



CONSULTING GROUPSM
the people side of business strategy

COACHING
SPECIAL ISSUE

TiDings

Coaching Tiger, Hidden Talent

By Karen Curran Robilotta, Managing Director

Imagine all your organization's managers acting as coaches. How would your organization be different? The business case for Coaching is being made stronger every day. Retention, productivity, loyalty, connection . . .

What are YOU doing to help your leaders, managers, supervisors and leads become better coaches? At TD Consulting Group, we believe that what "soon-to-be" and "almost-ready" coaches need is a proven, easy-to-use process. The Coaching Pyramid[©] sets forth a memorable, step-by-step model for developing a coaching relationship. Here's how it works:

"Coaching is a service and it is the willingness to be OF service to others. There is no greater role for a CEO to model than to serve. Serve your vision, serve your values, and serve your purpose."

Richard J. Goeglein, former President & CEO, Aladdin Holding

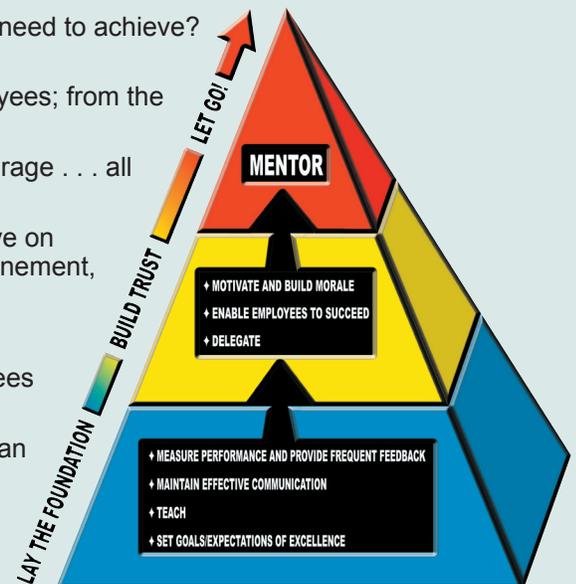
"I think the reason so few managers really do coach is primarily a knowledge issue . . . they don't know how. What HR leaders can do is teach coaching as a process, so managers have a road map of next steps."

Gail Smith, Director Strategic Planning & Development, AIG-CS

"Successful coaching is the ultimate 'win-win' business builder. It encourages employee loyalty and project ownership, while allowing the manager to be a more productive leader."

Phil Robinson, Senior Vice President, George Little Management

- 1. SET GOALS** and expectations of excellence — what does the employee need to achieve? What are your performance expectations as the manager?
- 2. TEACH** — Make no mistake about it. It is your job to TEACH your employees; from the latest process improvement to the new project you've delegated.
- 3. MAINTAIN OPEN LINES OF COMMUNICATION.** Prod, cajole and encourage . . . all in the name of optimal productivity.
- 4. MEASURE PERFORMANCE AND PROVIDE FEEDBACK.** Keep your eye on the goal, determine progress being made, provide feedback, need for refinement, additional assistance, etc.
- 5. DELEGATE** to ensure growth and challenge.
- 6. ENABLE EMPLOYEES TO SUCCEED.** Run interference; guide employees through the obstacles.
- 7. MOTIVATE AND BUILD MORALE.** Each and every employee deserves an environment conducive to success.
- 8. MENTOR** — you'll know you've reached the pinnacle of The Coaching Pyramid[©] when your relationship feels more like mentor/protégé than boss/subordinate.



Give The Coaching Pyramid[©] a try with your managers. Let us know how it's going!

EXCITING BOOK NEWS!
The essential components of *The Coaching Pyramid[©]* are included in Karen Robilotta's latest book, *Coaching Culture. Hidden Profits*, available at www.amazon.com