

KATE RAMSAY AND THE AnD COACHES WELCOME YOU TO OUR STAYING IN TOUCH NEWSLETTER.

In **Learning Moments** we cite three recent articles about how leaders can effectively coach their teams. In **Did You Know?** we first revisit AnD's core services and look at the link between emotionally intelligent leaders and happy, creative teams. We then share some positive and negative impacts of the global pandemic. **AnD to Close** we quote the Dalai Lama on compassion.

Learning Moments

i Teaching managers how to coach

Kate writes: First I'm turning to an article from the Harvard Business Review (HBR) dated August 14, 2018. Written by Julia Milner and Trenton Milner, it's titled *Most Managers Don't Know How To Coach People, But They Can Learn*.

The article suggests that many managers think they're coaching when they're actually telling their employees what to do. To explain the difference, the authors share executive coaching guru Sir John Whitmore's excellent definition of coaching namely:

Unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them.

Based on their research the authors list nine leadership coaching skills:

- *Listening*
- *Questioning*
- *Giving feedback*
- *Assisting with goal setting*
- *Showing empathy*
- *Letting the coachee arrive at their own solution*
- *Recognizing and pointing out strengths*
- *Providing structure*
- *Encouraging a solution-focused approach*

They close their article by emphasising the need for organisations to invest in some form of training to upskill their managers in coaching, and suggest how to go about this:

First, any approach to coaching should begin by clearly defining what it is, and how it differs from other types of manager behaviour.

The next step is to let managers practice coaching in a safe environment before letting them work with their teams.

ii The challenges of adopting a coaching mindset

The next article segues well from the HBR one because it describes the appropriate mindset for managers to be an effective coach. Written by Carylynn Larson from the Forbes Coaches Council and published on April 24, 2019 it is titled *The Challenges of Adopting A Coaching Mindset, And How Leaders Can Overcome Them*

Larson tells the reader that 'when you coach, your goal is to provoke insight by inviting team members to think harder and deeper rather than thinking for them'. To enable the appropriate mindset, she suggests six beliefs:

1. *People can learn, grow and change.*
2. *Almost everyone wants to be successful.*
3. *People will rise to the expectations set for them.*
4. *People generally know more about their own problems than you do.*
5. *There is more than one way to do most things.*
6. *People are more committed to their ideas than others'.*

Larson then lists four unhelpful beliefs:

1. *What other people believe influences what we believe.*
2. *A person's behaviour causes us to question their intentions.*
3. *We primarily notice behaviour that supports our pre-existing beliefs.*
4. *We are prone to confirmation bias.*

Larson closes by encouraging those of us who coach others to look within and challenge any unhelpful beliefs we might have:

As a leader-coach it's your responsibility to identify, question and shift unhelpful beliefs into helpful ones. By doing so, you may find that team members who were once considered uncoachable are very capable of learning, growing and succeeding.

iii Coaching for change

I turn back to the HBR for my final article in Learning Moments. This time in the September-October, 2019 issue an article titled *Coaching for Change* informed me of the extraordinary fact that researchers at the University College London found that it takes from 18 to 254 days to form a new habit. So change clearly takes time.

The authors of this article, Richard E Boyatzis, Melvin Smith and Ellen Van Oosten acknowledge that 'change is hard' and when people are taking 'a critical step toward fulfilling their potential and achieving their goals, either at work and/or at home', they will need support.

The authors use Boyatzis' 1970 theory of intentional change as their guide for personal change:

Intentional change involves envisioning the ideal self (who you wish to be and what you want to do in your work and life); exploring the real self (the gaps you need to fill and the strengths that will help you to do so); developing a learning agenda (a road map for turning aspirations into reality); and then experimenting and practicing (with new behaviours and roles).

The authors then explain that the coach is 'there to ask good questions and listen intently, to offer compassion, to explore a person's individual vision, and to build a caring relationship.'

They conclude by stressing that a big part of the coach's job is to keep their coachees 'progressing in the right direction, experimenting with new behaviours, testing different tactics, and then practicing and perfecting those that prove most effective.'

Did You Know?

i AnD's core services

AnD's services are Leadership Coaching, Vision Coaching and Coach the Coach in Leadership Coaching, either face to face in the client's home city or at a residential Learning Retreat. Those readers who have experienced any of these services will surely agree that, in spite of AnD having been

offering these services for over 20 years, our approach is congruent with all that is covered in the three recent scholarly articles discussed above.

If you would like some coaching support and/or help with becoming an effective coach, contact Kate at kate@andconsulting.org.

ii Emotionally intelligent bosses make for happier, more creative teams

There is an assumption in the above articles that leaders have done the kind of work on themselves that means they have a high level of emotional intelligence. The importance of this is reinforced by an article from the March, 2020 edition of Yale News which tells the Yale Alumni that researchers at the Yale Center for Emotional Intelligence found that:

Managers who read and acknowledged employees' emotions, helped them channel feelings, inspired enthusiasm, and capably managed their own emotions – had employees who were happier, more creative, and who perceived more opportunities for growth.

iii Impacts of the pandemic

iiia The good news

A recent study conducted by the Barrett Values Centre (<https://www.valuescentre.com>) found a 'dramatic shift' in the difference between the top values people experienced at work before, then during COVID-19, the shift has been from cultures with a focus on Performance, Control and Hierarchy to a People Focus, Adaptability and Working Together. These latter values support the type of 'agile, innovative culture most organisations have been striving to achieve', and the researchers conclude that 'such changes would normally take years of hard work and focussed effort'.

iiib The bad news

The economic impacts of the pandemic have disproportionately affected women in Australia, with female-dominated industries hardest hit, while women have also been performing significantly more of the unpaid caring and domestic work, and home schooling. There has also been a dramatic increase in violence against women.

And to Close

The Dalai Lama on compassion:

If you want others to be happy, practice compassion. If you want to be happy, practice compassion.