

**Kennette Reed & Associates
Customer & Staff Connections
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Focus: Manager As Coach

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Update #1 - Have You Been Seeing Green?

A subscriber recently emailed me that she loved the newsletter, but hated the green text. Green text? All newsletters have black text (except the links). We can't figure out why the text in her newsletters is green. However, I thought I'd better ask if any other subscribers are experiencing the same issue. Are any of you receiving the newsletter as green text? If so, please drop me a line at kreed@kennettereed.com. In an effort to ensure there is no green text on this newsletter, I'm no longer using the old newsletter template. Hopefully, that change will make the difference.

Update #2 - The Website Has Been Updated

We've made many changes and updates. I've added newsletters to the archives, new products, and some additional books. Take a look by visiting [Kennette Reed & Associates](#) .

Update #3 - Just Released CDs

Just released 2 new CDs, *Motivating Staff Toward Improved Performance* <http://www.kennettereed.com/pages/414279/index.htm> and *Growing Your Business With Improved Customer Service* <http://www.kennettereed.com/pages/414269/index.htm> . Each \$9.95 CD is a LIVE recording, and about 90-minutes in length. Both are available for purchase on the website. Use the above links for more information and purchase your copy. Get your 25% subscriber's discount by emailing me at subscriberpricing@kennettereed.com . In your email, include the name of the teleseminar/product you'd like to order. A special discount link will be sent by return email..

Update #4 - Teleseminar Pricing Reduced

The pricing for our teleseminars has been reduced. The price for a 1-hour teleseminar is only \$14.95 for early-bird registrants. Get your 25% subscriber's discount by emailing me at subscriberpricing@kennettereed.com . In your email, include the name of the teleseminar/product you'd like to order. A special discount link will be sent by return email.

Update #5 - Coming To Boston August 3 - 5

If you're in Boston, and your company, organization, association, or non-profit needs a speaker or trainer, I'll be in Boston, August 3 - 5, to speak at a conference. I'm looking for additional speaking/training opportunities to add to my Boston schedule. Please contact me by sending an email to speaker@kennettereed.com or phone 510-888-9950.

Focus: Manager As Coach

What Is Coaching?

Coaching is not about telling, or showing, it is about allowing others to discover and learn, by doing. Coaching is allowing them to discover how to utilize what they've got, to get what they want, and where they need to be. Coaching is supporting until their is enough confidence to self-support. Coaching is bringing out the best in people.

What else is coaching? It is encouraging others to experience learning and growth by stepping out of their comfort zone. It's also expressing your confidence in their ability to succeed, helping them to make incremental changes, and providing the additional training or information necessary to aid their success.

How Does Coaching Help The Organization?

Coaching helps individuals to sometimes exceed their expectations. By increasing the confidence of individuals to step beyond their comfort zones, personal and skill boundaries are expanded. People do more, because they realize they can take chances and reach for higher levels of success, while knowing they will be supported in their growth. When people feel they have the support of management to reach higher and think broader, the possibilities are limitless.

Some of the most successful and innovative organizations are those that encourage employees to push the envelope, try, fail, and try again. 3M and Nokia are only two of the many organizations that fit that description. Post-It Notes and the rapid advances in mobile phone technology are just two of the many contributions that can be attributed to these companies, and to their astounding success.

How Does Coaching Help The Manager?

There are some managers who fear that granting power to others reduces the power of the manager. However, by giving power to others, you enhance your ability to be an effective manager. You help others learn to be results-oriented, calculated risk-takers, decision makers, effective communicators, effective networkers, influencers, and value adders.

Remember, the process goes beyond delegating. By empowering others through coaching, you change your role to one of facilitator and team leader. In order to make the switch from delegator to coach, you must first begin by unconditionally accepting individuals for who they are, instead of who you think they ought to be. For many managers this way of thinking will take a drastic mind-shift. The process of making the mind-shift may cause a resistance headache or two, but the organizational transformation will make it worth the extra doses of Tylenol.

How Do Begin The Coaching Process?

To coach like a pro, Wolf J. Rinke, Ph.D, CSP in his article, **How to Manage Like a Coach, Not a Cop**, says the following stages are necessary:

1. **Agree on the project** - Sit down with the team member and agree upon the specific project they will be responsible for. The project should represent an area of strength for you, and an area of weakness for your team member.
2. **Mutually Identify the Goals and Outcomes Expected** - This is the defining of what will be considered to be a job well done. This helps both of you to be clear about the when, where, what, who, and how. It is important to set high expectations.
3. **Facilitate Self-Discovery** - Considered to be one of the most difficult stages for many managers. To facilitate discovery, you must listen actively (to the meaning, not the words), help your team member to think through the process and consequences of their proposed actions (this means they do the thinking), and sharing your good

and bad experiences (this means what worked well for you in the past, **and** the times you made mistakes).

4. **Agree on the Boundaries** - What is considered to be the widely shared organizational philosophy (mission, vision, and core values)? Your company's philosophy represents the accepted boundaries of your organization. You should also include timetables or parameters for updates/briefings.
5. **Authorize and Empower** - Team members must have authorization. They must know they can spend what it takes to properly get the job done. They should not need to check with you for every decision that needs to be made. Tell them their authorization limits, and allow them the freedom and authority to get the job done.
6. **Summarize and Reality Test** - Have the team member state their summarized understanding of what needs to be accomplished, what is expected, and what you've agreed upon.
7. **Track and Follow-through** - This stage is the catch all. Utilize the agreed upon update/briefing dates to track your team member's progress. It is critical that you keep track of these dates, and be sure the team member adheres to providing updates/briefings as agreed.

Get Additional Information

1. [Everyone's a Coach](#)
2. [Sales Coaching: Making the Great Leap from Sales Manager to Sales Coach](#)
3. [Coaching for Performance: Growing People, Performance and Purpose](#)
4. [The Complete Guide to Coaching at Work](#)

In case you missed the additional information links in last month's issue, **Motivation For Free**, here they are:

1. [Just Add Management: Seven Steps to Creating a Productive Workplace and Motivating Your Employees in Challenging Times](#)
2. [Managing and Motivating Contact Center Employees : Tools and Techniques for Inspiring Outstanding Performance from Your Frontline Staff](#)
3. [Motivating Today's Employees](#)
4. [Trust Me : Developing a Leadership Style People Will Follow](#)

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Solutions can be designed to address performance gaps, improve customer or staff retention, coach management staff, and increase profitability. Success coaching is also utilized to support individuals toward higher levels of personal success through my **Resilience Coaching** practice. How can we help you or your organization? Give us a call at 510-888-9950 to discuss your needs, or email kreed@kennettereed.com. Visit our website [Kennette Reed & Associates](http://KennetteReed.com) for more information, business resources, and management products.
