

“Coaching Others”

By: Jack Muellerleile

“**Coaching Others**” refers to ‘*on the job training*’ immediate supervisors are expected to give subordinates as part of the ongoing execution of their responsibility to ‘give direction’ where it is requested or deemed needed.

This is the most neglected duty of supervisors everywhere. They offer tons of excuses and cast blame in every direction except their own. And far too many of them are allowed to get away with it because the next level of supervision up the line is guilty of the same oversight. Often, an entire organization is affected...and can't seem to figure out why the firm's results are suffering. Once the boss settles into a comfortable ‘office lifestyle’ with a bunch of ‘helpers’ available to do his or her bidding, the standard being set by this example is imitated by those under the influence of that person. The boss begins to lose touch with the nitty gritty of the business activity and all the detriments this creates begins to set in while the performance those not receiving the ‘direction’ or ‘coaching’ suffers as the result.

SOLUTION: Make sure the boss spends 75% or more of his or her time outside the office ‘riding with others’ where ‘coaching’ is best delivered ‘live and in person’ at the moment it will be most effectively received, absorbed, learned and utilized thereafter while the subject is again functioning alone. This will require that the boss have a qualified lieutenant who is good at and just loves spending 100% of the time in the office coordinating things and pushing papers in accordance with the delegated authority received from the boss. Results-oriented bosses insist on spending the bulk of their time where it will do the most good...out in the middle of the action. Of course this presumes that the boss is qualified to be an effective coach, but that is an entirely different subject.

For qualified bosses, coaching others is very simple. It takes absolutely no advance preparation; demands no special training; and is very much appreciated by the person being coached. The boss just observes how the subordinate handles a situation then immediately

calls a 'time out' to review how it was done. He may ask, "So why did you choose to handle that matter the way you did?" After getting the subordinate's response, he may ask, "Might you try it this way next time?" then continue to explain or demonstrate the 'new way' for the subordinate. The boss might even say, "Hey, let me handle this next situation while you observe, OK?" and proceed to show how it might be done differently. Thereafter, the boss could ask that the subordinate 'try out' the new way while the boss observes, etc, etc. and so on throughout the time they spend together that day. Since the boss has effectively performed all of the subordinate's duties hundreds of times so, for him, coaching is a no-brainer. He considers it the easiest part of his job. He also has a great deal of fun coaching. He develops the subordinate's skills more quickly and enjoys higher production levels as the result.

Why qualified bosses overlook "**Coaching Others**" never ceases to amaze interested observers.

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