital
2. **Organisational change and chaos**
 - a. Handling the speed of chaos. Staying “ahead”, instead of “up with”
 - b. Potential mergers, acquisitions, and sizing issues

“Equipping managers and team leaders to coach produces breakthroughs in their capacity to meet today’s organisational challenges and to empower others in their work environment. Managers and team leaders learn that by being a coach they can modify or create an organisational culture that is more adaptable to change and open to new possibilities.”

Des Ong, Future Achievement Australia

- c. Accelerated change causing turbulence
 - d. Succession planning and implementation
- 3. Managing myriad details**
- a. Resourcing time to manage details
 - b. Leadership challenges (team, collaborative approaches, board responsibility)
 - c. Clarity of vision and focus and buy in from employees
 - d. Daily and long term agendas
- 4. Performance Issues (Self and Team)**
- a. Managing stress and burnout issues
 - b. No longer challenged
 - c. Blind spots
 - d. Performance in the job
 - e. Building relationships
 - f. Missing skills and/or competencies (content skills: strategic and implementation, effective management and process skills: communication, facilitation, relating, presence)
- 5. Balance of personal and professional life**
- a. Lonely at top, no one to talk to, no truth saying or feedback
 - b. Career/Leadership development (mature leaders, emerging leaders, star "fast trackers" and independent contractors)
 - c. Shift from technical to management to leadership to fostering leadership
 - d. Personal mid-career transition
 - e. Balance of life (never enough hours)
 - f. Balance of multiple intelligences (Head, Heart and Feet)
 - g. Self-care

However, organisations are not investing enough in helping their managers/leaders develop cutting-edge coaching skills -with some significant bottom-line consequences.

In a recent large industry-wide study it was found that most managers reported that they were confident in their ability to coach. However, the study showed that the managers'/leaders' skills levels as coaches were typically poor and that as a consequence they were not nearly as effective in their coaching as they believe themselves to be. Often times, they believed that coaching consisted of providing 1-to-1 instructional feedback to their staff members on what to do in a given situation -but, that's not coaching, it's managing or counselling. A well-trained manager/team leader as Coach supports their staff by using advanced developmental and learning tools and providing them with personalised self-coaching strategies to achieve sustainable results.

Summary:

Manager as Coach

In the new economy it isn't sufficient to have supervisory and management skills. The most successful managers understand that in an environment of teamwork and empowerment coaching skills are an essential skill set. The new contract between the worker and the organisation assumes the employee will be given development opportunities.

To retain the brightest and the best the manager needs competence in developing people, evoking excellence and creating a culture of continuous learning.

Managers and team leaders as coaches

We need more leaders if we are going to succeed at creating a tomorrow that sustains us. And we need leaders who have committed to internal mastery, who know themselves and bring their best selves forward on a daily basis. Here is where coaching comes in. To develop a leader, we need to continually develop them as a person - someone who has not yet tapped all of his or her potential, someone who still has many qualities to bring forward.

Managers expected to coach workers every day

Nearly nine out of 10 firms expect their managers to deliver coaching as part of their day-to-day work, according to a new survey by the Institute of Personnel and Development.

The vast majority of employers believe coaching can deliver tangible benefits to both individuals and organisations, said the Institute. The majority of employers planned to increase the use of coaching over the next

few years, it added. The research also found that coaching provided by a manager or supervisor is becoming increasingly popular as the value of sustainable on the job learning is recognised in the workplace. However, research also suggests that if coaching is to deliver these significant benefits, employers need to ensure that their line managers are provided with up-to-date Manager-as-Coach training to be able to deliver the results.

Training & Development. -2008. Management Issues News

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