



CHAPTER 1:

INTRODUCTION

Welcome!

Congratulations on being selected to participate in Coaching for Success: Managing, Motivating (and even firing) for Improved Employee Performance. This valuable program is designed to help you become a better coach, manager, and motivator. Your role as coach is crucial and delicate –



you have to set expectations for performance, yet work with each employee as an individual to nurture growth, development and achievement. We want to help you understand the nuances and equip you with state-of-the-art coaching skills.

One of your most difficult jobs as a manager is to coach up your workforce and bring out the best in everyone you manage – to help foster theirs and your success. Managers who learn how to successfully do this have longer and stronger careers than those who cannot or will not expand their coaching skills. The lessons and techniques described in this program can help you improve your interactions with your employees and improve your management approach to help distinguish your organization from the competition.



When companies treat their employees well, coach them effectively, and continually work to motivate empowered performance... everyone wins. But it is not easy.

Successful companies set themselves apart with the service they provide to their clients and customers, and organizations with empowered and highly motivated workers often provide the best quality service. Successful companies also value employees as well as customers – seeking success for all. What can you do to make sure you foster a level of empowerment in your employees, to help each one take advantage of innate skills and talents?

The training and techniques outlined in this program can help you and your entire organization succeed in the face of any obstacle by:

- *Improving your daily interactions with your employees*
- *Helping employees perform at a higher level*
- *Creating and managing effective teams*
- *Providing skills necessary for working with poor performing and problem employees*

First, consider this old school definition of a “manager”:

Manager (n) –a person responsible for controlling or administering all or part of a company or similar organization; a person who has control or direction of an institution, business, etc., or of a part, division, or phase of it; a person who



manages; a person who controls or manipulates resources or expenditures:
executive, head of a department, supervisor, principal.

Take a look at the unique and specific words used in this definition describing a manager. What do those words mean to you? When you hear them on their own, how do they make you feel?

Responsible

Control

Administer

Direct

Business

Manipulate

Expenditure



These words are familiar, but suggest a cold, calculated overseer rather than someone working to improve their team. Look at how you responded to them. What are some of the adjectives you used in describing how they made you feel? Unemotional. Robotic. These

descriptors do not stimulate motivation in your employees. Sure, “administering” a corporate rebranding and “controlling” overhead and bringing “expenditures” in line with annual forecasts will give employees direction and benchmarks for performance, but we need to coach our staff to be inspired, to feel passion about their performance.

During this program we want to broaden the definition of what a “manager” can be and how you can positively impact employees on a daily basis. Your employees, those who work for you or are within your circle of influence, they are your team.

Like the members of any sports team, on the diamond, on the pitch, or on the gridiron, they each bring a different skill or talent to the group and perform a unique function.

In baseball, a shortstop is the marshal of the infield defense. In soccer, the striker leads the offensive attack. In football, the left tackle protects the team’s biggest investment (the quarterback) from harm. Despite their technical and



strategic differences among players, the one commonality in all of these team sports is the coach. The coach brings all of these disparate parts together into a cohesive unit. The coach understands all aspects of the game being played, but delegates the on-field performance to others. The coach provides insight and instruction. Then through effective management, coaches put their players in the best possible position to succeed. In any business, the manager functions the same way with their workforce... their team.

Think about the definition of what a “coach” is and what it means “to coach”:

coach (n) – a person who trains an athlete or a team; a private tutor; a person who instructs: mentor, preceptor

coach (v) – train or instruct; teach a subject or sport; prompt or urge someone with instructions; to give instruction or advice in the capacity of a coach; instruct

Now think about the words used to describe a coach and the act of coaching. What do these words mean to you when you read them? How do they make you feel?

Train

Tutor

Instruct

Teach

Urge

Advice

The terms “manager” and “coach” may seem interchangeable to you, but they are vastly different concepts for your employees. Look at how you responded to the two separate lists of words. The feelings and perceptions of your employees are often just as drastically different.

Coaching focuses on proper motivation, teamwork, expectations and corroboration rather than a command and control approach. The modern manager as coach works as a team leader as well as a team member.

Employees think of managers as paper pushers, number crunchers, or administrators, while coaches are teachers and mentors who have their interests in mind in addition to the organization’s business goals. Managers are standoffish and reticent. In the eyes of employees coaches are approachable. They are open-minded and accessible. Employees want to work with someone who is willing to see them as the people they are. They want to impress them and do their part to help the entire team succeed.



- *How do you relate to your employees when they exceed your expectations?*
- *How do you react when a customer or another co-worker complains about one of your employees?*
- *How do you handle employee reviews or substandard performance?*

We want you to examine your experiences from all perspectives and analyze your attitude, your actions, and your skills.

Coaching for Success is a strategy designed to help you interact with your employees on a personal level so that you can either get the most out of them, or make the tough decision to move on. The main tenants of this concept are:

- *Understanding*
- *Clarity*
- *Feedback*
- *Motivation*

As a coach you will succeed when you can understand your employees. What is their perspective? What do they want? What do they need from you? You will help them by providing



clear expectations and working with them to exceed those goals. You will nurture their talents by offering productive feedback. You will motivate them by recognizing their accomplishments day in and day out. In the process of working with your team you will build on your own self-confidence to work through any employee situation.



You want to create an environment where your employees, from your highest performers to those struggling to achieve, understand that YOU are there to serve THEM. You are there to put them first. You are there to provide them with resources they need. You are there to offer your time. You are

there to coach and to commit to their success. To do this you need to understand them. You need to provide clear directions and expectations. You need to offer constructive and goal-oriented feedback. Doing all this will provide you with all of the information and tools you will need to effectively motivate them.

Your most important job as a coach and manager is to develop the best team possible to deliver on the high expectations that your organization has for you and your department or division. During this program we want to give you the tools to bring out the best in your employees, but sometimes all of that effort and work is just not enough. A successful coach knows where to place their players to maximize their performance, and he or she also knows when it is best to move on. Sometimes all of your hard work to understand, communicate with, and motivate your employees just is not enough and your only recourse is to bench a player – to coach them out of your organization.

For most who embrace the coaching philosophy, firing an employee is among their most difficult tasks, but it can ultimately be necessary to build the right



team. Occasionally, an employee will make it easy by being insubordinate, but most poor performing employees simply do so for more basic reasons:

- *Overstating their level of experience during the hiring process*
- *Distractions in their personal lives*
- *Conflict between other members of the team*
- *An unwillingness to learn new skills*
- *Lack of interest in the tasks they are assigned*
- *Failure to understand or accept the company's business model*

They are usually good people who just cannot cut it. Teasing out the reasons for their poor performance can take a lot of detective work. Ultimately terminating these types of employees can be gut wrenching. A good coach can recognize early signs through on-going performance reviews and make tough decisions for the betterment of the entire team.

Coaching for Success Objectives

During this program you will learn to:

- *Understand the mindset of your employees*
- *Partner with your employees to set and manage expectations*
- *Build successful teams through continued training and instruction*
- *Develop effective strategies for evaluating employee performance*
- *Follow the 4 steps for providing effective feedback to support improvement and excellence*
- *Recognize employee accomplishments and motivate for continued success*
- *Follow the 4 steps for managing problem employees and poor performance*
- *Remove an employee when it is your only option*
- *Recover and rebuild your team*



You're Group Leader

Your group leader will direct you through each section of the program and facilitate a series of discussions over the next two sessions. The success of Coaching for Success centers on your willingness and ability to be open and sincere with the facilitator and the other members of your group. Ask questions and provide honest answers based on your personal experiences - there are no right or wrong answers or questions.

During each section of the program, you will see a series of video presentations that depict common scenarios that you may encounter on the job. You will also perform a few written assignments and participate in valuable role-play exercises.



The Participant Manual

Your Coaching for Success participant book guides you through each session and section of the program. Use it to follow along, take notes, and locate presentation material and exercises. Once you complete the program, keep the participant book for future reference and practice. Use this book to capture important notes and tips, it will prove to be a valuable resource when your memory of the workshop itself has faded. So take notes, capture your thoughts and remember what you learn.

You may be familiar with some of the themes we will discuss. Others may be new to you. When we are done you will have the knowledge and skills you need to confidently and effectively coach and motivate your team.

CHAPTER 1 REVIEW:

Points to Remember

- *Your most important job as a coach and manager is to assemble the best team possible to deliver on high expectations*
- *A coach is a teacher and mentor who has their employees' interests in mind in addition to the organization's business goals*
- *Successful coaches utilize:*
 - *Understanding*
 - *Clarity*
 - *Feedback*
 - *Motivation*
- *You want to create an environment where your employees, from your highest performers to those struggling to achieve, understand that YOU are there to serve THEM*



EXERCISE 1:

1. What is your reaction when your employees exceed your expectations?
What do you tell them? What do you tell others?

2. How do you react when another employee or a customer complains about
an employee's performance?

3. How often do you review employee performance? Describe the process.

4. How do you think your employees perceive you as a manager and coach?

5. Have you ever had to fire an employee for poor performance? Describe the
situation. How did it make you feel?
