



The Consulting Team, LLC
Facilitating Positive Change

650-464-6024

Request A Consultation

Leadership Tips July-August 2022: Why you should ask your boss for coaching

Message from Dr. Marilyn Manning



Dear Friends,

A recent survey from *Protocol*, an analysis publication, stated that employees who have had coaching have a 38% higher retention rate. Increased team engagement was also reported. I think coaching is a perk we should all ask for, especially when you consider that the same study reported a significant likelihood of receiving an exceptional performance review after being coached.

Admittedly I am biased when asked about the value of coaching. After 3,500 hours of coaching everyone from CEOs, company founders, and high-ranking public figures to first time managers and front-line staff, I've seen results: personal growth, increased confidence, new self-awareness, and a real genuine openness to change and continuous learning.

In this issue, we provide examples of how professionals at various levels gained valuable insights, overcame self-defeating tendencies, found the courage and daring to be great, and opened new doors to success through the coach-client relationship. Coaching can accelerate your career and personal goals and in doing so, help you become the best version of yourself.

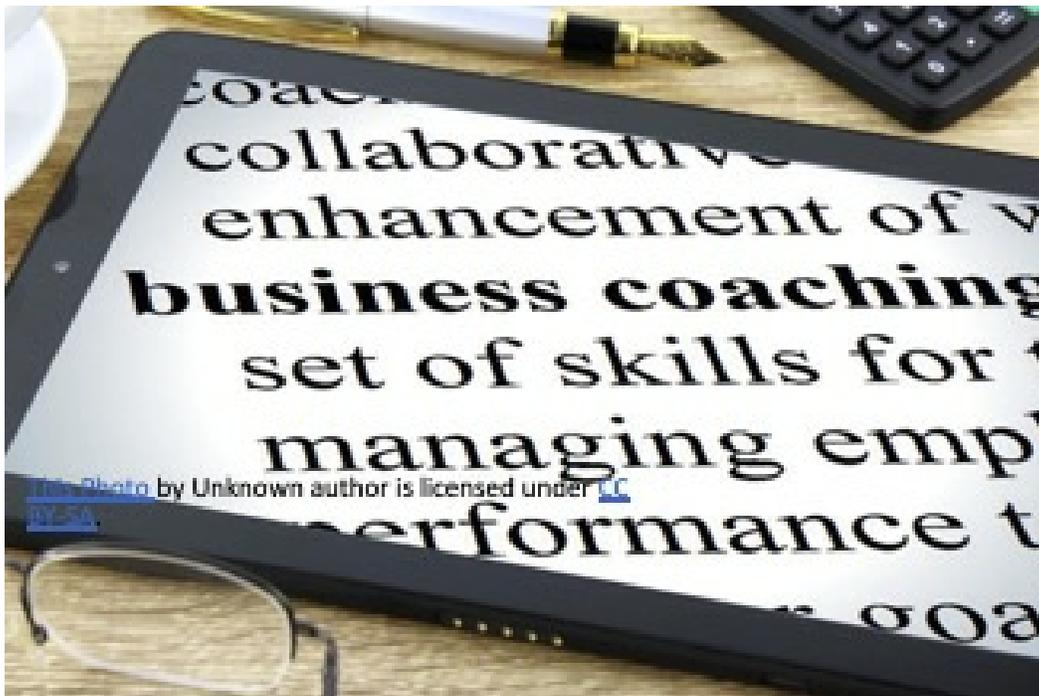
Warm Regards,

Marilyn Manning, Ph.D.
Owner, The Consulting Team
(650) 464-6024



In this issue of *Leadership Tips*...

1. Article: Why you should ask your boss for coaching
 2. October 13 mini-training: *Emotional Intelligence and Conflict Management* facilitated by Susan Schwartz PMP 12:00-12:30m Pacific (No Charge. Register below.)
-



Why you should ask your boss for coaching

Coaching can lead to promotions

Building on last edition's focus on coaching at various levels of organizations, we share more coaching success stories

This month we showcase how coaching can be very helpful in these workplace situations:

- Resolving interpersonal clashes and conflicts
- Aligning your team for greater productivity and consistency
- Overcoming a lack of confidence or imposter syndrome
- Changing your communication approach

Interpersonal Clashes

In every work environment we find professionals with very different leadership, learning, and communication styles. Often, over time, they may experience irritations that, left unaddressed, create a toxic work environment.

Co-workers may become adversaries as both civility and productivity decreases. Coaching can clear the air, create new agreements, and re-establish healthy patterns of interactions.



A Matter of Styles

Subash and Kimi were managers working side-by-side, but their styles couldn't have been more opposite. Subash's approach was methodical, deliberate and data-driven. Kimi was an instinctual, shoot-from-the-hip leader who made quick decisions she sometimes back-tracked on. Simply put, their styles conflicted, and they irritated each other.

After they both took a DiSC[®] communication style assessment and had their coach debrief them, they were able to understand their own style and tendencies. Further coaching helped them understand and appreciate each other's style and find common ground for working together. They learned to use the DiSC[®] framework to depersonalize their conflicts and take a more objective approach.

Now each supports the other, and their teams better understand the styles of their respective managers. From this coaching process, they greatly increased their self-awareness, developed some new skills, applied new tools, and learned how to be more in sync with each other.

Team Coaching

Individual or team coaching interventions can manage a conflict so that it doesn't escalate.

Bridging Group Differences

Coaching is a natural route to help resolve potential conflicts. After a dozen grievances were filed from one department, including not being treated fairly by management and a general lack of communication, one client hired us for team coaching.



They asked us to assess the situation, help resolve differences, clear the air, and suggest some changes.

We initiated an intake assessment, listening to all parties separately. We convened focus groups of the different shifts to learn what was working, what was frustrating, and to identify critical issues. We wanted everyone to feel they could speak up without retaliation.

Next, to prepare for a joint meeting between managers and front-line workers, we coached all of those involved. In a series of joint meetings, they were able to vent safely, clear the air, and develop agreements on how to rebuild trust with each other. Together we created a communication protocol and a process for resolving future conflicts. We also built an action plan. As a result, the grievances were withdrawn, and trust was eventually restored.

A Crisis of Confidence

Many professionals at some point along their career may encounter a crisis of confidence or just need a neutral coach to work with and listen. A recommendation with painful repercussions, a missed opportunity, a poor hire, or other bad judgments can shake your confidence in your instincts or decision-making abilities. Coaching can provide you context, connect the dots and uncover new approaches.



A Fate Worse than Death

In an illustrious career Carmen had developed and showcased skills that were admired and by all. Yet public speaking wasn't one of them. And then she was asked to speak to her City Council.

One day she was thrust into a public setting to deliver bad news to an angry audience. She felt as if she had been thrown into the lion's den. There was name calling and finger pointing. Very quickly, she lost her voice, her body slumped and she lost focus and control of the meeting.

Ever since then, she avoided having to speak in public. But with her latest promotion, she was now required to make presentations to her bosses and at Council meetings.

Carmen called us in a panic. She had a short time to prepare and make her important presentation to the Council.

With just 3 coaching sessions, we helped her focus on the goals of her presentation, how to structure it, and how to practice and refine it through dry-runs with us and her colleagues.

We also helped Carmen anticipate difficult questions she'd likely encounter in the open mic segment of the event, and formulate responses in advance. We gave her techniques to see herself succeeding in her upcoming presentation, speaking with confidence, credibility, and clarity.

The upshot: She's now a confident speaker. Through presentation coaching she became well-spoken and replaced the anxiety of her earlier failure with confidence.

Changing a Leader's Communication Approach

Coaching offers many insights that go far beyond the workplace. Consider this story.

Coaching Could Save Your Job

We were brought in to provide conflict resolution coaching to help resolve a Council's issues with its City Manager.

We also began by administering an EQ-360 emotional intelligence assessment to the City Manager, soliciting input from the Council members, his peers, direct reports, associates, friends and even his wife and family.



As seasoned as he was, the feedback had some useful surprises that helped him see some of his blind spots.

The assessment and anecdotal data confirmed that he was a hard charging leader who needed to be right. He was not the best listener. At his request, we spoke with his wife regarding his tendencies to repeatedly interrupt and insist on getting in the last word. She agreed that he also interrupted her a lot and would "call him on it" to reinforce our coaching. He very quickly changed this habit and became not only a good listener, but learned to express empathy, using tools and new insights from our process.

The coaching identified the issues, challenges and choices required for him to remain in the position and work more smoothly and collaboratively with his Council. Later he told us that the coaching was so valuable it actually saved his marriage. His wife agreed.

You're Next

The next step is yours. Contact [The Consulting Team](#) to schedule your complementary 30-minute session to explore how coaching can springboard you to further success. And ask your manager if your organization is offering coaching to all employees. It's a perk you deserve.

*To learn more about coaching options and approaches
visit our website's [Coaching pages](#)*



Nina

Craig

Kathy

Susan

Victoria

Stewart

Free 30-min. Coaching

Schedule a complimentary
30-minute 1:1 coaching session
with one of our senior associates.

[Request A Session
Here](#)

[Click here to register for our free October 13 mini-training](#)

FREE 30-min. online event
Thursday October 13, 12:00-12:30PM Pacific:

Managing Conflict with Emotional Intelligence



Facilitated by Senior Associate Susan G. Schwartz, PMP

How do you move from a Win/Lose debate to a Win/Win solution? How do you change your mindset and provide an opportunity for your opponent to change theirs? Conflict can be the start for positive change.

Join us to learn:

- Identify what you want out of the conflict
- Prioritize what is important to you
- Develop your and their mindset to transform conflict

Thursday, October 13
12:00-12:30 PM 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 on Thursday, Oct. 13

Our Team of Trainers, Facilitators, and Coaches



[Dr. Marilyn Manning CEO](#)



[Richard Lonergan MA, CFO](#)



[Victoria Smith-Raymond](#)



[Craig Harrison, CVP](#)



[Kathy Citron](#)



[Stewart Levine, J.D.](#)



[Nina Morris Collins J.D.](#)



[Susan G. Schwartz PMP](#)

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

— FACILITATING POSITIVE CHANGE —

945 Mountain View Ave.
Mountain View, CA 94040
650-464-6024
M@TheConsultingTeam.com

Get In
Touch

