

Coaching benefits

I asked you earlier to think of a time when you were reprimanded and how you felt. Now think of a time when somebody, a teacher, parent, boss, - coached, taught or encouraged you get better at something. When I ask this question on a seminar I get responses such as - *“I felt good - inspired - motivated - pleased - confident - want to do better.”*

This is what you're aiming for in your team

- ▶ **More productive behaviour** - The first objective of coaching is to resolve the poor behaviour. If it's done properly then that's what you'll achieve. However there are other benefits.
- ▶ **The team member knows what's expected** - Coaching allows you to make it very clear to your team members what is expected of them. Many managers fall into the trap of “assuming” that the team member knows what's expected. This is the cause of many examples of poor behaviour. The team member didn't know - “reports had to be submitted by the 15th of the month.” They didn't know - “they could give the customer their money back.” Didn't know - “they had to be on time for the meeting.” I mentioned earlier about - “seeing it how they see it.” You might believe that you should always be dead on time for a meeting, but your team member may think that five or ten minutes either way makes no difference. Coaching allows you to calmly and clearly, make clear what's expected.
- ▶ **The team member is motivated to change** - The only real motivation is internal motivation. Coaching allows you to create the environment where the team member makes the decision to change for themselves. This means that they're more committed to the change and it's more likely to happen.

It's also easier on you because you don't have to "drive" the person to make the changes.

- ▶ **They know you care** – If you coach, in the way we're coming on to look at, your people will see you as supportive and understanding. They'll know that you're not just "picking" on them and that you're looking for a win-win situation.
- ▶ **It ensures a happy and motivated team** – That means better results, you achieving your outcomes and there's much less stress all round.
- ▶ **Less warning interviews** – If you coach poor behaviour as and when it occurs then you're likely to have far fewer warning interviews. As we discussed earlier, the manager who ignores poor behaviour, lets the situation build up and then finds himself in the 'warning' situation.

Coaching v reprimand

Let me give some further thoughts on what I mean by coaching. Imagine for a moment that you are coaching an athlete who's going for Olympic Gold. A reprimand would be – *"That was a totally useless performance, you're never going to make the Olympics with a time like that and you'd better shape up your ideas."*

Or do you say – *"That was a good performance, I liked the way you came out of the blocks. All we need to do is find a way to shave another two seconds off your time and you're going to win an Olympic Gold Medal. I've got some ideas on how we can do that, what do you think we can do?"*

Which style is going to get the results you require? I know which one I've found to work.