

### August 2014 Help Them Grow or Watch Them Go (Don't Be the Boss, Be the Coach)

"The goal of coaching is the goal of good management: to make the most of an organization's valuable resources." *Harvard Business Review*

Do we think about how we want our team to feel, or do we think more about what we want them to do? A Gallup poll of more than one million employed U.S. workers concluded that the No. 1 reason people quit their jobs is a bad boss or immediate supervisor. The financial impact of this is immense. Turnover costs are estimated to be 100% to 300% of the base salary of the replaced employee.

The experience a person has at work is important. You as a supervisor have a great deal of influence on the experiences of those you work with. You can lose employees two ways. The obvious way is that they leave for another employer. The maybe not-so-obvious way is that they still work for you but their mind has left; you've lost their interest and motivation. Talent flows to where it is most appreciated. Coaching involves listening, analyzing performance, questioning techniques, establishing the right learning environment and providing directions. Supervising involves telling; coaching involves thinking. What do you spend the majority of your day doing and why? How can you turn yourself into a coach?

Start the conversation; get to know the people you lead and what it is about them that makes them want to work here. One example of a coaching style of conversation is the "**GROW**" method.

**G** Goal - Provide clarity regarding the purpose of the career conversation. Make sure you're both clear on the focus of the conversation. Build a rapport, be genuinely interested, take notes, actively listen and use silence to encourage the coachee to speak.

**R** Reality - Discuss strengths, opportunities and how it relates to the coachee's career goals.

**O** Options - Explore ideas related to the next career move or opportunity within the current role. What skills does this person have that might benefit the organization now or how could their skills benefit the organization in the future?

**W** What's Next - Create action steps with the coachee around the ideas they would like to pursue. Follow up. If you know there is an opportunity out there for your employee, encourage them.

Don't be that manager that people are dying to get away from. Create an environment where people trust you and know that you're looking out for them. When you have trust, you build loyalty. Create a work environment where people thrive.

*Don't be a roadblock to your employee's success!*