



The Consulting Team, LLC  
Facilitating Positive Change

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## Leadership Tips May 2021: Coaching or Training? The benefits of each

### Message from Dr. Marilyn Manning



Hi Friends,

All sports teams have both extensive training and coaching for all of their players. Training makes sure that all the athletes are ready to hit the field ready to physically play and compete. In addition, all athletes get individual and team coaching to teach them game strategy, give them advice, motivate and push them toward peak performance.

At work, you are also part of a team and you deserve the same level of training and individual coaching that high achieving athletes receive. Take advantage of what your organization offers and ask for both the training and coaching to catapult your career.

Best,  
Dr. Marilyn Manning

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*(Above is my direct email — please remove M@MManning.com from your address book.)*



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In this issue of *Leadership Tips*...

1. Article: Coaching or Training? The benefits of each

2. Tuesday May 11 Zoom mini-training: *Leading with Stories*, 1:00-1:30PM Pacific (No Charge)
3. Tuesday June 15 Zoom mini-training: *Managing Projects Remotely*, 1:00-1:30PM Pacific (No Charge)
4. Learn more about our new on-line trainings via [www.TheConsultingTeam.com](http://www.TheConsultingTeam.com)



## Coaching or Training? *The benefits of each*

- Are you and your co-workers experiencing high levels of stress?
- Are people avoiding conflicts and critical conversations?
- Are you finding few opportunities for real collaboration and teamwork?
- Does it seem that your customers and co-workers are complaining more than ever?

When any of these issues are going on, many of us think that the answer is training. However, as seasoned consultants, we believe that individuals or teams require a variety of approaches. In this edition of Leadership Tips, we explore the value of both training and coaching, and their use in tandem to address a variety of today's challenges.

### **A typical workplace challenge**

A few months ago, a client called us with morale and productivity issues. He headed a large division and noticed a few managers avoiding talking through tough issues, isolating themselves from the other leaders. He thought his division was acting more like silos than a team. Many of the staff were also complaining about stress and upset customers. He called us and asked if our firm would conduct a team-building, which he thought would solve his challenges.

Our first questions were “What outcomes do you want? Why now? What triggered this? What have you done so far to address these issues?”

### **Our 4-step approach**

After reflection and a lengthy discussion about the questions we posed, we recommended some coaching for a couple of the leaders who were creating silos. Next, we reassessed whether team-building would be effective. The manager then

initiated our recommended 4-step program.

1. Before holding a team-building session, he used our firm's executive coaches to work with four of the managers to focus on skill areas they wanted to develop, including conflict resolution, delegation, and collaboration.

2. We then surveyed the division staff asking "what's working?" and "what's not working so well?" (A variant of SLOT/SWAT Analysis)

3. Next, we conducted a successful team-building session for all the managers and supervisors.

4. Our final step was providing a series of customized trainings for all staff on customer service, communications, and conflict and stress management.

We find that the right combination of assessment, coaching, team-building, and skill-based trainings can help resolve workplace issues and greatly improve morale and productivity. From our experience, only using one approach may not produce lasting positive change.

### **Why coaching**

Coaching is ideal for helping individuals build their existing skills, uncover and address blind spots, boost confidence and explore new approaches to leadership, communication, supervision, workplace behaviors, and many other topics. The Coach-Client relationship offers safety and support to address performance and personalities, fears and frustrations, and more. Progress can be charted and confidence built. Breakthroughs can be transformative.

### **Coaching example**

An over-achieving and highly educated manager spent his entire successful career mastering the technical aspects of his job without paying attention to the human side. We coached him to develop empathy and see the interpersonal aspects of work as a valuable skill that can be learned. His job satisfaction soared, and he was able to connect easily with direct reports as well as improve his home life.

### **Why training**

Training offers individuals and groups an opportunity to learn new skills like Business Writing, Project Management, Management Best Practices, and Coaching Exceptional Customer Service. Training is generally very cost-effective, but doesn't directly address current problems and issues at the deep level that coaching can.

### **Coaching and training together**

We find the combination of both training and coaching is highly effective. An initial training can be reinforced with ongoing training. Or ongoing coaching can receive a boost by the immersive experience of a concentrated training.

### **Training can lead to coaching**

Offer training first in order to close a skill gap. When you learn something new in a training, then consider using a coach to help you specifically apply your new-found

knowledge and insight. A coach can be a great sounding board, someone you trust and can process your stress and worries with, and someone who will jump start your new skills with political acumen.

In some cases, training opens the eyes to what's possible. Coaching can then pinpoint further areas to address, issues to work on, and goals for tailored improvement. Coaching can build upon generic skills taught in trainings, with individual custom instruction, goal pursuit and performance management.

### **An example**

During a leadership and management course, the instructor introduced her class to the challenges that different measurement systems cause when two departments are working together toward a common goal. One student sought her out for individual coaching to walk through several of the ideas presented in the training. He was so successful getting buy-in and implementing positive change that he soon received a significant promotion.

### **Coaching leading to training**

Often it's preferable for an individual to begin with one-to-one coaching sessions, and then identify relevant training that can augment their skills. For instance, during a coaching session, one coaching client revealed that she was struggling running her team meetings. Rather than dealing with this during coaching sessions, we recommended that she attend the training "Meetings Made Fun and Easy." After the training, her coach was able to give her specific ways to apply her new knowledge to her team. She found she greatly increased her skills and confidence and looked forward to running her meetings

### **One more example**

Another coach was hired to work with a manager who had a reputation as a micro manager. A couple of his team complained that he "didn't trust or empower them." The coach helped the manager assess how he could delegate more effectively, hold people accountable, and let go of his need to control. The coach showed him how to get out of the weeds and develop a broader perspective and focus with his team. By working to enhance his delegation skills and his executive presence, he began seeing himself in a new light. His team appreciated his shift and reported that they now felt trusted.

### **Evaluate your needs**

Check whether Coaching (C), Training (T) or both (B) could best address these issues.

## C T B ISSUE

- You have one or more employees whose performance has declined during the pandemic.
- Someone on your team is negativity impacting others in your work group.
- There is a personality conflict between two co-workers affecting team morale.
- Customer service complaints have increased recently.
- Your division's culture has eroded in the last year. And you are worried about retention of your top talent.
- You feel that you are lacking executive presence and enough confidence in your new position.

### Summary

If you are a high achiever and strive toward peak performance, it is useful on a regular basis to assess your personal and career growth needs. We encourage you to assess which of your skills you would like to enhance. Then look for a training or two that focus specifically on those skills.

If you haven't used a professional coach before, ask a few associates who have used a coach and ask them what results they received. You might consider interviewing a couple of potential coaches to find the right fit. Commit even if it's just for two or three coaching sessions. No matter which path you pursue, we send you good thoughts for your own positive changes.

[Click here to register for our free May mini-training](#)

**FREE 30-min. online event Tuesday May 11, 1PM :  
"Leading with Stories"**



*Facilitated by Senior Associate Craig Harrison*

You've got stories...that inspire, motivate, educate and engage. Leverage the power of story to recruit, teach, reach and celebrate your direct reports and those you serve.

- Use stories to enroll others in your vision
- Create 3-part "success" stories to showcase skills, values, experience and style
- Learn how stories induce empathy, deepen trust and bring generations and cultures together

**Tuesday, May 11  
1:00-1:30PM Pacific**

Limited space: confirm your seat and receive log-in details when you register using the button below.

Register for this free 30-min. online mini-training May 11

Register for this free 30-min. online mini-training in mid-June

**FREE 30-min. online event Tuesday June 15, 1PM :  
"Managing Projects Remotely"**



*Facilitated by Senior Associate Susan G. Schwartz, PMP*

Managing projects is like juggling. People must constantly keep so many "balls in the air while paying attention to quality, budgets, and schedules.

Attend this complimentary program to learn how to:

- Enhance project communication
- Review remote tools and manage projects

**Tuesday, June 15  
1:00-1:30PM Pacific**

Limited space: confirm your seat and receive log-in details

when you register using the button below.

Click here to register for our free June 15th mini-training



## Our new On-line Trainings for Today's Virtual World: *Customized for you...from 90 Minutes - 3 Hours*

[All training offerings on www.TheConsultingTeam.com are now virtual](http://www.TheConsultingTeam.com)

### Best Practices for Managing Remote Workers and Teams

Would you like help communicating one-on-one with direct reports working from home? This program offers tips for conducting crucial conversations remotely, helping coach your staff in prioritizing timeliness and self-management, and strategies for increasing online engagement and motivation.

### Managing Crisis and Change: Surviving in a State of Flux

This session provides the tools you need for transitioning through change and self-care to embrace the new reality. Learn how to proactively navigate and smoothly embrace uncertainty by using the stages of processing change to know where you are and what's next.

### How to Stay Fresh and Relieve Stress

More than ever, employees, supervisors and managers are experiencing disruptions, frustrations, and stress from illness, technical challenges, economic pressures and the uncertainties of this current pandemic. Learn techniques for self-care, stress reduction, creating a nurturing and soothing environment, and how to look out for

each other to remain healthy, productive and upbeat, while future-focusing.

### Applying Emotional Intelligence in Uncertain Times

During times of uncertainty people look to their managers to provide clarity that will enable them to deal with chaos, overcome challenges, and achieve shared goals. Emotional Intelligence equips managers to recognize their own and others' behaviors and make choices to improve workplace performance and productivity. This session provides you with easy-to-implement tools you can apply immediately.

### Listening Amid Endless Distractions

During shelter-at-home we're more distracted than ever. This training helps you pay attention to paying attention. Learn to avoid common listening mistakes, deepen your ability to "go deep" as a listener, discerning what is being said, implied, unspoken and more. You will learn to understand the "listening gap" and how to overcome it, and how better listening leads to increased trust, enhanced credibility and better team cohesion.

### Managing Multiple Demands and Priorities While Working From Home

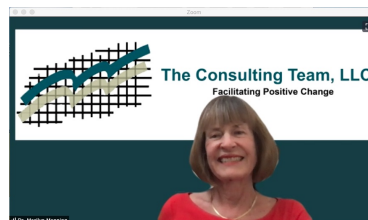
Learn proven techniques for prioritizing your projects, time and energy while working remotely. Receive help managing distractions, remaining focused, dealing with internal and external pressures while getting back into your flow state while having your out-of-office experience. Discover ways to optimize your environment to increase productivity and peace of mind.

*For information contact [Dr. Marilyn Manning](#)*

*You can also reach us by phone: (650) 965-3663*

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## Get A Boost From Our Team of Trainers, Facilitators, and Coaches



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*Contact The Consulting Team to learn more about our online training, group and one-to-one virtual coaching, and consulting assistance for leaders and employees.*

## The Consulting Team

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