

No one can do it alone

Being a successful manager is hard work. Charged with executing the organisational strategy while being challenged with doing more with less, managers can't achieve results on their own. The successful ones rely on each of their team members to do their part.

And in today's competitive business climate, it's not enough to have everyone focused on the right goals. Successful managers know they need to tap into the passion, unique capabilities, energy and commitment of every member of their team. They need everyone fully *engaged* in their work.

Having all the answers is not the answer

Managers who think their job is to have all the answers end up with a long line of people waiting for solutions, leaving little time for the work to get done. Even worse, they may lose talented team members who feel micromanaged or chained to a sole point of view. Successful managers build a workforce of people who have the confidence and support to think on their own — to not only come up with ideas and solutions, but to execute them.

Coaching is the key

The most successful managers have one thing in common — they are all great coaches. They have discovered that coaching people — helping others to succeed — is ultimately a more effective way for them to achieve their own

success. They find it is a more rewarding way to manage others. They spend less time putting out fires and addressing performance problems. Ultimately, they worry less about dreaded turnover, since everyone loves to work for a 'great coach.'

Successful coaching relationships are custom built

'Off-the-shelf,' one-size-fits-all coaching formulas won't deliver. Neither will best practises borrowed out of a great coach's closet of success stories. Coaching relationships that work reflect *individualised* formulas — tailored by each manager for each team member. The best coaches have learned that what works great for one person can derail another. They coach everyone differently because each individual has unique, personal motivators and needs. They provide direction and support based on what each team member is looking for in a coach — in addition to what type of development and performance improvement is needed to deliver for the organisation.

A process that works

Helping Others Succeed® is a systematic, ongoing process of feedback, analysis, planning and action that enables managers to establish and strengthen coaching relationships. It takes the guesswork out of determining individual coaching preferences by engaging employees in the coaching relationship. It 'demystifies' the coaching process and provides a framework

that mirrors what the best coaches do intuitively. As a result, managers are more confident, comfortable and competent in doing what they know they should be doing more of — coaching, not directing, their people.

1. Assessments

Managers ask two employees to provide feedback on their work priorities, perspective on coaching and assessment of the manager's coaching actions. The managers complete a self-assessment as well. The assessments are administered online and merged into comprehensive Coaching Profile reports. Managers then analyse the reports in the workshop to develop a coaching strategy that is unique and targeted to each employee they selected.

2. Workshop

The workshop has three modules: Creating a Coaching Partnership, Coaching Essentials and Focused Coaching Tools.

Creating a Coaching Profile: Managers use the Coaching Profiles to gain insights into how best to coach each associate. Using the insights from the report, they prepare to have Coaching Partnership Discussions. The purpose of the post-workshop discussion is to gain clarity on the most effective way to coach that individual and to ensure that the coach and employee are aligned on work priorities.

BlessingWhite workplace surveys confirm that people want work to be challenging, interesting and meaningful. Helping Others Succeed can help your workforce achieve that goal — while helping you deliver on your top business priorities.

Coaching Essentials: The best coaches consistently use key practises that keep their employees engaged in their work. These key practises or essentials are: establishing trust, building confidence and unleashing potential. Managers gain insights and develop ideas to make these practises actionable on an ongoing basis with each member of their team.

Tools for Focused Coaching: Successful coaches focus on coaching employees to both maximum contribution and maximum satisfaction in their work. Tools for High Performance Coaching (which focus on contribution) and Career Coaching (which focus on satisfaction) provide a process that both the coach and the associate can use to prepare for more formal, in-depth coaching conversations. The tools provide a structure that ensures productive idea generation and agreement on next steps to achieve the desired goals.

3. Action

Managers leave the workshop with plans for action and a coaching strategy. They conduct Coaching Partnership Discussions with their employees that establish the framework for more effective, individualised coaching relationships and dialogue focused on what matters most to the employees, the organisation and the managers themselves.

4. Ongoing Coaching

To help managers track their coaching efforts and results as well as ensure

that they have the tools they need to provide focused coaching for everyone, managers have unlimited access to the *Helping Others Succeed* online tools. They can request feedback, print Coaching Profile reports, plan Coaching Partnership Discussions and maintain individualised Coaching Portfolios for each member of their team. They also have unlimited access to online Tools for Focused Coaching.

Outcomes

Clarity, relationships, dialogue and action drive business results. Without these elements, the best business strategies will falter. It's up to managers to put the pieces together. They can't do it if they can't — or won't — coach. *Helping Others Succeed* can make the difference with managers at all levels, regardless of their skill, tenure and confidence.

Managers will be able to:

- Create an environment where ideas, feedback and concerns are freely discussed
- Increase their personal satisfaction and success
- Deliver on the needs of their organisation and keep individual team members energised
- Make the most of their team members' unique talents
- Build their teams' "bench strength"
- Retain top talent

Their employees will:

- Be more productive and produce high-quality work
- Increase satisfaction
- Develop and grow professionally
- Be able to achieve their personal goals while delivering on the organisation's
- Experience an increased sense of 'ownership'
- Multiply their reasons to stay — and stay engaged

Organisations use *Helping Others Succeed* to:

- Build a high-performance organisation
- Create a coaching culture
- Align and engage their workforce
- Maximise their performance management system
- Focus employee contributions on what matters most
- Become more flexible and adaptable
- Encourage innovation and risk taking

What leaders have to say about their experience

"I valued the shift from 'problem solving' mode to 'coaching mode' — a fundamentally different way of being."

"The real examples and peer coaching were great. The assessment was valuable, and I'll use it with my other team members."

"This was an awesome class. It gave me a clear, defined process that's very do-able."