

Coaching Skills For Leaders

The old command and control style of leadership isn't working like it used to; collaboration and relationships are the new currency. Coaching has become one of the new 'buzz words' of the new millennium and is quickly taking shape as one of the new leadership and management 'technologies.'

Many organizations, researchers and leaders have identified coaching as a critical leadership and management competency. In addition, employees are asking more and more for coaching. So, how do you, as a manager and leader, stay on the forefront of these new technologies. How does an 'old dog' learn some new tricks? Why and how do you need to include coaching as a part of 'tool box?'

First let's make sure we're all on the same page as to what coaching is. Coaching is a professional discipline and skill set, which incorporates literally hundreds of specialized skills, principles, concepts, practices and nuggets of wisdom. The overall purpose of coaching, in the workplace, is to enhance performance, action, creativity, momentum and transformation. Additionally, coaching is:

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Do Your Employees Suffer From Burnout?

Satisfaction, Retention, or Burnout?

Prescription For Action

By Martine Berreitter, CEO of PNA, Inc.

Burnout is currently one of the hottest organizational topics. What causes it? More importantly, what can you do to prevent it?

According to New York psychologist Herbert J. Freudenberger, PhD., who coined the term, burnout is a state of fatigue or frustration brought about by devotion to a cause, a way of life, or a relationship that failed to produce the expected reward.

Symptoms of Burnout

The onset of burnout is usually quite slow. Early symptoms include a feeling of emotional and physical exhaustion, followed by feelings of alienation, cynicism, impatience, or negativism. This can develop into a sense of detachment, including resentment of work and people who are a part of that work. In extreme cases, people will insulate themselves to the point they no longer care about their work at all.

The irony of burnout is that it happens to the very people who were most enthusiastic and brimming over with energy and new ideas when first involved in a new job. It's often a problem born of good intention, when people try to reach unclear or unrealistic goals and deplete their energy reserves in the process.

Organizational Aspects of Burnout

Organizations can cause burnout by imposing faulty structures and poorly defined roles. Burnout typically happens in such cases when people lose their belief that objectives are attainable, regardless of how hard you work; when effort and outcome aren't linked in any rationally understandable way; or when they feel their work is misjudged and they no longer understand clearly what is expected of them.

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- The process of equipping people with the tools, knowledge, and development opportunities they need to be effective in their commitment to themselves, the company, and their work.
- An employee/client-driven alliance that is focused on what that individual needs to become their "best self" and to contribute their "best fit" and talents.
- A process that promotes shifts in thinking and behavior.

Why Use Coaching in the Workplace?

Successful organizations like Hewlett Packard, IBM, MCI and others have recognized that managers must be able to coach their employees and each other, and have included coaching in their management/leadership development. Coaching has been identified by these organizations as a critical leadership and management competency.



Coaching skills build and enhance team and work group performance, motivate sales production, improve management and leadership, and promote diversity awareness and the leveraging of talent.

Climate of Change: Coaching promotes creativity, breakthrough performance and resilience, giving individuals an effective way to flow and operate within an environment of continuous change. By enabling behavioral shifts, coaching allows projects and people to move forward immediately and with less effort. Change in business today is often not linear, and requires quick shifts into entirely new models. True coaching supports people in quick shifts needed to meet changing business demands.

Employee Retention: Coaching supports employee's professional development and satisfaction, which keeps valued employees in the company. Today's culture is one where employees are in charge of their own career. By helping them develop and grow, you will encourage them to use their newfound talents to give back to your company. Successful coaching adds value to employees, who then add value to their organizations by giving their best. Employees want to be happy, productive and innovative, and coaching creates the environment where this can happen. Coaching also supports diversity by recognizing every employee's uniqueness. Research and experience shows that employees perform better when positively coached, rather than being constantly evaluated.

Researchers have also seen that people with more positive attitudes are more likely to succeed in their jobs and careers.

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Coaching fosters more positive employee attitude as a key component of development, and enhances positive attitude through positive support. Employees who are coached to perform rather than managed to perform are more committed to and invested in the outcomes of their work and achievement of organizational goals.

Maximize Training: Successful organizations have also discovered that on-going training of the workforce is necessary to remain competitive. However, without coaching, training loses its effectiveness rapidly, and often fails to achieve the lasting behavioral changes needed. Coaching provides not only a context for feedback, but also a process to support changed behavior. While training is an "event", coaching is a process, which is a valuable next step to training to insure that the new knowledge actually gets put into place.

How Do Managers Coach in the Workplace?

Firstly, successful managers and leaders today are developing coaching skills in order to support and enhance employee performance and development. Secondly, managers with coaching skills also "peer coach" each other, as a key way to provide each other with support and guidance in challenging environments. Finally, managers in a 360° feedback situation may "coach up" by coaching their superiors to enhance their own ability to lead and manage.

How do Managers and Leaders Develop Effective Coaching Skills and Competencies?

Managers and leaders develop their competency in coaching by:

1. increasing their awareness of coaching and its benefits, and "buying in" to the concept and process;
2. educating themselves on coaching concepts and tools;
3. identifying their own coaching style and skill level, and learning to identify others' preferences for being coached;
4. practicing coaching using the best coaching tools and their own strengths; and continuously improving and installing their coaching competency through feedback and on-going coaching.

The best workplace coaches are those who understand and develop their own coaching style, rather than following a cookie cutter approach, who know how to "flex" their style to coach others, and who can use the coaching process and concepts effectively through understanding and skill development.

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The argument for developing coaching skills is becoming clearer and clearer in today's organizations. Those that become good coaches will likely progress up the corporate ladder more quickly than those that don't. Are you willing to sit by and continue model the same leadership practices of the past or are you ready to take a step towards improving your performance and those that work with you?

If 2008 is your time, check out Harmony's new program, The Coaching Clinic®. In the Coaching Clinic®, you will develop 4 primary coaching skills, and learn how to apply them to our proven 5-step coaching process. Our October 30 & 31 session at the Crescent Club in Memphis, TN is open to the public. Discounts are available for registrations prior to 9/30/08 and class size is limited so visit our website at www.harmonycc.net/coachingclinic.asp today.

– Written by Cynthia Calluori and edited by Bill Burtch and printed with permission from Corporate Coach U Inc.



Here is a simple but powerful rule - always give people more than what they expect to get.

– Nelson Boswell

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These are the most common organizational factors leading to burnout:

1. **Role Conflict:** Someone trying to cope with conflicting responsibilities quickly becomes disheartened. They feel they're working against themselves. The longer the conflict persists, the less possible it seems to achieve anything worthwhile. The result will be the feelings of hopelessness and exhaustion associated with burnout.
2. **Role Ambiguity:** It's impossible to do a good job if you don't know clearly what's expected of you and your role; or if your understanding of the job isn't the same as the one held by your boss. It's even worse if neither boss nor subordinate is aware of the true issue. Each thinks the other sees the role as they do. The boss sees lack of progress as incompetence. The subordinate sees the boss's judgment as arbitrary and unfair. Neither is capable of accomplishing anything worthwhile.
3. **Role Overload:** The individual can't say no and keeps on taking on more responsibility. The boss doesn't understand the role, so adds extra responsibilities in the belief they can be handled easily. Neither is able to provide a clear rationale for the role and what is expected of it.



The major cause of unsatisfactory performance due to burnout isn't the people or the management. It's **faulty communication of performance and role expectations**. Job descriptions quickly become outdated. They also omit the most important step in matching action to expectation: how the job must be done, not just what tasks it contains.

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ONE MINUTE IDEAS

Not All Jobs Are Alike

Why Behavioral Interviewing Must Be Job Related

One of the most important aspects of behavioral interviewing is keeping the questions job related. However, "job related" doesn't mean that the question relates to just ANY job. **For the behavioral interviewing technique to be effective, the questions must relate to specific areas required by the job for superior performance.**

Not all jobs are alike. In a customer service position, communicating with others and customer orientation may be the most crucial areas to success. Meanwhile, an executive level position may require competitiveness and a sense of urgency. A thorough job benchmark and an unbiased assessment of the job will quickly reveal the key performance objectives that are required for superior performance.

By connecting the questions you ask to those specific performance objectives, you can get to the root of an applicant's behavior in areas that directly affect success on the job.

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harmony
Coaching & Consulting



1650 Faxon Avenue
Memphis, TN 38112

Tel: 901-272-7390

E-mail: bburtch@harmonycc.net

Visit Our Web Site at:
www.harmonycc.net

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Curing Organizationally-induced Burnout

People need to know precisely what's expected of them and how they need to approach their roles to be successful. Though it's hard to believe, we find significant differences of understanding in more than 90% of cases. The employee is faithfully doing what he or she thinks is required. Only that isn't what the boss actually wants. Even more incredibly, where there are similar roles supervised by different bosses, the bosses themselves rarely agree on what the role is about and the standards they should be setting.

Any event will turn out better when everyone involved is working from the same, agreed script. Give your people the benefit of knowing precisely what's expected of them and how they need to approach their roles to be successful. The best movie directors make sure the cast understand exactly what's required, then step out of the way and let them perform. That's what the best corporate leaders do, too.

About the Author

Martine Berreitter is an expert in the area of role clarification, a systematic approach to communicating expectations with clarity and precision and matching organizational demands with individual potential. Clients throughout the United States, Canada, Europe, Australia and New Zealand can attest to the fact that her enthusiasm is as infectious as her results are clear and tangible.

PNA, Incorporated is the leader in role clarification. They are the inventors of on-line systems to profile roles and are the leading supplier of role clarification services to organizations around the world. PNA, Inc. is committed to helping organizations set the stage for enhanced performance. Visit www.pnaincorporated.com for more information or call 949-681-8411.

The victory of success is half won when one gains the habit of setting goals and achieving them. Even the most tedious chore will become endurable as you parade through each day convinced that every task, no matter how menial or boring, brings you closer to fulfilling your dreams.

— Og Mandino, 1923-1996, American Motivational Author, Speaker

Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
Essentials of Human Resource Management	October 10 & 17, 2008	9:00 am – 4:30 pm	http://umce.memphis.edu/
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	October 30 – 31, 2008	8:30 am – 5:00 pm	www.harmonycc.net/coachingclinic.asp
So You Want to be a Professional Coach	November 6, 2008	6:30 – 8:30 pm	http://umce.memphis.edu/
Coaching & Counseling Skills	November 21, 2008	9:00 am – 4:30 pm	http://umce.memphis.edu/

