

# Now Is The Time To Coach, Not Control<sup>1</sup>

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Many employees in these stressful times are very nervous. They are frightened about what the future may bring. Will they be forced to take pay cuts? Will they lose their jobs?

What they need is empathetic listening and support. And that's where managers play a key role.

Many managers grew up in the old authoritarian, hierarchical business world. Authority flowed from the top. The role of managers was to organize, plan, and direct. Unfortunately, in such an authoritarian, hierarchical environment, employees saw managers as controlling and micromanaging.

The 21<sup>st</sup> Century manager still organizes, plans, and directs. However, he or she now has a different *focus*. The old, *authoritarian* focus was to carry out orders from above and pass them on to those below in order to make things happen. The new focus is to *coach* employees, to guide them, to help them become self-directed, self-controlled, and self-organized. New managers help employees become the very best they can be.

So how do managers manage as coaches? Following are twelve answers to this question:

- ◆ **Good coaches are people persons.** First and foremost, they are interested in people. They are easy to talk to. They care about people and what and how they are doing. They respect people around them and preserve a person's individuality. They build relationships with and among their staff. They say "we" instead of "I." They like to spend time with their people. They handle disagreements and performance problems privately and never say: "I told you so."
- ◆ **Good coaches have a positive attitude.** They are optimistic. They are trust people. They are courageous in the face of adversity. They believe their people can accomplish whatever they want to accomplish. They are a steady influence under pressure. They are motivated to help people. They promote a team climate, share information, encourage collaborative problem solving, and integrate the work of their people with other departments in the organization.
- ◆ **Good coaches are active listeners.** They give people their full attention while listening. They don't allow themselves to be distracted by noise, other people or phone calls. They demonstrate that they really want to listen to everyone's point of view. They are open and perceptive to what is really happening with people—they don't have to spell out every detail.
- ◆ **Good coaches are skilled facilitators.** They know how to effectively involve people in solving problems by drawing them into constructive discussions that consider alternative approaches to solutions. They provide helpful feedback. They challenge people to do their best. They encourage risk taking and experimentation without fear of punishment. They stimulate people to define their own jobs and set their own goals and deadlines.

<sup>1</sup> From: <http://arniedahlke.com/timelytips.htm> —Please take a moment to look at Arnie's site: [www.arniedahlke.com](http://www.arniedahlke.com)

- ◆ **Good coaches are teachers.** They helpfully instruct people, teaching them technical and interpersonal skills. They give personal guidance and direction to people when they are learning something new. They are patient and give support when needed. They encourage people to constantly learn, to grow, to develop themselves.
- ◆ **Good coaches are supportive.** They are there when you need them. They are reassuring. They give credit where credit is due. They reward and celebrate success in ways that are meaningful to individuals. They offer praise and recognize accomplishments. They look for opportunities to pat people on the back. They help people feel confident.
- ◆ **Good coaches are inspiring.** They are enthusiastic, motivating people to do their best. They are cheerleaders. They inspire loyalty. They set attainable goals and yet encourage people to stretch their skills. They won't let people give up. They involve everyone. They empower people. They know their business and communicate the organization's philosophy and values to everyone.
- ◆ **Good coaches have integrity.** They are honest. They are fair and objective about things. They are always straightforward. They let people know where they stand. They keep the promises they make. They follow through. They never divulge a confidence. They don't operate with hidden agendas. They are honorable.
- ◆ **Good coaches are role models.** Their behavior demonstrates that they value diversity of thought, style and behavior. They set a good example for everyone in everything they do. They work well under pressure. They work as hard or harder than anyone else. They do the "dog-work" when needed.
- ◆ **Good coaches communicate their expectations.** They let people know exactly what they expect of them. They make sure that people clearly understand their expectations. They also spell out the consequences of someone not meeting their expectations. And they administer the consequences fairly, objectively and with consistency.
- ◆ **Good coaches are even-handed.** They are tolerant of disagreement. They are a stabilizing influence in a crisis. They are tough in their decision-making but tender in implementation. They can communicate their dissatisfaction constructively, without berating or destroying people.
- ◆ **Good coaches are not driven by their own egos as the "boss."** They treat everyone like winners—they see potential success rather than potential failure.

As a coaching manager, you become a helpful colleague, a facilitator to your people—you guide them by helping them reach solutions to problems on their own. When you coach more than control, you will see your people will continuously learning. Ultimately, this will drive them to perform at higher levels. They will end up more self-motivated and self-directed.

Remember...

It's Time To Coach



Not Control

