

# Coaching Skills for Managers

Coach: (kohch) One who instills a passion in another to do his personal best.

Manager: (man-i-ger) One who turns decisions into action by harmoniously coordinating the efforts of others.

Dear CU Manager Friends:

This session will turn you into the walking-talking epitome of the above. Simply implement the prescribed processes shared by the instructor. Uh huh. And aspirin, not chocolate, is the recreational drug of choice for CU employees.

Now I feel life is series of pleasant days, since I adopted the above definitions and stopped defining Management as the process of planning, directing and control.

*Ever had an employee tell you "You sound just like my mother and you're wrong too!"*

*How about "You should have told us we were expected to show up on time or it would affect our raise!"*

Sick and tired of feeling sick and tired? Throw out One Minute Manager, stop using the chain-of-command as a shield and focus on what works.

*Nope, I couldn't make stuff like this: these really happened to me when I was a CEO. Not only did these conversations leave me speechless - so did the complaints from my top performing employees about the unfairness of having to work with people who were not pulling their fair share of the work load. I knew I needed to figure out if the problem was what I was doing, or not doing.*

Enough evangelizing about my conversion to a Coach from a Manager. Answer me this: what else can a manager of people do? Write instruction manuals no one really reads. Be a human encyclopedia for those who lack confidence or competence. Collect all the errors when the office closes and correct them yourself. Rotate giving instructions to each staffer, all day long, like a Chinese acrobat spinning dozens of plates, each on its own thin pole? Clone yourself?

Coaching is the answer. The only solution I've found that engages thinking, raises self confidence, generates solution seeking employees who are not dependent upon their managers though they do look to their managers for guidance and ??? that they are on the right path.

Teaching Self-reliance is the key.

Yes you can. It's not that hard. If you make a mistake it's not fatal. It's not so much a learning curve as a commitment to practice until coaching language use is part of your auto pilot: like dribbling a basket ball or seasoning a favorite dish.

I'm sharing how I installed change: detailed job descriptions that were mirrored in more frequent performance appraisals. Not just any appraisal form will do, I found. Frequent feedback - as in multiple times a day - was the catalyst that made everything work synergistically. In this session I'll share not only the "how to" but the what psychologists have found is necessary to change attitudes.

Please join me for this session!

## **Carolyn Warden**

Certified Credit Union Executive

PS. Better interviewing & screening techniques would have prevented most of these problems from ever starting: see the session on "Hiring Tips, Tricks & Traps."