

The Manager as Coach— A Winning Combination

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The Great Resignation



Command and Control Approach

- Traditional Model
- Tell and Sell



What Employees Want Now...



SUPPORT

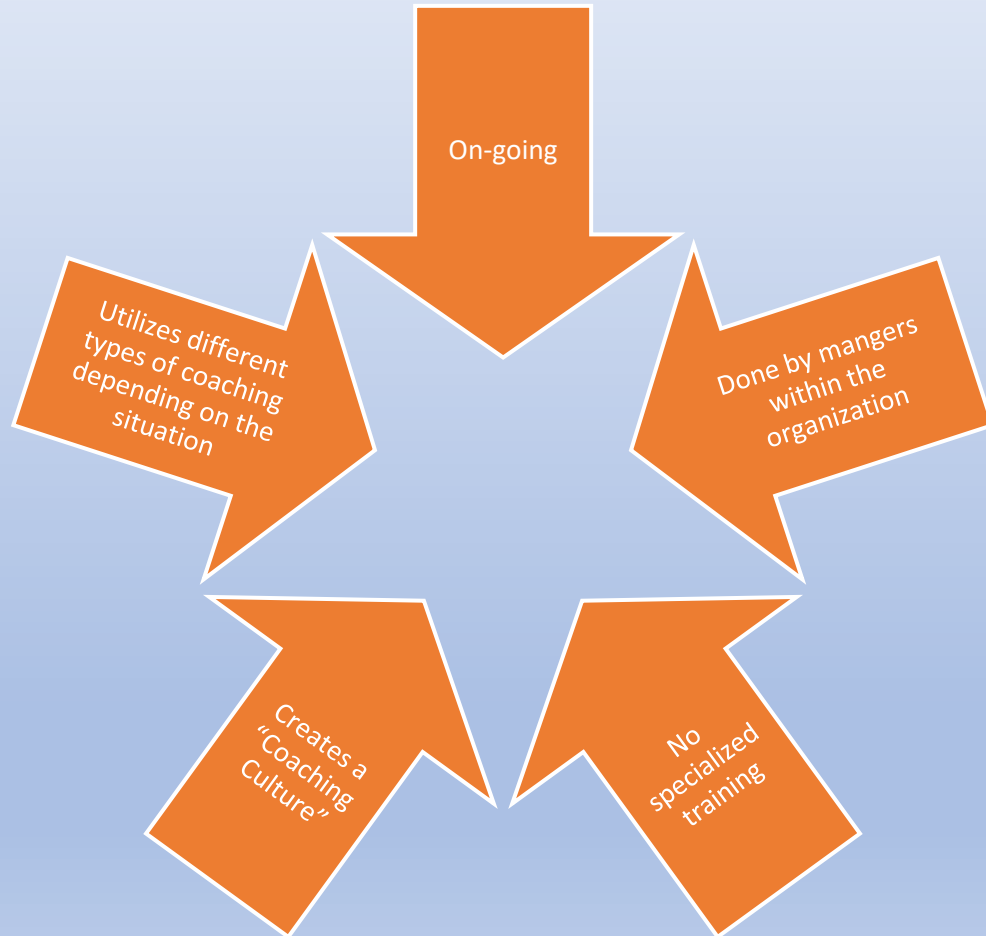


GUIDANCE

Manager-as-Coach

- Learning Culture
- Promotes Problem Solving Skills
- Ask and Listen
- Facilitates Employee Development
- Support instead of Judgement

Manager-as-Coach vs Professional Coaching



Difficult for Many Managers...

They view their role as “telling people what to do”

Feel coaching is “soft”

Believe coaching “takes too long”

Have already decided what should be done (Telling)

Focused on getting agreement (Selling)

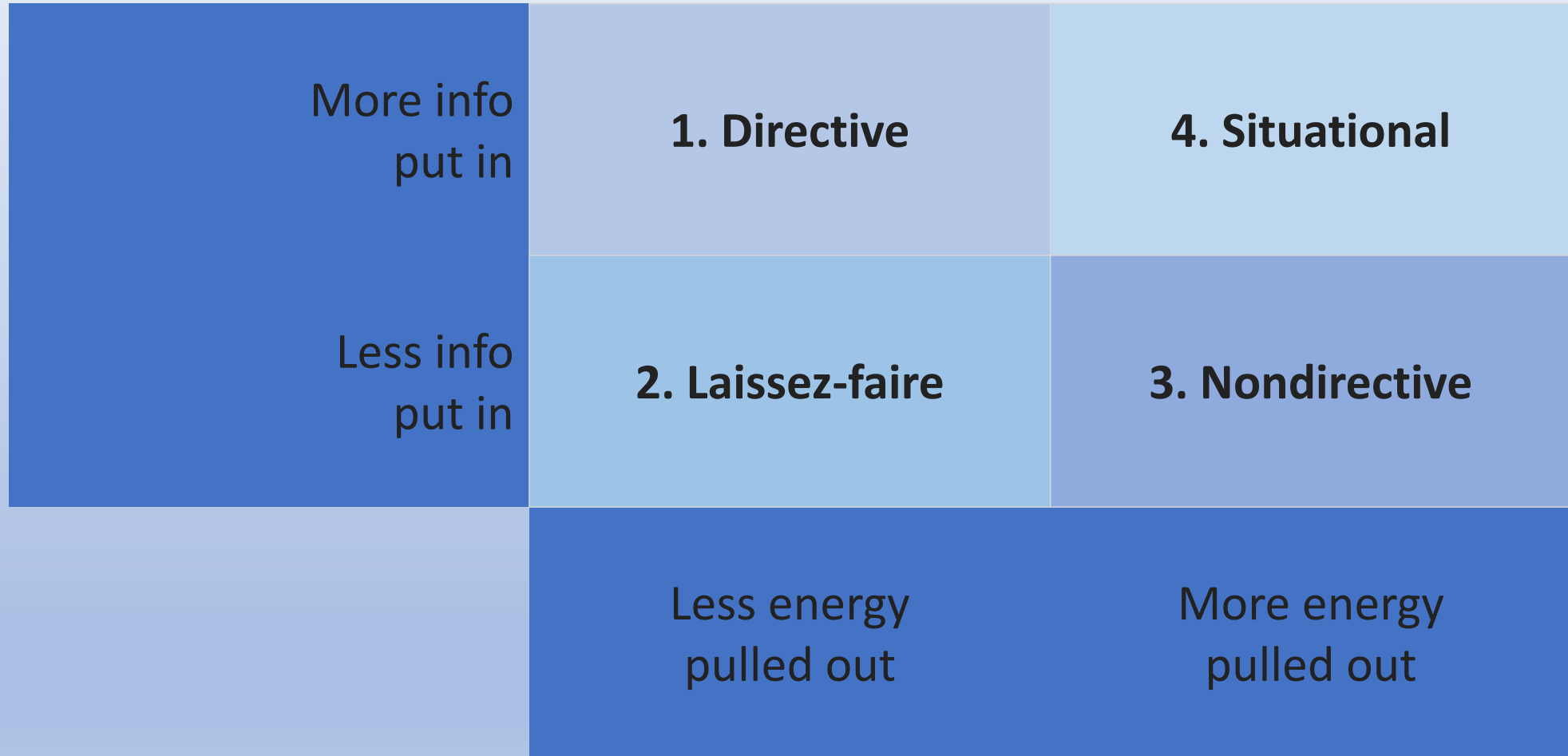


Those who do...



- Recognize importance to the organization
- Enjoy developing people
- Are curious
- Are interested in establishing connections

Styles of Coaching



Directive Coaching



High Input, Low Output

Primarily “Telling”

Mentoring (not to be confused with coaching)

Manager shares expertise and experience

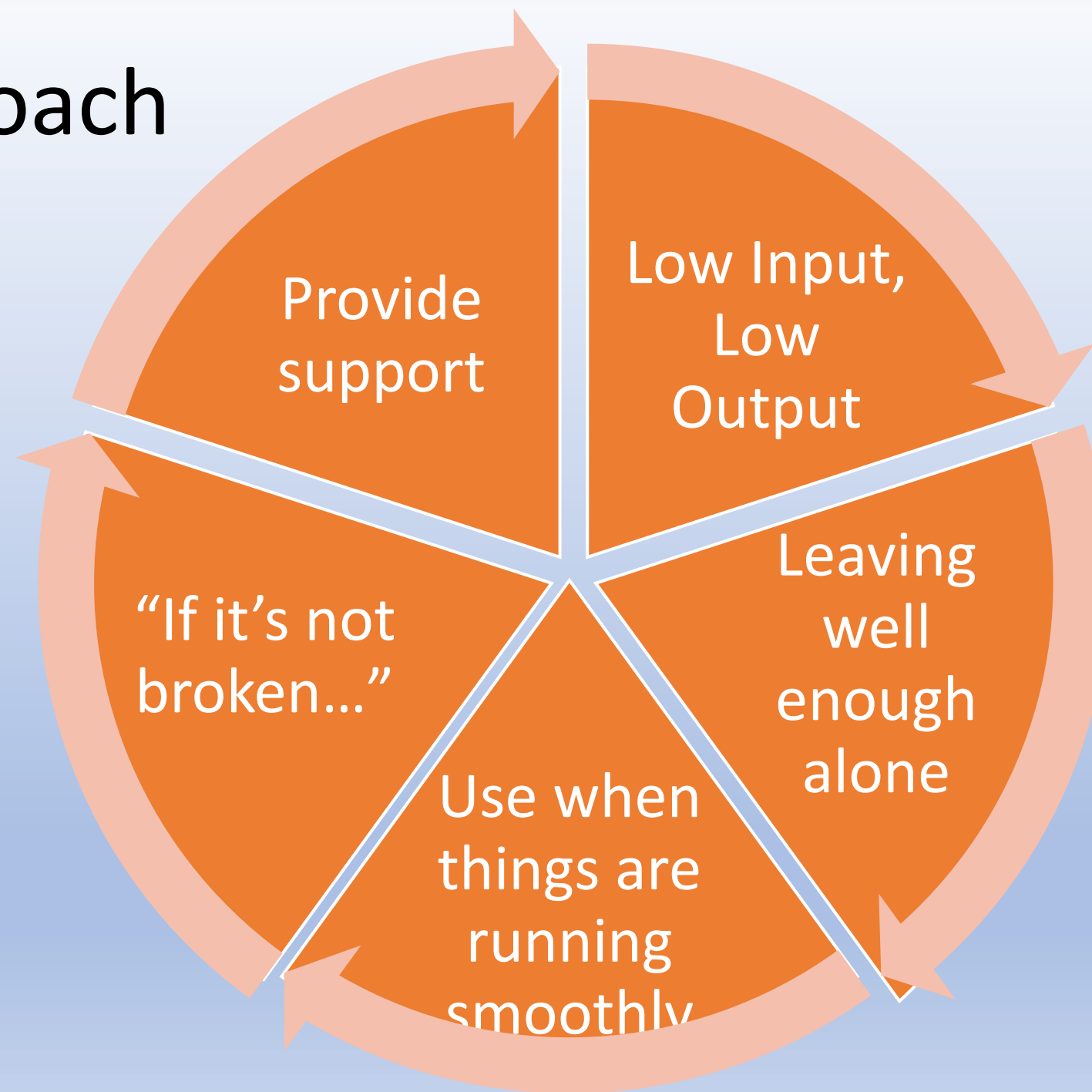
Good for new employees; new tasks

Not much motivation or energy

Assumes the manager knows more

Doesn't build organizational capacity

Laissez Faire Approach



Non-Directive Coaching



Low
Input,
High
Output



Coach must
listen, ask
questions,
withhold
judgement



Draws out
wisdom,
creativity
and insights



Goal is to help
employee learn to
resolve problems
independently



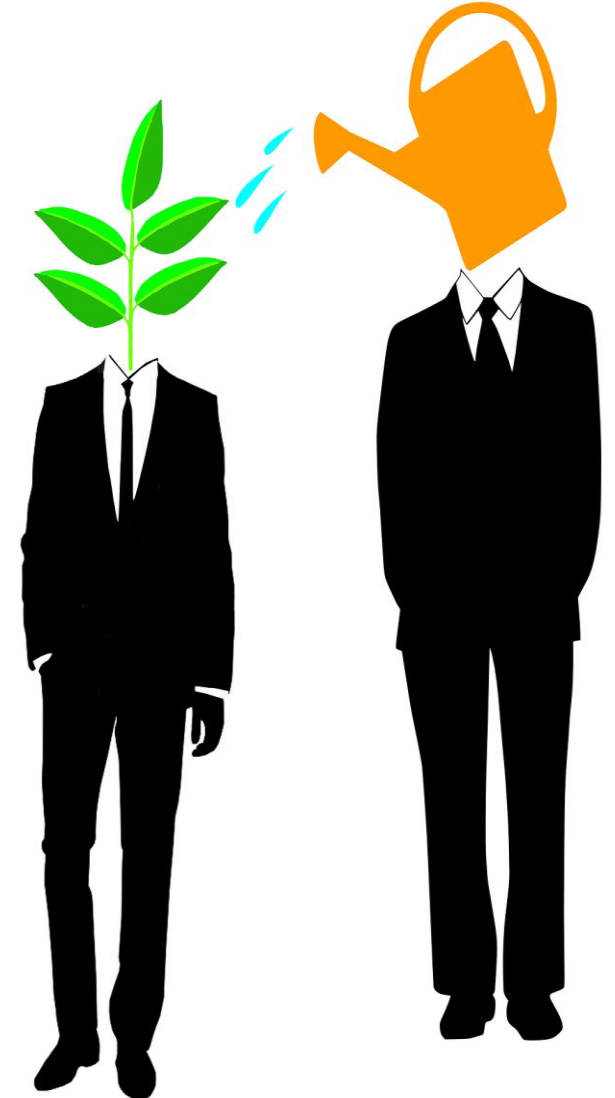
Highly
motivating



Great
development
tool



Most difficult for
most managers



Situational Coaching



How to Start Coaching...



Assess the Situation



Listen



Ask Open Ended Questions



Practice Non-Directive Coaching

Assess the Situation



Decide which type of coaching is best for this situation

Not always Situational Coaching

Sometimes you just need to tell someone what to do

Sometimes what they need is non-directive coaching

Sometime doing nothing is the best choice

Listen to Understand

- Be Curious
- Pay Attention to Non-Verbal Cues
- Wait to Respond
- Repeat for Clarity; Don't Interrupt
- Embrace the Silence



Ask Open-Ended Questions



Yes/No Questions Shut Down Thinking

Open-Ended Questions Expand Thinking

Continue to Probe

Show True Interest

Suspend Judgement

Remain Open to Possibilities

Practice Non-Directive Coaching



Practice, Practice,
Practice



Try Outside of
Work



Build Confidence



Aha! Moments

Coaching Can Happen Anywhere



A Culture, NOT
a Recipe

Ask Rather
than Tell

Be Inquisitive

Don't Assume
You Have All of
the Answers

Don't Take the
Easy Route

- What have they already thought of or tried?
- What is really important in the situation?

- What, Where, When, but NOT Why

Let's Get Started...

- Listen to Learn, Not Respond
- Ask Good, Open-Ended Questions
- Keep an Open Mind
- Establish Trusting Relationships
- Adapt Your Style as Needed
- Remain Focused on Your Employee, Not Yourself

“Coaching is the service of Thee, not me”

Thank You

For More Information
www.chrysaliscoaching.us