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SECURITY SEARCH

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Are You Managing When You Should Be Coaching?

Coaching gets employees emotionally connected to their work, so they want to do that work. Believing that your employees can achieve great things is central to coaching.

Managing instructs employees in exactly what they have to do to achieve a specific outcome. Coaching is different. Instead of telling people what to do, coaching looks for ways to release the untapped potential in employees, pushing them to go beyond what they believe they have the capacity to accomplish. Leaders who know when to coach and when to manage get the best results.

Managing works well during times of crisis, when employees have little to no experience with the work at hand, or when employee confidence regarding their ability to complete the work is

low. Managing offers benefits, rewards, and consequences to employees, but the managing mindset doesn't include listening to employee ideas or taking steps to ensure employees feel emotionally connected to their work.

Coaching takes a much more psychological approach than managing. Where managing is extrinsic, coaching takes an intrinsic, internal drive that looks for the individual motivators that drive employees to want to grow, develop and to be higher performers.

Only one in 10 leaders use this coaching approach and they are described as having an Idealist leadership style. This means they believe in the positive potential of everyone around them. Idealists want to learn and grow, and they want everyone else on the team to do the same. They're open-minded and prize creativity from themselves and others.

Many leaders are too quick to use a managing approach in situations where coaching would deliver better results. In part, this is because leaders tend to have ready solutions to offer that they know will work. It takes some self-control to consciously step back and encourage employees to think for themselves
.
The following five questions are designed to assess the current strength of your coaching mindset. Using a 7-point scale, with 1 being "Never" and 7 being "Always," assign a numerical grade to each question:

1. I believe my employees can achieve great things.
2. I look for better ways to do things.
3. I believe that people can significantly change their intelligence.
4. I believe that every problem has at least one solution.
5. I believe my employees have great ideas.

A high-coaching mindset score is a 6 or 7 on each question, with a total between 30 and 35 for all five questions. If your scores are lower, you may wish to rethink when to manage and when to coach.

Let's take a deeper look at each of the five questions:

If you don't believe that your people have the untapped potential to achieve great things then you probably scored low on Question 1. Believing that your employees can achieve great things is central to coaching, but research shows that while 71% of managers believe the majority of their employees can achieve excellence, only 18% of employees say their manager does a good job of communicating positive expectations.

If you scored low on this question, look for moments to give employees positive reinforcement. Positive reinforcement, unlike simple praise, is a tool for reinforcing desirable employee performance. When you let employees know that they did something right by giving them specific feedback that says "that thing you just did right now, in exactly that way, was great" it triggers a reaction of "that reward felt really good and I want it again so I think I'll do the same thing again."

Coaches are always thinking, "is there some way to improve?" This constant improvement mindset translates to a high score on Question 2. Being happy when employees merely show up, do a good job with their assigned work, and then punch out belongs to the management mindset. If you find yourself feeling satisfied with 'good enough' you may be managing when you could be coaching. The most successful people never stop looking for ways to make improvements.

Question 3, "I believe that people can significantly change their intelligence", reflects the coaching mindset that believes intelligence is fluid and that people can absolutely grow their intelligence. Sending a message of 'do what you've always done,' maintains the status quo and

belongs to the managing mindset. Coaching requires the belief that people can change their intelligence. You can't coach somebody if you're not convinced that they have untapped potential.

The perspective of "some things just can't be fixed" is anathema to the coaching mindset. Question 4, I believe that every problem has at least one solution, applies when coaching employees that are grappling with difficult issues.

A low score on question 5, "I believe my employees have great ideas", may indicate that you have the wrong team of employees. Unlike managing, where employees are told, "Here are five things you need to do by the end of the week," the coaching mindset encourages employees to share their great ideas and to come up with innovative solutions." If your people truly lack great ideas, despite your coaching efforts to encourage this kind of thinking, then you may want to consider making some team changes.

Managing has its place, but coaching delivers benefits that managing will never achieve. First, with coaching, employees are developing and honing critical thinking skills, tools that can be used for the life of a career. Second, you, as leader, aren't getting sucked into every little employee problem in what is often called reverse delegation. Coaching instead of managing will give you more time to develop new and better processes, rather than having your days consumed with every single employee issue. And third, employees who are coached learn how to take initiative and to be proactive.

*Source: Mark Murphy, Leadership IQ, Forbes.com

Recent Placements and Current Engagements

Regional Sales Manager- Access Control- New England Territory

Regional Sales Managers- Cloud-Based Commercial Platform: SoCal, NYC/Northeast & Midwest Territories

Regional Sales- Enterprise Access Control- Western Canada

Regional Sales Manager- Access & Video Solutions- MD/VA Region- **COMPLETED**

Business Development Manager- Access Control- Pacific Northwest Region

Business Development Manager- Access Control- Dallas/North Texas Region

Regional Sales- Connected/IoT offerings- Intelligent Building Software- NYC

Director of Product Management/Key Accounts- Life Safety Systems- **COMPLETED**

VP Sales- Physical Security Solutions

Global Key Accounts Manager- Life Safety Technology

National Account Manager- Access/Video/Intrusion Solutions-**COMPLETED**

Regional Sales Manager- Multiple Territories- RFID Technology

Sales Leader- Connected/IoT offerings- Systems Integration- Northeast

End User Sales/Major Projects- Chicago

VP Global Engineering- Access/Video/Intrusion Solutions- **COMPLETED**

Regional Sales Manager- Access & Video Solutions- Denver/Rocky Mtn Region-**COMPLETED**

Corporate Security Director- US Based Multinational

Regional Sales Manager- Access & Video Solutions- Texas Region- **COMPLETED**

Business Development Consultant- Building Systems- Atlanta

Regional Account Manager- (Existing Accounts) Metro NYC- Systems Integration/BAS

Regional Sales Manager- Access & Video Solutions- Carolinas- **COMPLETED**

Regional Service Sales- Building Automation- SaaS solutions: Chicago, Atlanta, South Fl Territories

Regional Sales Manager- Intrusion Solutions- Pacific Northwest Region

Solutions Architect- Cloud/IoT offerings- Canada (Toronto-based)

Director of Architect, Engineer & Consultant Programs- Enterprise Software- **COMPLETED**

Regional Sales Manager- Network Video, Eastern Canada- **COMPLETED**

Regional Sales- Southern CA, Central FL and Chicago Territories- EM Access Control

Service Sales Executive-Named Accounts- HVAC/Controls/Fire/Life Safety- Chicago

Regional Sales Manager- Enterprise Software/Surveillance- Pacific Northwest-**COMPLETED**

Major Projects Capture- Chicago Region- Integrated/Connected Building Solutions

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