

under the  
**BONNET**



**Rediscovering the forgotten art of Coaching**  
one sure way of recovering from today's performance crisis



for a cause....

## The Banyan Story

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Nearly ten years ago, The Banyan set out on a journey of the impossible, of proving that there is a place for everyone, of proving that hope can have a tangible presence, of proving that the impossible does not exist.

The Banyan grew out of the frightening reality that for a woman with a mental illness, disoriented, unable to state who she was, where she was from and where she was going, there was literally nowhere but the road to call home. Effectively ignored, this section of society presented an uncomfortable, easily ignored reality for many. Victims of all forms of abuse, physical, emotional and sexual, in physical conditions that do none of us proud, it was for these women that The Banyan existed.

Apart from providing food, clothing, and a safe place to stay, The Banyan also provides medical and psychiatric attention to these women. The Banyan is not a permanent home but rather a sheltering place where right now over 275 women are cared for and are assisted in making those first steps on their long journey home. Women come to The Banyan from all over the country, wandering under the delusion of mental illness, unable to find their way back home. With the help of medication, counseling and large quantities of love and affection, details of each woman's past is deciphered and steps are taken to take her back home. Mainstreaming and rehabilitation are the main focus of The Banyan's work, reintegrating these women back into a society that at one point had no room for them; to date over 500 women have been rehabilitated.

**All that has been accomplished stands humble before all that remains to be done.**

A cause for growing concern at The Banyan is the ever increasing number of women who come to us for assistance. The reality of what awaits a mentally ill woman on the streets leaves us in a position in which we do not say no to any woman who comes our way.

The Banyan has learned that providing shelter is just the first step in a long journey of changing attitudes, understanding differences and respecting the dignity that is essential to the life of every individual on this planet

We hope that you will be able to join The Banyan on this journey.



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*Dear Friend*

*It gives me great pleasure to come back to you with the next issue of Under The Bonnet.*

*This issue is about the forgotten art of Coaching.*

*But, why should totus be writing about Coaching suddenly? What is the context?*

*The context is the crisis of performance that we are witnessing today. The context is the frustration with the failure of “fashionable” solutions. The context is the realization that we have done some things well in the past, which we need to urgently rediscover and apply to today's problems.*

*This is the purpose of the current issue.*

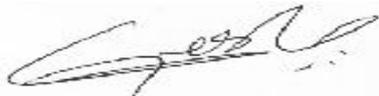
*Mythology and history abounds with examples of individuals who have richly benefited from being coached or just working with another person to achieve their goals. Yet, the pursuit of individual brilliance, the arrogance of education, the emphasis on speed and personal greed have snatched this subtle art away from us and almost made it sound alien.*

*While these problems are universal in nature, the western world has embraced Coaching quite whole-heartedly and is now not only popular but also flourishes as a profession with rich rewards.*

*totus has been researching the subject of coaching over the last two years. My personal training to become a Master Coach under Dr Skiffington, Australia has strengthened my commitment to the cause.*

*Over this period, we have been helping our clients apply the principles of Coaching to address performance improvement concerns and are quite pleased with the results we have been seeing. We would like to share this initial success experience for the benefit of our readers.*

*As always, we rely on your feedback and encouragement to continue the process of “thought leadership” to which we stand firmly committed. So keep them flowing and happy reading.*



*Ganesh Chella*

Before we start on the article, here is a small task for you!

Think back on your work history.

Jog your memory about all the Managers you worked with, reported to. Choose the one or two you liked the most, respected the most and are thankful to the most.

Put down their names and describe in the space provided in a few sentences, what appealed to you most about them. What did he / she / they do that qualifies for this special mention? What are the capabilities they displayed that you valued the most and would like to emulate?

*(use extra sheets if you have been lucky to have more on your list)*

**My first Choice**

Mr. / Ms. ....

Why?

.....  
.....  
.....  
.....

**My next Choice**

Mr. / Ms. ....

Why?

.....  
.....  
.....  
.....

Like in public life, people like the ones you mentioned above are becoming fewer by the day.

The truth however is that they do exist but are hard to find or have not been inspired to play that role or have just not felt like doing it.

Common sense would tell us that in times like these, when performance is under pressure, businesses are failing and expectations are not being met, we would fall back on these "talent developers" more and more. Unfortunately we haven't. We have been resorting to a whole host of complicated, expensive and short-term solutions to solve a very human problem staring us in our face.



People need people. Performance improvement is a human endeavour. It is driven by inspiration, appreciation, support and such other human efforts. Not through complicated systems and processes.

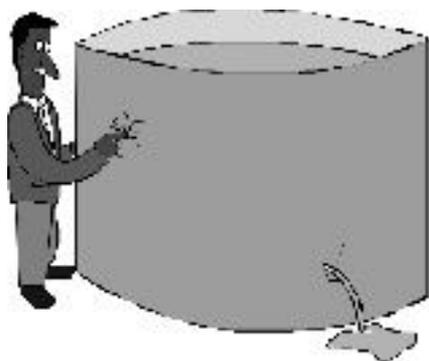
In this article, we would like to present to our readers a fresh perspective to dealing with the crisis of performance facing us - **the use of coaching at the workplace.**

First of course, we need to understand this "crisis of performance" that we have been referring to so much.

## A crisis of employee performance

Never in the history of business has "employee performance" come under so much pressure as it has today.

More and more Organisations are unhappy with the performance of their employees across levels. More and more employees are unable to cope with the expectations of their Organisations and are therefore unhappy with their very



organisational membership. There is mounting evidence that a "performance crisis" is looming very large over us.

Employees, especially in Leadership positions at one time were considered "magicians" who could turn things around, bring about significant changes, make things work and deliver revenues, profits and shareholder value. They were considered wizards with super natural abilities. Entrepreneurs and business owners dreamt freely, with the fond belief that professional managers would help them convert their dreams into reality.

Obviously, when things went well, a good part of the credit was passed on to employees who appeared on the cover of business magazines quite proudly.

When things are becoming difficult, to say the least, who carries the can? There is now a sad realization that employees cannot create wonders worse still, many are not even able to meet basic expectations for which they were hired. There seems to have been a gross over estimation of competence and this over estimation is proving expensive! This sounds paradoxical considering that employees have access to significantly improved infrastructure, technology, information and education.

So, what went wrong? Could we be making a mistake? Could we be over-reacting? Maybe the situation is not alarming at all. Maybe there isn't a story worth writing about!

Unfortunately, it's not so. There certainly is a performance crisis and we must do something about it urgently.

We'd like to place before you five strong strands of evidence in favour of our position:

*Evidence # 1:*

### **Entrepreneurs want to take greater control**

More and more family business owners and entrepreneurs are realizing that they need to play a much more active role in the management of their businesses. They are realizing that the task of managing their businesses is too complex to be delegated to a set of Managers to handle, without their active involvement. Especially when average tenures are hovering at around two years.

They are also realizing the need to establish greater control over their businesses. This is especially

triggered by increasing evidence of managerial dishonesty aimed at keeping the “entrepreneur / investor happy” even when there was no reason for happiness.

There is a sad realization that an employee will never demonstrate the level of ownership that the owner does, pay, position and empowerment notwithstanding.

A related development is the changing role of the Board. The Board, which was by and large ornamental in nature, is now being called upon to play a very strong ‘governance’, ‘audit’ and ‘monitoring’ role. This of course includes reviewing performance and also considering corrective action. That employee performance can fail and needs someone to review is now accepted as reality.

*Evidence # 2:*

**Annual performance reviews have become meaningless**

What sense does an annual performance review make today? Of what use is it to review performance twelve months after events have unfolded when the very employment tenure lasts only 24 months?

The pressure on performance is so high that many Organisations have started to move towards quarterly reviews

*Evidence # 3:*

**If there is a bad business situation, people go first**

The turn of events in the past two years have clearly shown us that employees are the first targets of punishment when businesses go bad. That this is not a “U.S” thing and is also happening in India is reason for

worry. The rationale seems to be that when things go wrong, it is by and large people who have contributed to it, especially the CEO and his team. Another more dangerous view is that when things go wrong, people suddenly become a “liability to be minimized”.

*Evidence # 4*

**Hiring is viewed as a high-risk event**

There was a time, several years ago when people used to distribute sweets as soon as they took up a new job. There was so much of joy, expectation, innocent spontaneity and happiness about starting off on a new job. Not any longer.

Most employees consider at least two or three job options before choosing the least risky one. Organisations too, no longer want to rely on good judgment in taking hiring decisions. Psychometric testing, third party interviewing and extensive referencing have become commonplace.

Search consultants go through a harrowing experience before they can see the colour of money for each search assignment, given the risks involved.

What takes the cake is the fact that in many of the large corporations across the globe, senior executives no longer negotiate and finalise their own employment contracts. They entrust the task of drafting, vetting and finalising the employment contract to professional law firms with expertise in executive compensation and employment contracts. Needless to say, the company’s Board or HR team too will rely on its own law firm for this purpose.

**Do Managers have a learning disability?**

*Peter M. Senge in his landmark book “The Fifth Discipline” published way back in 1990 has dealt with the subject of learning Organisations and learning Managers. Going by what he has to say, one of the key reasons for the current performance crisis is the inability of Organisations and Managers to learn. Let us consider one of his arguments:*

*The parable of the Boiled Frog*

*Maladaptation to gradually building threats to survival is so pervasive in systems studies of corporate failure that it has given rise to the parable of the “boiled frog”, Senge says.*

*If you place a frog in a pot of boiling water, it will immediately try to scramble out. But if you place the frog in room temperature water, and don’t scare him, he’ll stay put. Now, if the pot sits on a heat source, and if you gradually turn up the temperature, something very interesting happens, he says.*

*As the temperature rises from 70 to 80 degrees F., the frog will do nothing. In fact, he will show every sign of enjoying himself. As the temperature gradually increases, the frog will become groggier and groggier, until he is unable to climb out of the pot. Though there is nothing restraining him, the frog will sit there and boil. Why? Because the frog’s internal apparatus for sensing threats to survival is geared to sudden changes in his environment, not to slow, gradual changes.*

*Learning to see slow, gradual processes requires slowing down our frenetic pace and paying attention to the subtle as well as the dramatic, he says. We will not avoid the fate of the frog until we learn to slow down and see the gradual processes that often pose the greatest threats he warns.*



Pay, perks, bonuses, stocks, severance, notice, non-compete, non-disclosure and so on are becoming significantly complicated legal issues needing expert assistance to resolve.

All of this clearly points to the looming fear that “promises may not match reality” on both sides and safeguards are needed.

It is for this reason that Organisations large and small, ready or not, are embracing variable pay with open arms. Many of these Organisations have embraced variable pay with little or no preparation by way of performance goals, measurement systems, quality MIS or a sound delivery system. As a result, many employees never get to see the colour of money or even if they do, it is based on some ad hoc unscientific basis. Variable pay is in reality being used to hedge high cost hiring risks.

This again points to the fact that no Organisation is willing to start with a positive assumption about performance. The element of doubt is high.

*Evidence # 5*

**Organisations are rushing to map capabilities and assess their Managers.**

Capability mapping is now big business. Why is everyone rushing into it? Is it the most fashionable thing to do? In fact, we dare say that more money is spent on mapping capabilities and evaluating Managers than on just using it for their development!!!

The underlying truth is the Organisation’s realisation of the mismatch between the capabilities they expect and the capabilities their employees display. Unfortunately the bar of expectations is rising so fast that many are falling short. “Weeding out the bottom” is a natural consequence.

**When you consider all the evidence, it does emerge that we have a serious performance crisis on our hands.**

Before we rush to present Coaching as a solution to the problem, it would be important to understand why we have gotten ourselves into this crisis in the first place. We must understand what Organisations and employees have done or not done to reach this situation.

## Reasons for this performance crisis

We see five big reasons contributing to the current crisis of performance.

### 1 **Loose roles & tight skills**

The emergence of knowledge work and the successive reduction in headcount is making organizational roles more and more complex.

The difficulty or futility of evaluating most managerial roles through traditional Job Evaluation methods is clear evidence of this. The traditional definitions of know-how, problem solving and accountability are proving to be inadequate in describing and evaluating today’s Organisational roles.

Added to this is the fact that Organisations are becoming increasingly aware of the skills and capabilities that they expect of their managers, irrespective of the roles they play.

Increasing emphasis on multi-skilling and multi-tasking and the move towards making work units more self-contained and less compartmental is calling for greater managerial abilities in addition to just functional mastery.

Employees have not been able to adapt to this demand well enough and hence the crisis.

### 2 **The lost notion of permanence**

Stability, planning and development are all a function of the notion of permanence that existed about both Organisations and employment. With that sense of permanence in serious doubt, the culture of “nurturing talent” has gone away.

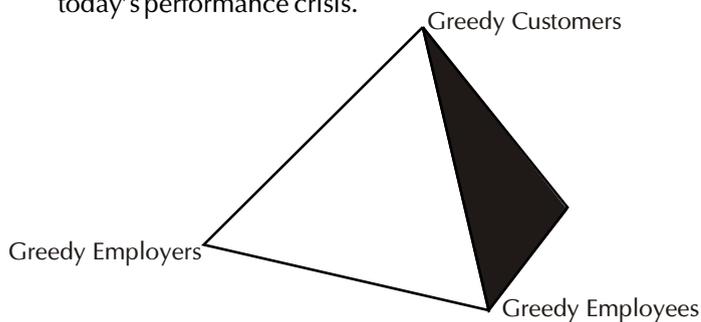
The “use & throw” culture around us has consumed us to the extent that we treat even employees as objects to be discarded if they do not work.

This in turn puts pressure for short-term results, forcing people to do things which will make them look good today, at the cost of the future. Real performance suffers heavily. We have had abundant evidence of this all around us in the last few months.

Another consequence of this is the inability of employees to learn from their actions. Most employees today are not around to see the impact of their actions or decisions. So, learning from experience does not take place in the real sense and performance suffers.

### 3 The greedy troika

The greedy troika of employers, customers and employees have together contributed significantly to today's performance crisis.



**Employees have pushed pay to the limits:** Pay has been pushed to the limits. At levels where the stakes are high, expectations tend to be unrealistic too. Once an employee is paid what is considered a high salary, the Organisation expects him to start contributing from the word go. He is not given the benefit of training, handholding or settling down time.

At another level, the shareholder value creation trip helped breed a fallacious notion among venture capitalists and analysts that if the CEO is paid well (read obscenely) he will somehow turn in good results.

The third dimension of employee greed is the fact that many have been hired for or placed on jobs well ahead of their readiness. It is somehow assumed that people will learn on the fly. The shortage of talent or the need to retain good people is certainly contributing to the situation.

**Employers have pushed efficiency to the limits:** Employers have taken the "efficiency" trip too far. Constant onslaughts of efficiency improvement efforts by one name or the other have left layers removed, positions redundant, processes eliminated

and people confused. We seem to have forgotten people in all this. We have carried the efficiency trip so far that all forms of slack have been seen as a sin.

Added to this is the mindless effort at outsourcing. Trained in a culture of having all resources under your influence, most managers have not even understood what skills are required to work with third party service providers, many sitting thousands of miles away.

### **Customers have pushed customer satisfaction to the limits:**

Given the climate of unreasonableness around us, as customers all of us are becoming unreasonable too! We expect the impossible to be done because that's the way it is for us. That good service costs money does not seem to be well understood or recognised.

Customer satisfaction does not come free and is not devoid of effort. Blind commitment to the path of unconditional customer satisfaction has left several managers confused and feeling inadequate. The mindless and greedy expectation that customers need to receive "the best service or value at the cheapest price" has led to serious performance failures or made performance unsustainable over a period of time.

### **The myth of the Management team**

*"Most Management teams break down under pressure," writes Chris Argyris, a long time student of learning in management teams. "The team may function quite well with routine issues. But when they confront complex issues that may be embarrassing or threatening, the 'teamness seems to go to pot'."*

*Argyris argues that most managers find collective inquiry inherently threatening. School trains us never to admit that we do not know the answer, and most Corporations reinforce that lesson by rewarding people who excel in advocating their views, not inquiring into complex issues. Even if we feel uncertain or ignorant, we learn to protect ourselves from the pain of appearing uncertain or ignorant. That very process blocks out any new understandings which might threaten us. The consequence is what Argyris calls "skilled incompetence" - teams full of people who are incredibly proficient at keeping themselves from learning.*

#### 4 Inability to ask for help

Today's employees find it very difficult to ask for help. With an enviable educational qualification on their sleeves and high visibility that comes with the personal or Corporate Brand building efforts, employees today find it hard to declare their vulnerability and ask for help though they desperately need it.

Inability to ask for help is one of the greatest inhibitors of learning and results in poor performance.

#### 5 The Manager is no longer the Coach

**In our opinion, the most important reason for today's performance crisis is the fact that today's Managers are merely managing task and not playing the role of a Coach.**

Their own performance pressures, inadequate resources, lack of training, lack of sensitivity and most importantly the lack of a culture supporting coaching have led to this situation.

The fact that today's Managers have to "execute hands-on" in large measure and not just manage given the shortage of resources is also contributing to the problem.

The Manager could be the Chairman of the company, the CEO, a function head or the head of a small work unit. Every Manager has a Coaching role to play. While we can blame systems and processes, a large part of the blame should rest with the fact that we

have not helped today's managers to play this role.

Later in this article, we will present a Manager as Coach model to elaborate what we are suggesting.

#### **Inadequate solutions**

The issue of managing performance has not been new to us. Over the years, several solutions have been attempted, each with varying levels of success.

Let's review some of them.

*Firing and rehiring:* Was certainly seen as a quick and easy way out. There is now fear that the rehire may be no better or one worse than the one you fired and your costs of going through the process may be prohibitive.

*Training:* There is increasing disillusionment about the effectiveness of training. Given the complexities of the workplace and the fact that training is removed from this by time and space, more and more CEOs are asking HR professionals to justify the return on training investments - a hard task to achieve. Evidence from huge amount of research is also suggesting that traditional training approaches are highly ineffective with retention levels being as low as 10% to 15%.

#### **How do managers create the time for learning?**

*How can we expect people to learn when they have little time to think and reflect, individually or collaboratively? Most Managers complain of not having enough time and struggle unceasingly to get the time for quiet reflection. Could this incessant busyness in our daily lives be a cultural norm?*

*Some believe that this gets inculcated right from School where teachers are bound by a bureaucratic organisation that discourages time to reflect and instead emphasises absorption of as much information as possible in addition to conformance.*

*Most carry this into the workplace where we believe that activity is good, that a Manager's job is to keep things moving. Surprisingly, even when people are provided with time, they fail to use it and instead feel insecure about the "vacuum".*

*Learning takes time and calls for self-discipline to make that time. The way each of us and each of our colleagues go about managing our time will say a good deal about our commitment to learning.*

Capability mapping and assessment: Investing huge amounts on capability mapping and assessment centres have yielded little benefits. Yes, employees know what they are good at and what they are not. Where do they go from there? How is the performance improvement going to be achieved? The fingers are pointed to the Manager who is oblivious of how to bridge the gap. In fact many are now secretly confessing that the money spent on capability mapping could well have been spent on actually training their managers.

If none of these are worthy solutions, can we bring down pay levels? Or, can we bring down performance expectations?

Obviously, we are not dismissing any of these solutions or decrying their utility in a certain context. In reality, Organisations will keep resorting to a combination of these solutions depending on what they find appropriate.

A profit warning or a revised forecast is a restatement of expectations and keeps happening. Several employees continue to accept new jobs at pay levels lower than their previous ones.

None of these however involve the two most important people in the entire situation - the employee and his Manager. Any solution outside of these two people will not have a lasting impact.

We'd like you to go back to the first page of our article and to what you wrote there. The answer in our mind lies there. What we are advocating is the culture of Coaching. We need an overdose of 'talent developers' in all our Organisations if we must prevent the crisis of performance from spreading further. It is not an outside job. It is not the job of the HR Head. It is a basic Managerial task and we need to pay urgent attention to it.

Coaching as an effective performance improvement mechanism is fast gaining ground. The rest of the article is devoted to the subject of coaching and how it holds hope as a powerful mechanism to address the performance crisis we have described above.

## Coaching

### *What Is Coaching?*

We would like to present here a range of definitions, each with a different flavour and not restrict our collective understanding to just a single one.

**Coaching is an individualised facilitation process designed to help the person make significant performance improvements through personal change.**

**It is essentially a conversation, a dialogue between the facilitator and the individual within a productive, result-oriented context.**

**It is a collaborative alliance to help the individual establish and clarify purpose and goals and to develop a plan of action to achieve the goals.**

**It is more about asking the right questions than providing the answers. It is about change and transformation, creating new stories, new identities and new futures...**

**It's specific, need based, time bound, meaningful and measurable.**

As you read the definitions, four clear themes emerge:

- 1 It is an individualised process, a process which works one-to-one. It is not a training program.
- 2 It is a time-bound, need-based, specific, measurable, meaningful, productive, result-oriented performance improvement initiative. It is not remedial in nature.
- 3 It is achieved through a facilitation, collaborative alliance, personal partnering process.
- 4 It will call for personal change, skill development, planning and development of skills and clarification of purpose.

Coaching integrates...

**Consulting...**  
which helps design solutions.

**Training...**  
which assures mastery in your field

**Counseling...**  
which helps you find answers

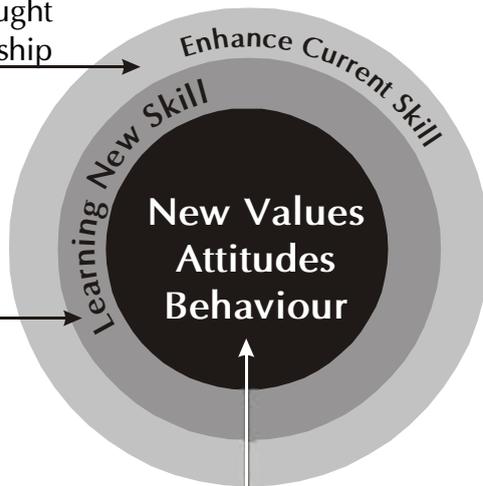
**Mentoring...**  
which assists you beyond corporate ladders.



A Coach operates at a level, which is different from a trainer and a teacher.

Teacher Taught Relationship

Trainer-Trainee Relationship



Coach - Coachee Relationship

*"What really driving the boom in coaching, is this: as we move from 30 miles an hour to 70 to 120 to 180.....as we go from driving straight down the road to making right turns and left turns to abandoning cars and getting motorcycles...the whole game changes, and a lot of people are trying to keep up, learn how not to fall."*

--John Kotter, Professor of Leadership,  
Harvard Business School

## History of Coaching

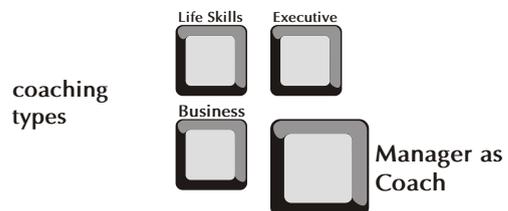
Throughout history people have sought collaborative assistance to help them achieve their goals. Features of coaching such as clarifying values, supporting, encouraging and planning new ways of action are embedded in our everyday interactions.

Human history is full of abundant evidence of people engaged in a dyadic relationship in which one of them has a learning or improvement agenda to achieve through the support of the other.

Some of the disciplines coaching derives its features from are sports psychology, counselling, education and sometimes philosophy and spirituality. Coaching as it is practiced today is a synthesis of all these disciplines. It is still an evolving art but has been practiced in organisations in its present formal form from the 1980s.

## Coaching today

Coaching as it is practised today can be broadly classified into four types.



### Life skills Coaching:

Coaching that any individual would undertake to develop skills for personal effectiveness or self improvement. This could be for a home maker, a student, a retired professional and so on. Subjects could include work life balance, managing stress, improving self worth and so on.

### Business Coaching:

Business Coaching is meant for business owners, small or medium or even large, including business owners' children in preparation for succession.

The context for business coaching is quite simple. While there are many business strategies and ideas and tools to businessman to perform his job effectively. Given his position as an owner and the resultant loneliness he experiences, Coaching will

help them navigate through the constant changes and demands that the market place places on them. From hiring high performers, motivating employees, managing the business, planning for the future, to keeping employees, customers and investors satisfied, and to top it all maintaining a competitive edge, the businessman needs a lot of skills. Most importantly, he will need to discard some of his self-limiting beliefs if he has to make progress. This is where coaching is of immense help.

In business coaching, the business owner works in a collaborative relationship with a facilitator / coach for a time-bound period on a predetermined set of issues.

**Executive Coaching:**

Executive Coaching is meant for an Organisation's senior executives who are doing well in their current roles but need to address a few critical capability gaps through personal change in order to be able to take on Leadership positions.

Coaching for Executives is an outgrowth of executive development programs and leadership development courses. The growing reception and recognition of the need for executive coaching is due to several reasons:

- ▣ *An increase in executive stress and executive derailment.*
- ▣ *Corporate leaders today require more complex people skills.*
- ▣ *Up to 60% of managers assume managerial positions without any training on how to manage people.*
- ▣ *Evidence from studies reveal that training alone proves inadequate in providing executives with the skills they need, with pure training increasing productivity by around 22%, while training and followup coaching increased productivity by 88%.*
- ▣ *In the New Economy many organisation are now moving from downsizing to multiskilling.*

Coaching for Executives will work as a collaborative individualized relationship between an executive

and a facilitator/Coach. The aim is to achieve a mutually identified set of goals to improve the performance of the executive and consequently improve the effectiveness of the executive's organisation within a formally defined agreement.

**Manager as Coach:**

"Manager as Coach" is a philosophy, approach and process aimed at helping a Manager adopt Coaching as his style of managing people.

While this article will outline all the principles of coaching which apply across the four types, it will focus heavily on the Manager as Coach model since we believe it has the greatest relevance in the Indian context.

Typically, Life skills Coaching, Business Coaching and Executive Coaching will call for external professional Coaches for a certain fee, which is charged on a per session basis.



Manager as Coach on the other hand is a completely internal effort where each

Manager is trained to play the role of a Coach.

**Why Manager as Coach ?**

Managers today are expected to not only be multi skilled but also have good "people skills" and team building capabilities. The interpersonal skills and emotional competencies help facilitate a more productive environment. In other words, they are

At one point during a game, the coach said to one of his young players, "Do you understand what co-operation is? What a team is?"

The little boy nodded in the affirmative.

"Do you understand that what matters is whether we win together as a team?"

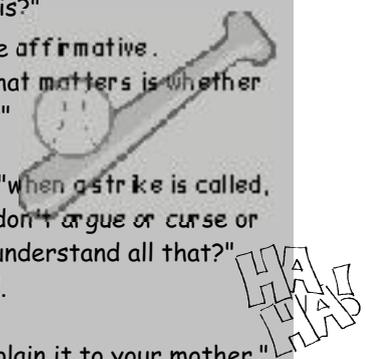
The little boy nodded yes.

"So," the coach continued, "when a strike is called, or you're out at first, you don't argue or curse or attack the umpire. Do you understand all that?"

Again the little boy nodded.

"Good," said the coach.

"Now go over there and explain it to your mother."



expected to wear the hat of a Manager and a Coach, simultaneously.

Global experience is now pointing to the fact that most of the reasons for non-performance can be attributed to the Manager and not the employee itself. Sounds strange but true. Consider the list of reasons produced by one such research, which concludes that most of the reasons are to do with the Manager in other words, the Manager could have done something about it!

**16 reasons for non performance**

Given below are the top 16 reasons for non performance by an employee, based on research:

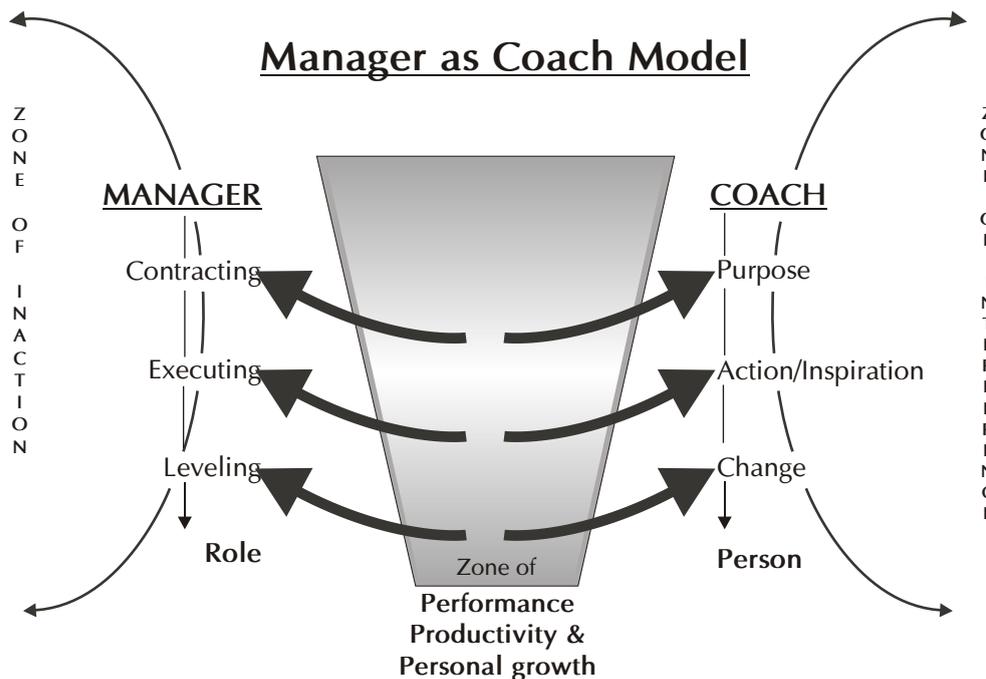
- 8 They think something is more important. (priorities)
- 9 There are no positive consequences for them doing it
- 10 There is a negative consequence for them doing it
- 11 There is a positive consequence for them not doing it.
- 12 There is no negative consequence to them for not doing it
- 13 Personal limits ( incapacity)
- 14 Personal problems
- 15 Fear ( they anticipate future negative consequences)
- 16 No one could do it.

This is what makes the Manager's role not only complicated but also difficult to play. He must have a dual focus - *he must wear two hats.*

- 1 They don't know what they are supposed to do
- 2 They don't know how to do it.
- 3 They don't know why they should do it.
- 4 They think they are doing it ( lack of feedback)
- 5 There are obstacles beyond their control
- 6 They think it will not work
- 7 They think their way is better



The totus **Manager as Coach** model will help explain this



## Understanding the model

This model helps conceptually understand the importance of the "Manager - Coach" combination.

### The Manager

The Manager is expected to accomplish his work unit tasks through his team.

In so doing, he looks at his team members in their respective work roles.

He applies all the HR tools that the organisation has placed at his disposal to get work done. More importantly, he applies approaches which he believes will work for him

### **The manager essentially has three tasks**

*Contracting with his employees in terms of what is expected of them and what they can expect in return.*

*Ensuring that the contract is executed through reviews, training, resourcing and so on.*

*Leveling with the employee at the end of the contract period through feedback to see where they stand and how things have fared.*

### The Coach

The Coach is expected to help his team members find solutions to achieve performance improvement

In so doing, he looks at his team members as persons and addresses their entire life

He achieves this by applying his skills and values as a Coach

### **The Coach essentially has three tasks**

*Clarifying their life purpose, their motivations, their career anchors, their values, personal vision*

*Inspiring action by training, encouraging, showing alternatives and building personal discipline.*

*Bringing about personal change by addressing their self-limiting beliefs, their mind-blocks and encouraging introspection*

### The Manager as Coach

A Manager as Coach will clarify the role expectations from his employee keeping in mind their personal vision and values.

A Manager as Coach will ensure that the employee lives upto these expectations by providing him with encouragement and inspiration.

A Manager as Coach will evaluate performance of an employee as well as initiate future learning and growth plans for the employee.

### **This combination can fall into three zones of effectiveness:**

**Zone of inaction:** when a manager fails to perform his basic managerial role, he treads the zone of inaction.

**Zone of interference:** when a the manager - coach goes beyond performance improvement and begins to provide personal advice, he treads the zone of interference.

**Zone of performance and productivity and personal growth:** this is the ideal situation, where the manager coach combination is able to help enhance performance and productivity and also lead to personal growth.

Go back to the first page. Chances are, your favourite manager did most of this. He/She was not merely worried about getting things done from you. He/She was concerned about you as a person. He/She certainly operated in the zone of performance, productivity and personal growth.

*"Part therapist, part consultant, part motivational expert, part professional organizer, part friend, part nag -- the personal coach seeks to do for your life what a personal trainer does for your body."*

*Minneapolis-St. Paul Star-Tribune*

We would like to present an entirely independent model, which corroborates the view we hold that the Manager has the task of improving the maturity of his followers and will need to adopt a style that is appropriate to them - **the Developmental cycle in the Situational Leadership model of Paul Hersey & Kenneth H. Blanchard.**

As a result the employees are more responsible for their own commitments, decisions and actions at the workplace.

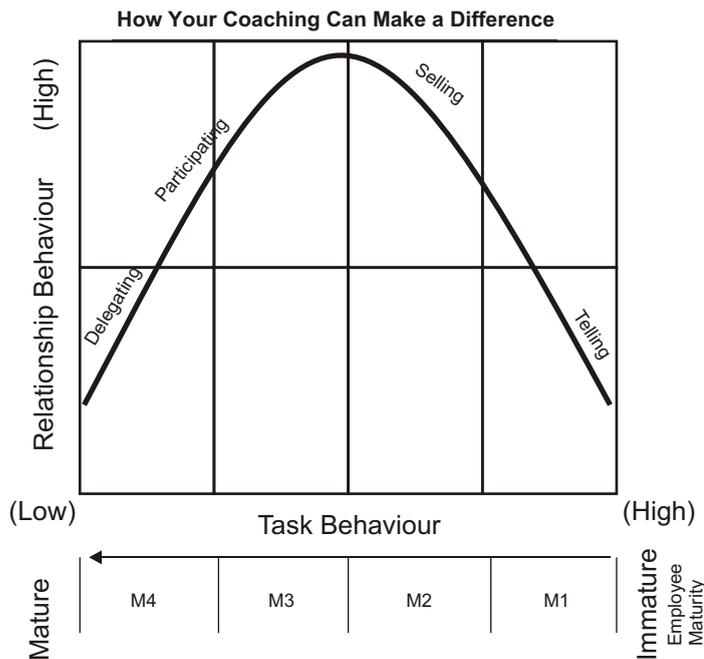
Some typical issues that a Manager as Coach will deal with are ....

- ▣ Clarifying Roles and responsibilities
- ▣ Establishing and communicating performance standards
- ▣ Skill development
- ▣ Delegation
- ▣ Performance review
- ▣ Staff retention

### Cornerstones of Coaching

Irrespective of the type of Coaching, all the four types are based on these cornerstones:

- ▣ The Coach starts with the belief that the Coachee is naturally creative.
- ▣ The coach addresses the Coachee's whole life. Looking at parts and compartments does not help in coaching.
- ▣ The agenda comes from the Coachee himself. Only the Coachee can decide what he / she wants to work on.
- ▣ The relationship is designed and structured and is not informal. Informality leads to slack, lack of seriousness and open ended.
- ▣ The Coach and Coachee are sworn to confidentiality and neither will share data outside the coaching session.
- ▣ The Coach will not give the Coachee solutions or use his good offices to find them. He will only nudge the Coachee more and more to find his / her own answers.



The important point in the model is the fact that if the maturity of your team member is low today and you need to adopt a telling style, it is your responsibility to "Coach" him to enhance his maturity. Where most Managers fail is that they continue to treat a low maturity employee with the same style and make no effort to move him up the curve.

The Manager as Coach culture has numerous advantages:

- ▣ Empowerment by the Coach/Facilitator leads them to accomplish results on their own initiative.
- ▣ Alignment of the individual goals with that of the organization becomes easier.
- ▣ It becomes possible to tap every individual's intrinsic motivation.
- ▣ Power no longer becomes a function of position but from within for the individual.

■ The Coach will not venture into areas outside his competence.

■ The Coach must critique his Coaching experience with another Coach to ensure that he is adding value and his interventions are functional.

## How a typical Coaching Engagement works

A typical Coaching engagement for Life skills Coaching, Business Coaching or Executive Coaching normally lasts for about 12 sessions spread over 6 months.

A Manager who plays the role of a Coach does not however work on a fixed number of sessions, though with each of his coaches he will work on time bound action plans.

A typical Coaching engagement would follow a certain flow.

### *In the first meeting:*

Introduction to the Coaching program  
Sharing objectives of the program  
Understanding expectations  
Sorting out contractual details

### *In the second meeting:*

Overall needs assessment  
Priority setting with implementation plans

### *In the subsequent sessions:*

Reviewing and evaluating earlier session commitments  
Actual Coaching using a variety of interventions  
Agreeing on next set of goals

### *In the last session:*

Consolidated review of all goals so far and finalising on any future initiatives  
Feedback of the Coachee as well as the Coach

## What does the Coach actually do?

Does the Coach counsel, lecture, teach or just listen to the Coachee?

The most important job of a Coach is to help the Coachee find answers. He will therefore do whatever is necessary to achieve that objective. The techniques, methods or approaches he adopts to achieve this are called Coaching interventions.

For example, he might just role-play a boss subordinate relationship to help the Coachee see a point. In this case, the role-play is the coaching intervention.

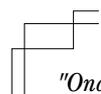
## Who can be a Coach?

Coaching unlike many of the other helping professions does not have globally established standards, qualifications, or prerequisites.

One reason for this is the fact that it is still in its infancy.

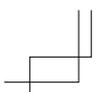
We see it very differently. In our view, we would like to suggest that every effective human being could be a good Coach. Every humane and effective Manager can easily learn the skills of being a Coach. While the practice of Coaching is critical, we would like to demystify the process and its prerequisites. By making it an exclusive art form we will be going against the very grain of what we are saying, that every Manager needs to be a Coach.

In our considered opinion, every Manager can learn the skills and processes of being a Coach and make a difference to another person. In fact it can start right from the Board, where every Board member offers



*"Once used to bolster troubled staffers, coaching now is part of the standard leadership development training for elite executives and talented up-and-comers at IBM, Motorola, J.P. Morgan, Chase, and Hewlett Packard. These companies are discreetly giving their best prospects what star athletes have long had: a trusted adviser to help reach their goals."*

-- CNN.com



himself / herself as a Coach to one or two senior executives in the Organisation. We cannot find a better way of promoting learning than doing this.

Having said that, we would like to briefly outline some of the basic personal capabilities that a good Coach should learn to demonstrate.

A Coach is just a fully human and alive person. Anyone who has most of these five personal capabilities can be an effective Coach:

- 1 **A capacity for self awareness**
- 2 **A capacity to inspire others**
- 3 **A capacity for discipline**
- 4 **A capacity to manage professional boundaries**
- 5 **A capacity to diagnose issues and find solutions and be results focused.**

### **Should Coaches be external or internal?**

Coaching is today a thriving profession in many parts of the world. Needless to say the U.S takes the cake for making a great business out of it. Obviously, with the commercialization of coaching comes the cynicism and disillusionment from its users.

External Coaches have the advantage of being neutral and objective and of course having the time to do it. However, External Coaches may not be genuinely committed to the person's development beyond the contract and can also prove expensive.

Having said that, for senior executives with serious interpersonal issues or attitudinal blocks, External Coaches may prove to be useful.

Internal Coaches on the other hand do not cost money, have their fortunes tied in to the Coachee in an indirect way and understand the context. Many Organisations get Senior Managers to be Coaches for employees outside their own teams so that there is a quasi-external orientation and is yet internal.

By developing internal Coaches, the skills get developed within and also help the Coach a lot in modifying his own managerial style.

We would strongly recommend the Manager as Coach model for Organisations whose Managers have a dominant people management element in their roles like Call Centre Managers, Retail Store Managers, Regional Managers, Project Managers, Production Managers and so on.

All that is needed is to develop the Coaching abilities of these Managers.

### **The way forward**

The solution to today's performance crisis lies in putting the focus back on to the dyadic relationship between the Manager and his team member. It is fallacious to believe that any number of systemic solutions structural solutions and great management ideas can compensate for ineffectiveness in the dyadic relationship.

The more we believe that the future of the world is dependent on our ability to leverage and exploit human capital, the more we should worry about the ability of our leaders and managers to get the best out of this human capital at the work place, on the job, one-on-one.

In closing .....

Having acknowledged the people who made a difference to your life; think now of the people to whom you made a difference. Who are they? What are they doing now? How does it make you feel?

Stay with the sense of accomplishment and keep that good work going!

This article will not be complete without my acknowledging with gratitude, the people who have and continue to coach me in my journey as a professional

Aroon Joshi, Pratik Roy, Shreesh Jamdar, Vasu Gandhi, Niraj Goyal, P V R Murthy, V A Raghu, Vasu & Bhanu, Noble Powar, P K Mohapatra ....

Thank you for coaching me and contributing significantly to my growth as a person and professional...



## Coaching at Servion<sup>t</sup>

**M Rangarajan, President,**

Servion<sup>t</sup> Global Solutions

*The new way of Organization Development at Servion<sup>t</sup>*

### The Context:

Servion<sup>t</sup> is an organization in business response solutions space. The company is managed by a team of Founder Directors who play an executive role in the Company and by a team of Senior Management executives. The next layer of management in Servion<sup>t</sup> consists of about 25 people who play a significant role in managing small groups/functions and geographies. Most of them have had their entire career only in Servion<sup>t</sup> and have probably become managers for the first time in their career. In April 2002, the management of the Company conducted a vision workshop and planned a 100% growth rate for the next three years. This created an urgent need to skill and empower the middle management to take larger ownership and facilitate the process of a planned "let-go" from the senior management.

### The Path:

We were in the market looking for a real quick short-term fix in the form of a few organizational development workshops, when we met Ganesh Chella from totus. The totus team, after doing a "gap analysis" in the company, came up with a solution, which would address both the short term needs and also provide sustainable long term value for Servion<sup>t</sup>. Together with our management team, totus built and rolled L2L -Learning to Lead, a six-month program designed to provide classroom and practical inputs in five key managerial areas. Simultaneously, we introduced coaching as a culture in Servion<sup>t</sup>. A team of 11 coaches went through a workshop on "how to coach". The workshop gave an insight into the art of coaching and came out with a comprehensive action plan. The 25 people in the L2L program were divided in a ratio between 2-3 people per coach, who were not in their functional organization. Formalizing the rules and roles of the coachees and coaches followed this.

### The Experience:

Today, as you walk through the corridors of the company, you are bound to see a coaching session happening. Some of our experiences are worth sharing:

- It is essential to make 'Coaching' formal and put a value to the learnings from these sessions. Especially, in the early days of rollout, the owner of the process has to closely monitor the number of sessions being held.
- It takes couple of sessions to break the ice and once that is done, the sessions become extremely involved and productive
- Time pressures and travel are part of business these days and it takes extra effort to sustain coaching sessions amidst these. It requires creativity to schedule sessions at different times (say during breakfast or dinner) and in a different ambience (take a walk after lunch)
- Over a period of six months, there has been a visible change in the responsibility and ownership levels across the board.
- Most importantly, it is encouraging to see some of the Coachees making an attempt to coach people working under them.

Given our positive experiences, we are eager to sustain and expand the scope of coaching across the organization in the future. We believe that we can build an army of more than 30 to 40 coaches over the next two years, as an integral part of the growth strategy.

One of the direct benefits of the coaching program, is the use of an expression "gremlin". Trust me, this single expression has made lot of our heated discussions objective and impersonal.

Coaching  
Coaching  
Experiences  
Experiences  
from our  
from our  
clients  
clients

## Coaching at Dragoco

**Mr. C Venkat, CEO, Dragoco India Ltd, on Coaching ...**

"The benefits Coaching has brought to DIL are - Coaches have become transparent and improved in their willingness to share their experience and in the process they have seen the Coachees from a different level. Coachees have received the shared information from their coach in a different perspective for their development. This process has helped the coachee develop respect for the organisation and built higher trust with each other."

The pre-requisites for enabling an organisation to embark on coaching are:

1. Open & transparent culture
2. Willingness to share
3. Respect for individuals
4. Concern for people development
5. Investing quality time
6. Culture of picking positives and reinforcing them"

## about totus

**totus consulting is a specialist HR Consulting Company with expertise in conceptualising, designing and implementing end-to-end HR solutions in a variety of business contexts. Thought leadership and implementation excellence are the two pillars on which totus builds its solutions.**

**HR@work**, the core end-to-end offering from totus, addresses the needs of the following clearly defined customer groups:

***Interim support for start-ups:***

totus has expertise in providing interim HR support to start-ups of any size and complexity.

***Institutionalization support for small & medium sized enterprises:***

totus has been working closely with the CEOs of SMEs to provide them strategic and operational solutions meant to help institutionalize their HR and Organization building processes.

***Improvement support for all Organizations:***

totus has been working with the CEOs of a wide variety and size of Organizations to assist them in their Organizational restructuring, change management and other process, performance and Organization improvement efforts.

An HR@work engagement would typically last from three to twelve months depending on the complexity involved and the maturity of existing systems. The scope is highly customized to meet the organisations' needs and covers a wide spectrum of human resource initiatives including

- ☐ organisation design
- ☐ work force management
- ☐ compensation and benefits
- ☐ service quality
- ☐ job design and capability performance
- ☐ performance management
- ☐ staffing

## Learning@work

Learning@work is totus consulting's learning solution and includes customised leadership development programs, top management workshops to address a variety of inquiry situations, coaching programs and industry specific learning systems to facilitate multi-location distributed learning.

## The People Project

The people project is a unique "learning experience" designed specifically to meet the Human Resources Management needs of the professional entrepreneur.

## 1 to 1 Facilitation

A Coaching solution designed to meet the need of Small Business Owners, People Managers, Senior Executives "1 to 1 Facilitation" is a collaborative alliance between a coach/ facilitator and an individual to help the individual establish and clarify purpose and goals and to develop a plan of action to achieve the goals.

"1 to 1 Facilitation" can be used to address a variety of performance improvement needs.

Small Business Owners can use "1 to 1 Facilitation" to help grow their business, People

Managers can use "1 to 1 Facilitation" to enhance their people management capabilities and Senior Executives can use "1 to 1 Facilitation" to acquire critical skills needed for their career development.

## 360 degree feedback systems

Strong behavioral capabilities and not merely functional mastery is recognised and accepted as critical to develop and demonstrate leadership in Organisations today.

More and more Organisations are beginning to link career progression to the acquisition and demonstration of behavioral capabilities.

totus designs and implements 360 degree feedback systems to help employees understand where they stand on these capabilities. By creating the internal competence to handle the feedback process, totus helps improve the level of openness, collaboration and supporting behaviour in its client Organisations. Beyond system development, totus efforts include training employees to give and receive feedback in a climate of openness. Totus has the capability to deliver these Surveys on paper or on-line.

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