Navigating the Shift from Managing to Coaching

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Overview of Webinar

• Why Shift?
• Brief History of Management
• What Coaching Is and What it Isn’t
• Outcomes of Coaching
• Reasons for Coaching
• Foundation for Successful Coaching
• Coaching Process
Industrial Revolution
1760-1840
Pyramid Structure of Management

- 9 - 5 face time
- Carrot/stick reward & punishment
- Time in = accomplishment
- Silo thinking
- Industrial Age thinking
Workplace Changes

Technology
– Allowed instant access to information
– Flattened hierarchy
– Opened up new worlds
– Offered a mindset of freedom, autonomy
Workplace Changes

Knowledge Workers

– Require critical thinking skills
– Work collaboratively
– Work with intangibles
– Embrace initiative, innovation
– Computer-savvy
– Work remotely
Workplace Changes

“When all the value in an organization walks out the door each evening, a different managerial contract than the command-and-control mindset … is required”

“Management’s Three Eras: A Brief History”
Harvard Business Review
July 30, 2014
Workplace Changes: Generations

- Traditionalists: loyal, practical
- Baby Boomers: optimistic, driven
- Gen Xer’s: independent, seek balance
- Millennials: hopeful, ambitious
History of Management

• Execution Management
History of Management

• Execution Management
• Scientific Management
History of Management

- Execution Management
- Scientific Management
- Bureaucratic Management
History of Management

- Execution Management
- Scientific Management
- Bureaucratic Management
- Behavioral Management
History of Management

- Execution Management
- Scientific Management
- Bureaucratic Management
- Behavioral Management
- Coaching as Managing
What is Coaching?
What is Coaching?
What Coaching is Not

- Coaching is not about fixing anyone
- Coaching is not therapy
- Coaching is not advice
- Coaching is not mentoring
- It’s not friendship
Coaching is…

• A relationship where one focuses on making positive changes and the other supports that effort.
• An opportunity to work with another to improve skills, behaviors, & attitudes they feel they need to succeed.
• A dynamic dialogue & ongoing process.
Coaching is…

The coach succeeds only when the person being coached succeeds, and therein lies the power of the relationship.
Outcomes of Coaching

• Enhanced competence and fulfillment of the person being coached
• Self-correction
• Self-generation
• Long-term excellence, performance
The Amoeba Theory

- Traditional management theory
- Behaviorism: poke it or entice it to move, change behavior
- Pitfalls....
Manager-Coach Continuum

outside criteria, external forces

manager “boss”

supervisor

mentor

coach

internal desires, needs employee-focused
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Intervention Coaching
Reasons for Coaching

- Communication Skills
- Time management Skills
- Onboarding employee
- Conflicts
- Obstacles to advancement
- Dealing with change
Reasons for Coaching

• Relationships
• Decision making
• Stress
• Work/Life Balance
• Management/Supervision Skills
• Emotional Intelligence
Foundation for Successful Coaching

1. Relationship/Partnership
2. Mutual Trust
3. Agreed upon Process
4. Mutual Freedom to Communicate
Foundation for Successful Coaching

1. Relationship/Partnership
   • Existing
   • New
   • Selection
   • Self-selection
Foundation for Successful Coaching

2. Mutual Trust

- Essential ingredient to coaching
- Enhanced thru openness, vulnerability
- Build consistently and incrementally
- Acknowledge potential for distrust
Trust: What Is It?

- A set of behaviors, actions
- Trust is a process – learned skill
- Trust is conditional
- Trust is power
- Trust is vital to today’s workplace

.....And why don’t we have more of it?
...The Lingering Shadow of Suspicion...
The Lingering Shadow of Suspicion

• Hard-wired into workplace
• Subtle, but there
• Not intentional
• Steeped in long, complex history of haves and have-nots.
Mutual Trust

To dispel *The Lingering Shadow of Suspicion*...

We must shed light on it!
Mutual Trust

• Trust makes us feel safe.
• It allows us to rely on each other.
• We feel comfortable sharing confidences with others.
• It gives us foundation to function and thrive in an uncertain world.
What’s Important About Trust?
What’s Important About Trust?

When Mutual Trust is created, good things start to happen!

(yum...)
Trust

• Trust is a choice.
  Choose it.

The only way you know you can trust someone is to trust them.

Ernest Hemingway
Foundation for Successful Coaching

3. Agreed Upon Process
   • Clarification of roles
   • Methods of communication
   • Timing and schedule
   • Protocols
   • Pre-Coach Work
Pre-Coach Work Sample

1. What do you want to get out of the session today?
2. What have you done since our last session?
3. What challenges, successes?
4. What do you want to be held accountable for?
Foundation for Successful Coaching

4. Mutual Freedom to Communicate
   a. Coach invites, models, sets stage
   b. All relevant topics fair game
      ~~Inner Scripts
      ~~Elephant in the Room
Coaching Process

1. Relationship Established
Coaching Process

1. Relationship Established
2. Openings, Recognition of Concern
Coaching Process

1. Relationship Established
2. Openings, Recognition of Concern
3. Agenda, Commitment
Coaching Process

1. Relationship Established
2. Openings, Recognition of Concern
3. Agenda, Commitment
4. Job-Embedded Performance
Coaching Process

1. Relationship Established
2. Openings, Recognition of Concern
3. Agenda, Commitment
4. Job-Embedded Performance
5. Coaching Conversations
Coaching Process

1. Relationship Established
2. Openings, Recognition of Concern
3. Agenda, Commitment
4. Job-Embedded Performance
5. Coaching Conversations
6. Celebrations
Coaching Process

1. Relationship Established
2. Openings, Recognition of Concern
3. Agenda, Commitment
4. Job-Embedded Performance
5. Coaching Conversations
6. Celebrations
Coaching Methods

- Questioning Strategies
- Guiding
- Brainstorming
- Debriefing
- Feedback/Feedforward
- Assigning “homework”
Manager’s Role as Coach

- Provide resources
- Create safe environment
- Monitor process
- Actively listen
- Empower
FREE!
Sample Coaching Session

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