



Put Me In, Coach

Partnering for Breakthrough Performance and Achievement

Why have the corporate giants IBM, Johnson & Johnson, British Petroleum, Abbot Labs, Hewlett-Packard, VISA International, Xerox, Microcell of Canada and City of Hope Hospital made the shift to a corporate coaching culture? Why has coaching succeeded where so many trends in management have failed? And just what *is* coaching?

Coaching is a partnership created by engaging in challenging, high level conversations which generate new paradigms enabling individuals to identify and strengthen their skills and talents and key into their desire to contribute and excel. The synergy of this dialog creates an energized workforce who know how to give their best. Managers become facilitators of individual development and an environment of trust, encouragement and innovation emerges.

Let's look at how coaching creates radical and rapid transformation in an organization:

- **Employee Satisfaction** – People want to be their best. The energy and support created in the collaboration of the coaching relationship assists individuals to achieve their goals at an unprecedented pace. The members attain satisfaction in their careers and the organization achieves increased growth. A happy workforce is productive, creative and committed.
- **Leadership** – The organization that is ready to switch from the conventional top down style of management now has an ongoing process to implement this change. Successful leaders today are developing coaching skills in order to foster self directed, motivated employees.
- **Teams** – Coaching skills are collaborative skills. When all members of the team are being coached the spirit of cooperation is enhanced and productivity increases. Members learn how to flow and operate together within an environment of change and the organization moves ahead on the fast track to success.

- **Sales** – Sales teams are coached so each member is aware of their unique style and strengths and is encouraged to do what they do best. Sales managers use coaching skills to explore with their team new and better ways to respond to their own needs and the needs of the market place.
- **Customer Service** - Through coaching, leaders show Customer Service Representatives how to explore customer needs, meet those needs and deliver excellent service every time.
- **Organizational Goals** – Coaching deepens the members of an organization's commitment to their personal and professional goals. Employees who are coached rather than managed are more committed to and invested in the outcomes of their work. Coaching instills career self-reliance. Employees who are satisfied will help reach the organization's goals.
- **Diversity** – Coaching promotes an understanding of different styles of communication, behavior and cultures. Coaching reveals personality and communication styles and perspectives which are understood as strengths and talents and are then positioned for the advantage of the organization. Leaders learn how to flex their styles to accommodate their employees.
- **Stress** – Research shows that individuals perform better when coached, rather than being evaluated and pushed. Coaching fosters increased positive employee attitudes as a key component of development. People with positive attitudes are more likely to succeed in their jobs and careers. In June 2006, it was reported in the Kiplinger Newsletter that Johnson and Johnson has made coaching a requirement for employees to receive medical benefits, having realized that coaching promotes individual stability and reduces workplace stress.

Coaching may not be just the newest and best way to manage; it may be the only way. Coaching can be implemented in an organization if coaches are brought in or through a program such as the Coaching Clinic where leadership, management and members can learn and practice coaching skills. The Coaching Clinic with it's comprehensive curriculum of concepts, tools and practicum, has the potential to create radical organizational transformation through fully integrating coaching into every level of the workplace and positioning each member and leader for unsurpassed success.

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