

## Leadership Tips June 2007

# In This Issue: Who Needs Coaching?

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### Who Needs Coaching?

Could you benefit from continuous self-improvement and 360° feedback?

*"Coaching has helped me in virtually every phase of my job. From more effective presentations to a better understanding of people's working styles, I am a far more successful manager today than ever before. Coaching is also helping me and my management team achieve our goals and create a work environment that retains and attracts staff."*

— a thank you from an executive we have coached.

Rapid change in the work environment can create an atmosphere of chaos and isolation. E-mail, video conferencing, instant messaging, and virtual teams can cause a lack of unified focus, some voids, and very little face-to-face communication. This can dehumanize the environment. Most of us benefit from frequent feedback and others to talk to. We need input from different perspectives to effectively do our jobs.

Coaching coupled with 360° feedback, provides a reality check and a sounding board that may be missing. Coaching sessions can give you a neutral, unbiased perspective where it is

safe to express doubts and worries as well as ambitions. Coaching sessions also provide a place for working with candid feedback.

A coach can give you a “kick in the pants” to make the changes necessary to maximize your potential. Unfortunately, most of us wait until we are faced with a crisis to make significant personal changes, rather than practice continuous self-improvement. We are so busy accomplishing goals that we often ignore or deny our own weaknesses and lack of balance.

Rapid change cycles are a fruitful time for coaching. Leaders need to recognize indicators of increased staff stress and signs of diminishing trust, enthusiasm, or participation. An in-depth assessment and a sound plan for implementing some positive modifications and coaching can help individuals and teams navigate change.

**Step One:  
Establish Needs  
and Benefits**

A 360° report is a multi-level learning instrument. It provides detailed, personalized information to help individuals and teams apply what they learn about themselves immediately. The feedback can cover a broad range of characteristics, including behavioral strengths and weaknesses, motivating and de-motivating factors, and management and influencing styles.

A 360° report places an emphasis on what the executive, manager or employee does well.

Strengths used in excess can become weaknesses. The feedback from a 360° report is fairer than the typical reviews. The individual gets feedback from many of the people that he or she works with. The perspectives of subordinates, peers, supervisors, and self can be very useful.

A 360° is more comprehensive than self-ratings. It is often the best way to accurately get a sense of another's performance. Neither a supervisor-only review nor an employee self-review will give the entire performance picture. A 360° report gives a credible reference point for what is needed to change and progress.

Through the use of a 360° report, desirable behaviors can be identified. A coach can suggest strategies and processes for improvement. Coaches help to find internal support and needed outside experts. It is possible that one coach may not be enough for an employee or a team. Different coaches may be needed to address different issues; one for behavioral changes, one to coach on projects, or another on organization strategies and initiatives, and/or another for work-life balance.

## **Step Two: Prepare The Way**

The organization's leaders must have a high commitment up front for coaching to work with a team or individual. If you are sending someone for coaching, take time to review his or her past successes and failures. What changes has he or she succeeded in? Which have failed and why? Begin to make a list of those people who can accurately evaluate the individual. Who knows his or her work well? Who is willing to give candid feedback? Do people feel safe giving honest responses?

Make sure to get buy-in. Spell out the entire process so that he or she understands what to expect from a coaching process. Give ample time to talk about any resistances and fears that he or she may have. Ask the individual to reflect on expectations of coaching and how it could be a professional benefit.

## **Step Three: Goal Clarity**

Research supports that mission-driven projects are more efficient and productive than rule-driven projects. Coaching should be treated like a mission-driven project: have a clearly defined mission that you and the individual agree to.

Create a vision for success. Use the 360° report to articulate clear, measurable goals for the individual's own personal strategic plan. Mutually agree on timelines and the number of coaching sessions. Decide how you will communicate progress and

	learnings.
<p style="text-align: center;"><b>Step Four: Communication</b></p>	<p>Each employee being coached should hold regular status meetings with their manager. For the coaching to be effective the individual needs encouragement and support from their supervisor.</p> <p>Whether you use a coach to mediate conflict, help modify styles, sharpen presentation skills, or just be a neutral, empathic ear, design a personal plan to maximize results. In order for the coaching to be successful, it requires a commitment from the employer, employee, and the coach. A 360° report is one of the useful tools to identify needs and areas to address. Establishing clear goals, and using effective communication are also crucial to a successful coaching endeavor.</p> <p>Lastly, make sure that you find a coach that's a good fit. The individual should have an initial "get acquainted" session with the coach to establish rapport, trust, and goals. One size does not fit all. It should be a good fit for both the individual and the coach, so that everyone enjoys the process.</p>

# Getting Help

Are you realizing your leadership potential? Whether you are a seasoned executive, or if you are just starting your career there is no greater skill than being able to recognize that you need help.

Experts agree that people can significantly enhance personal effectiveness by honestly evaluating their behavior and selecting self-management strategies that maximize strengths and minimize weaknesses.

Check out our [Conflict Mediation](#) and [Leadership Coaching](#) services to see how we can assist you in your work.

## Related Assessments

In addition to our services we offer products that help you to understand yourself as a leader.

## DiSC® Classic Profile

*DiSC Classic* has 30 years of proven reliability and over 40 million users, and remains the most trusted learning instrument in the industry. It is used worldwide in dozens of training and coaching applications, including organizational development and performance improvement. *DiSC Classic* can help improve communication, ease frustration and conflict, and develop effective managers and teams.

### [Get it Now](#)

## 360° DiSC® Behavioral Profile

Experts agree that people can significantly enhance personal effectiveness by honestly evaluating their behavior and

selecting self-management strategies that maximize strengths and minimize weaknesses. Organizations around the world use the *360° DiSC Behavioral Profile* to improve effectiveness in four main areas: self-awareness and self-management, peer relationships and team building, performance coaching and managing others, client relationships.

**Get it Now**

## FREE Resources

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Check out our **articles**.

**Here are a few to start with:**

[Coaching for Change: A Blueprint for Leadership Success](#)

[How Effective is Your Leadership Style?](#)

[Related FREE Assessment Leadership Competency](#)



## About Dr. Manning

Dr. Marilyn Manning, CSP, CMC, the founder and CEO of The Consulting Team, LLC, and international author of seven business books, resolves difficult people problems.

She specializes in interactive speeches, workshops, and

consulting in the areas of Leadership, Teamwork, Conflict Mediation, Executive Coaching, Meeting Facilitation, Strategic Planning, and Communication.

82% of Dr. Manning's work is repeat business.

For more information go to:  
[www.theconsultingteam.com](http://www.theconsultingteam.com).

## Drawing

Send us an e-mail to [leadershiptips@theconsultingteam.com](mailto:leadershiptips@theconsultingteam.com), describing your favorite "Leadership Tip" and your name will be entered in a drawing to win a copy of Dr. Manning's latest book, *The Communication Coach II*.

**If you know someone who would benefit from reading *Leadership Tips*, please feel free to forward this email to them.**

## About Leadership Tips

Leadership Tips is a periodic newsletter aimed to help individuals deal with the difficult issues they face in today's busy and often hectic work environment.

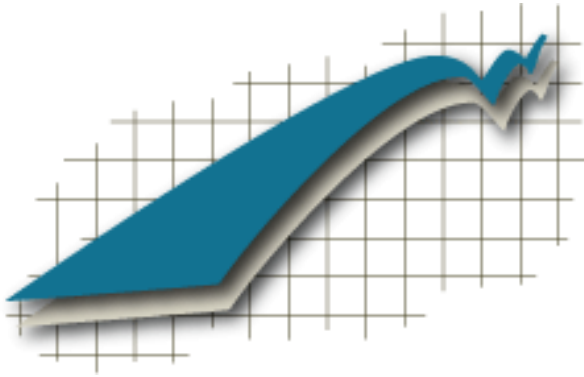
We deal with topics such as conflict, anger and stress management, team building, change management, how to become a better communicator, and how to developing leadership skills.

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**Thank You!**



*Marilyn*

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