

MANAGER AS A COACH



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Slide Handouts

Manager as Coach Manager as Coach #APPAU 2

Coach vs. Manager

COACH	MANAGER
<ul style="list-style-type: none">• Influences• Facilitates• Assists teams• Motivates team• Gets involved• Team-focused• Wins with team	<ul style="list-style-type: none">• Uses authority• Makes decisions• Divides/delegate• Direct employees• Works alone• Self-focused• Gets all glory

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Three Things

Coaching boils down to three things your team needs from you on a day-to-day basis:

- They need to be inspired every day.
- They need to be encouraged every day.
- They need to be challenged.



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Coaching is not ...

- Counseling
- Psycho-babble
- Being a shrink
- Being his/her mother
- An obligation for life
- You don't have to take the employee home with you

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Conditions for Counseling

- Drug and alcohol issues
- Home problems with spouse or personal relationships
- Effects of health problems
- Mental illness
- Financial problems
- Overall stress

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**Coaching is all about inspiring,
encouraging and challenging
your team.**



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A Coach ...

- Guides from start to finish
- Reminds employee of victories
- Celebrates accomplishments
- Encourage and supports
- Serves as a role model
- Facilitates change
- Keeps employee focused
- Listens to and helps set goals
- Assist in ways to meet goals
- Removes roadblocks



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Video Review

- When they are doing great work, let them know
 - **When you see it, say it**
- When they are doing poor work, let them know
 - **Make it private and positive**
- When they are on a dead-end road, let them know
 - **Use the Two-Minute Challenge**



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Coaching is the process of letting people know that what they do, matters to you.



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Inspiring Your Team

“Never assume that your team is self motivated.”



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Three Basic Types

- **Front and Center Person**
 - Love to be out there mixing with people. Like to try new methods. Lives are about extremes, emotional and otherwise. Push their ideas and they push the rules.
 - Live for recognition. Usually self starters who thrive on applause.
 - Oblivious to their weaknesses.
 - When “slump” they can get very “down.”
- **In The Wings Person**
 - Love to feel included. Rarely in a hurry, and dislike pressure.
 - Live for approval, and prefer an informal interaction. Want to be appreciated with greater access to you.
 - Tend to be cautious, and want to work with others in accomplishing goals.
- **Behind the Scenes Person**
 - They don’t want the limelight. They don’t crave applause, they crave appreciation.
 - They’re low key. They need to know they can trust people in leadership.
 - They are hard on themselves when they mess up.

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Encouraging Your Team

“Never let great work go unnoticed.”



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When you see it, say it

- Identifying specific actions or behaviors that are good, and then pointing them out
 - Be specific
- Make it ok to fail
 - Failing often opens doors for new ideas and helps us “look outside the box”
- Handle mistakes and failures in a positive and professional way
 - Take the lead in turning the mistake into an area of growth

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Challenging Your Team

“Never let poor work go unnoticed.”



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Make it Private and Make it Positive

Reasons for Poor Performance

- **A Lack of Communication**
They don't know what is expected of them.
 - Lack of clear individualized communication and direction
 - Lack of feedback
 - Mixed messages from different leaders
- **A Lack of Conditions**
They need more help to succeed.
 - Need more time
 - Need more tools
 - Need more training
- **A Lack of Consequences**
They see that nothing happens one way or the other.
 - See no encouragement on previous good work
 - See no reward for good work
 - See no repercussions for poor work



☹ Poor
☺ Average
☺ Excellent

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A Fair Challenge

- Have I clearly COMMUNICATED what I expect?
 - Did I clearly communicate what I expected out of their performance?
- Are there CONDITIONS that hinder them?
 - Do they have the knowledge and training needed to complete tasks?
- Are there clear CONSEQUENCES for their performance?
 - Are there good and bad consequences for their behavior?

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Performance vs. Habits

Performance	Work Habits
Poor customer interaction	Showing up late
Anti-team actions	Leaving work undone
Poor work technique	Poor personal hygiene/habits
Unsafe behavior	Time wasting

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Two Minute Challenge

- State what you've observed
- Wait for a response
- Remind them of the goal
- Ask for a specific solution
- Agree together



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Sidetracks

- **The Stall**
 - Appears after you have stated the new action you want to see
 - Sounds like "Ok" "Sure" "That's a good idea" "I'll work on that"
 - Simply can be silence after you say "So we agree"
- **The Self Inflicted Wound**
 - Sounds like "I know, I know, I do that" "I just can't seem to get it right"
 - Employee begins to criticize himself/herself before your message is even completed
- **The Guilt Trip**
 - Sounds like "You always seem to be picking on me" "I'm doing my best. What more can I do"
 - Employee acts terribly hurt or upset when you challenge poor performance
- **The Attack**
 - Employee attacks your authority to tell him/her anything – the attack is usually personal
 - Sounds like "Who are you to tell me" "You don't do that yourself. Why should I?"
 - May be necessary in this situation to give your team member some time to cool off before continuing

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Follow-Up

“No matter how low-never let it show.
Find support outside your team.”



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Planning for Coaching

- Emphasize the purpose and importance of the coaching discussion
- Ask questions to gather relevant details about the situation
- Agree on the outcome(s) you and the other person are trying to achieve
- Identify and discuss various approaches for achieving the outcome
- Agree on the desired approach
- Set a follow up date to review progress
 - Express confidence in the individual's ability to accomplish the outcome

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Remember...

- Leading is a performance
 - Need to be “on.” Your team is watching you and will “catch” their attitude from you
 - Choose your attitude and your team picks it up
- Make sure you keep in contact with the “coaches” in your life
 - Don’t forget to make time for yourself to get re-inspired and refreshed
- Start your day with the conscious decision to inspire, to encourage and to challenge your team
 - Becoming a great coach takes time
 - Work at a pace that feels right for you and your team

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Pure and simple, coaches inspire, encourage and challenge!



Thank You!

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