

God Defend the Manager as Coach

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Adapted partly from *The Man Who Cured the Performance Review* by Graham Winter

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NZ symptoms of economic decay


- Productivity low and falling
- Gap with Australia large and growing
 - Longer hours
 - Lower pay
 - Less productive



Why

- Management practices account for 30% of the differences in productivity between firms and countries
- <http://www.stanford.edu/~nbloom/JEP.pdf>
- NZ spectacularly poor at people management - our managers the worst of 16 countries at retaining, promoting and nurturing talent.
- Green, Roy and Renu, Agrawal. 2011. "Management Matters in New Zealand: How Does Manufacturing Measure Up?," In Ministry of Economic Development Occasional Paper 11/03 . Wellington.

What to do?

1. Kill off the performance review 
2. Start developing coaching as the key method of performance development
3. Start building a coaching culture

Why the performance review is ill

1. Bureaucracy gone mad
2. Feedback is too late
3. Fails to meet the business needs
4. Most ratings are inaccurate
5. Ranking into top and bottom 10% is divisive
6. HR is typically the wrong owner
7. Expectations from the review are unrealistic
(performance review, training needs analysis, remuneration input, career discussion etc.)






Why reviews should be shot!



1. Managers use them to reinforce their own status
2. Often damage relationships
3. Poorly done by managers and disliked by staff
4. Communication often one-way
5. Everyone wants feedback yet everyone hates reviews

Review the Review

Aims	Feedback
Align individual behaviour with business direction	
Provide effective feedback	
Provide clear development	

Reviews focus on the wrong things

What is wrong?

- Organisation goals are unclear
- The review format is too detailed
- The process is bureaucratic
- The review is the only time the person gets any feedback

Effect on the review

- Everyone has different views on what the goals are
- The focus is on the format not on communication
- It is just more admin
- People get nasty surprises

Manager as coach

Alignment with business direction	Equip the manager	Provide effective coaching
Simple business direction statement	<ol style="list-style-type: none"> 1. Establish rapport 2. Deep listening 3. Questioning 4. Feedback 5. Agreeing actions 6. Reflection on learning and celebration 	<ol style="list-style-type: none"> 1. Set feedback expectations 2. Plan coaching 3. Speed coaching 4. Survey the results 5. Build a coaching culture

Simple business direction statement (True North)

	The organisation	Team	Individual
Why are we here?			
What must we achieve?			
How will we achieve these things?			

Equip the manager

1. Establish rapport
2. Deep listening
3. Questioning
4. Feedback
5. Agreeing actions
6. Reflection on learning and celebration



Why people don't give feedback

- Don't want to upset people
- Not my job
- Wait until the performance review
- I am not good at giving feedback
- I don't like creating conflict
- The other person won't listen anyway
- It might damage our relationship



To discourage people from giving feedback

React → Resist → Reject

To encourage people to giving feedback

Receive → Reflect → Respond

Be REAL – when giving negative feedback

R – say what **really** happened –
the facts not opinion

E – say what the **effect** of the behaviour is –
description not evaluation

A - **ask** if the person understands

L – **lift** – leave on a positive note

Be RITE – when giving positive feedback

R – say what **really** good

I – say what the **impact** of the behaviour is

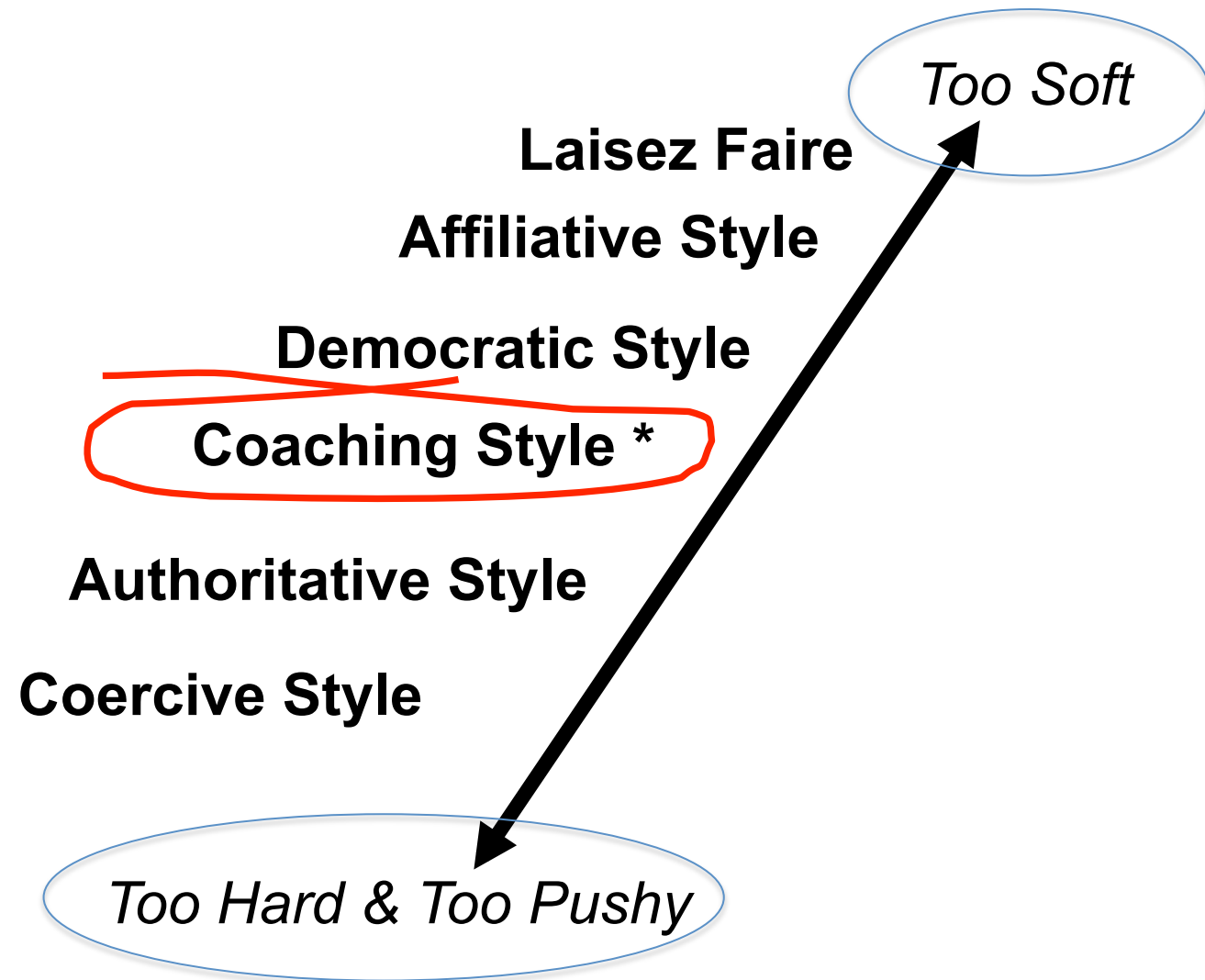
T - **thank** the person

E – **encourage the person**

Speed coaching

1. Find a relaxed environment
2. Establish rapport - show interest
3. Ask questions - 'How is it going?' (Reflection)
4. Give feedback about
 - Doing the job
 - Serving the customers
 - Supporting the team
 - Being engaged
5. Ask for feedback
 - Clear direction
 - Helpful support
6. Mutually plan improvements
7. Celebrate

Leadership Styles



Build a coaching culture

1. Don't try too hard and don't spend much
2. Executive coaching for the willing CEO
3. Coaching training for the keen
4. Managers only coach the willing
5. Survey staff opinions around clear direction, quality of feedback, level of development, recognition, engagement
6. Reward managers for business results and staff engagement

Manager as coach training

- Practical, highly interactive
- Suitable to managers, coaches, HRMs
- One-day course on 7 September
- Please tell your friends and colleagues



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