

Why Many Managers Fail as Coaches

Why is it that some managers fail while others succeed ?

This is the question that many researchers, academics and authors continue to probe. The role of the "Manager," "The Boss," "The Leader," "The Supervisor" - a person who gets results through others is more challenged than ever before. "We are all continually faced with the competitive challenge of doing more with less" said one technology CEO recently. With flatter organizational structures, managers at every level have taken on the role of "Coach" to ensure departmental performance. Some succeed in this role, some think that they're succeeding, but many fail. Management assessments come back time and time again indicating many are capable of managing tasks that don't talk back, but not as effective in coaching/leading people while attempting to achieve business plans. "Good Coach-Leaders encourage employees to establish long term development goals and help

them to conceptualize a plan for reaching those goals in their daily work behavior" says Author and Emotional Intelligence expert Daniel Goleman.

Top 5 Reasons A Manager Fails as A Coach :

- 5) They focus exclusively on results (the "what") but fail to take the time to **coach people** (the "how") - Balanced Scorecard
- 4) They don't know how to coach. They've never been equipped with **coaching methodology**. This is further exacerbated when their own manager is ill-equipped or doesn't coach/lead by example.
- 3) Some managers fear that coaching on performance issues may be confrontational, and so they avoid it. Hampered by a lack of coaching knowledge, they develop **confrontation reluctance**.
- 2) Some managers (with less developed Emotional Intelligence) are **unaware of their behavioral impact on others**.



In the absence of feedback data, they may be oblivious to their impact on the team, and so unknowingly continue to engage in actions that diminish their own managerial effectiveness.

1) Finally, many managers fail to realize that **the best motivation for sustainable behavioral change is intrinsic**. People do things for their reasons, not ours. Everyone's favorite radio station is W.I.I.F.M. (What's In It For Me).

To build better coaches, focus on actions that produce performance, ensure consistent coaching methodology, build coaching competence and confidence, encourage feedback, and, finally, engage people fully by aligning the desires of employees with the objectives of the organization.

Inside this issue:

■ *Top 10 Management Books*

■ *Why Many Managers Fail as Coaches*

■ *The Rolling Stones on Management*

■ *Unlocking Your Creativity*
with Brian Tracy

■ *A Humorous look at Computers and Cars.*

A Note From Our Coach

How much time do you get to reflect ?

If you're anything like the majority of leaders/managers that we have the pleasure of serving, you are busy. Demanding workload, hectic travel, meetings, budget planning, hiring, firing, kids soccer— name it, and it's in your schedule.

It's evident that at times we're running so fast in this exciting, ever-changing world that we rarely have much time for reflection. Time away from the tyranny of the urgent is critical for your effectiveness and health. How are you doing as a manager ? Family member? Friend ? How satisfied are you with your level of health and energy ?

What do you want to start doing more of? What do you need to do less of ?

Reflection allows for evaluation. Evaluation allows for growth. This month carve out some time for reflection and mental renewal.

-Chuck A. Reynolds

Chief Performance Officer



EXCEL Leadership Letter

The Rolling Stones on Management ...

“As for any executive running a conglomerate, understanding and managing these diverse businesses is the key.”

- Mick Jagger of
The Rolling Stones

Leading Quotes ...

“The great person in the midst of the crowd keeps with perfect sweetness the independence of solitude.”

- Ralph Waldo Emerson

“People and rubber bands have one thing in common: they must be stretched to be effective.”

- John Maxwell

“True Leaders act with courage, stand tall in the face of adversity and go where few have gone before.”

“True heroism is remarkably sober, and not very dramatic. It is not the urge to surpass all others at whatever cost, but the urge to serve others, whatever the cost.”

“Unless you try to do something beyond what you have already mastered, you will never grow”

What does your company, and you as a manager, have in common with the Rolling Stones?

More than you may think, apparently. This past summer the Rolling Stones called Toronto home while they rehearsed for their upcoming tour.

When asked about factors contributing to their success, many corporate leaders will say that surrounding themselves with good management talent is crucial. Having managers that can execute on business strategy and grow the various revenue streams remains the challenge for many CEO's.

As stated in a recent Fortune magazine article, “Since 1989 alone, the band has generated more than \$1.5 billion (U.S.) in

gross revenues. That total includes sales of records, song rights, merchandising, sponsorship money, and touring. The Stones have made more money than U2, or Springsteen, or Michael Jackson, or Britney Spears, or the Who.”

Often referred to as a virtual organization, the Stones employ only a few dozen staff but may swell to more than 350 during tour periods.

“The business side of the Stones has several facets. As for any executive running a conglomerate, understanding and managing these diverse businesses is the key, says Mick Jagger. **“They all have income streams like any other company,” he says. “They have different business models; they have different**

delegated people that look after them. And they have to interlock. That's my biggest problem.” The Fortune article continues, “To harness these businesses, to make them “interlock,” the Stones have set up a unique business structure.”

Profitability through changing times is a goal for the Stones as it is for any business. Past tours required three separate stadium stages and three crews. With smaller venues on this tour they will only be using one stadium stage and crew. It would seem that the Stones have learned to adapt and profit through the changes of time.

For the Full article in Fortune, see archives

www.Fortune.com — EG

Leaders Growing – Top 10 Management Books

www.BooksforBusiness.com

The Top 10 Management Books

1. Execution: The Discipline of Getting Things Done by Larry Bossidy and Ram Charan



The authors illustrate that success and increases in profit are the result of the consistent practice of the discipline of execution. They define execution

as, understanding how to link together people, strategy and operations. Ram Charan is the author of *Boards that Work*, and *What the CEO Wants You to Know*.

2. Good to Great: Why Some Companies Make the Leap & Others Don't by Jim Collins

Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies



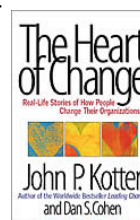
generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck.

3. Excellence in the Boardroom: Best Practices in Corporate Directorship by William Dimma

4. Business: The Ultimate Resource

5. New Role, New Reality by John O. Burdett

6. The Heart of Change: Real-Life Stories of How People Change Their Organizations by John P. Kotter and Dan S. Cohen



Based on interviews within over 100 organizations in the midst of large-scale change, *The Heart of Change* delivers the simple yet provocative answer to this question, forever altering the way organizations and individuals approach change. While most companies believe change happens by making people think differently, Kotter and Cohen say the key lies in making them feel differently. They introduce a new dynamic -- “see-feel-change” -- that fuels action by showing people potent reasons for change that spark their emotions.

7. The Truth about Managing People ... And Nothing But the Truth by Stephen P. Robbins

8. Managing in the Next Society by Peter F. Drucker

9. Leading Quietly: An Unorthodox Guide to Doing the Right Thing by Joseph L. Badaracco Jr.

10. The Seeds of Innovation: Cultivating the Synergy That Fosters New Ideas by Elaine Dundon.

Unlocking Your Creativity by Brian Tracy

I began studying creativity more than 20 years ago. I thought it was an ability that was possessed by a few, especially intelligent people, such as artists and writers and scientists. But as I delved further into the subject, I came to a remarkable conclusion: I am a genius! Not only that, but you, too, are a genius! In fact, probably 95 percent of the population has the capacity to function at exceptional levels. Creativity is as natural to human beings as is breathing in and out. Everyone is creative to a certain extent. People are highly creative because they decide to be highly creative. It's no miracle. Creativity is like any human faculty; it can be developed with practice and strengthened with constant use.

In his book *Innovation and Entrepreneurship*, Peter Drucker makes the point very clearly that innovation must be a systematic process. It must be planned and organized. It is too important to be random and haphazard.

Here is a 10-step method you can use to think systematically. With this method, you develop your creativity to genius levels.

1. Change your language from negative to positive. Instead of using the word problem, use the word situation, or call it a challenge or an opportunity. If a sale falls through, you can say something like, "This is an interesting challenge. It is an opportunity for me to improve my sales effectiveness so this doesn't happen again in the future." The more positive your language is, the more confident and optimistic you will be when approaching any difficulty. The more creative and insightful you will be in identifying solutions and breakthrough ideas.

2. Define your situation or difficulty clearly. What exactly is the challenge you are facing? What is causing you the stress and anxiety? What is causing you to worry? Why are you unhappy?



Write it out clearly in detail. Sometimes what you are worrying about is what is called a "cluster problem." It is a series of small problems clustered together. You need to sort them out and define them separately.

3. Ask, "What else is the problem?" Don't be satisfied with a superficial answer. Look for the root cause of the problem rather than getting sidetracked by the symptom. Approach the problem from several different directions. For example, if your business is slow, you could ask, "What exactly is the challenge facing me?" Your first answer might be that sales are down. But what else is the problem? How else could you phrase your answer to make the problem more amenable to a solution?

Here are some different ways of answering that question. You could say that sales are down. You could say also that you are not selling enough. Or you could say that people are not buying enough. Or you could say that people are buying too much of your competition's product. Or you could say that people are not buying your product the way it is currently produced or packaged. Or people are not buying your product the way you are

selling it, or for the reasons you think they should, or in the quantity you need them to buy it for you to be financially successful.

In each case, by changing your definition of the problem, you change your possible approach to the solution. You expand your possibilities. You become more creative. You unlock more of your inner genius.

4. Ask, "What are my minimum boundary conditions?" What must the solution accomplish? What ingredients must the solution contain? What would your ideal solution to this problem look like? Define the parameters clearly.

5. Pick the best solution by comparing your various possible solutions against your problem, on the one hand, and your ideal solution, on the other. What is the best thing to do at this time under the circumstances?

6. Before you implement the decision, ask, "What's the worst possible thing that can happen if this decision doesn't work?" I remember once spending all the advertising money of the company I was working for on a single advertising campaign. I was convinced that, even at a low rate of return, sales would more than justify the expenditure. I failed to ask that question about the worst possible outcome.

I got blindsided by the "fallacy of large numbers," which says that if you advertise to an enormous number of people, the odds are that you will get a certain number of sales. What happened was that I got no sales at all from the advertising. As a result, I almost ruined the business. I should have asked, "What effect would there be on the business if the advertising did not work at all?"

In fact, before you make any expenditure of money or effort in trying to achieve your

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Computers and Cars

At a recent computer expo (COMDEX), **Bill Gates** reportedly compared the computer industry with the auto industry and stated, "If **GM** had kept up with technology like the computer industry has, we would all be driving \$25 cars that got 1000 miles to the gallon". In response to Bill's comments, **General Motors** issued a press release stating: If GM had developed technology like Microsoft, we would all be driving cars with the following characteristics:

- 1.** For no reason whatsoever, your car would crash twice a day.
- 2.** Every time they repainted the lines in the road, you would have to buy a new car.
- 3.** Occasionally your car would die on the freeway for no reason. You would have to pull over to the side of the road, close all of the windows, shut off the car, restart it, and reopen the windows before you could continue.
- 4.** Occasionally, executing a maneuver such as a left turn would cause your car to shut down and refuse to restart, in which case you would have to reinstall the engine.
- 5.** Macintosh would make a car that was powered by the sun, was reliable, five times as fast and twice as easy to drive - but would run on only five percent of the roads.
- 6.** The oil, water temperature, and alternator warning lights would all be replaced by a single, "This car has performed an Illegal Operation" warning light.
- 7.** The airbag system would ask, "Are you sure?" before deploying.
- 8.** Occasionally, for no reason whatsoever, your car would lock you out and refuse to let you in until you simultaneously lifted the door handle, turned the key and grabbed hold of the radio antenna.
- 9.** Every time a new car was introduced, car buyers would have to learn how to drive all over again, because none of the controls would operate in the same manner as the old car.
- 10.** You'd have to press the **Start** button to turn the engine off.

