

POSSIBLY THE SHORTEST COACHING MANUAL FOR MANAGERS EVER

*A Quick Reference Guide to the building blocks that underpin
influencing the behaviour and performance of your people*

I'M SORRY THIS BOOK HAS BEEN SO LONG IN COMING, IT TOOK
20 YEARS TO WRITE A SHORT ONE

About the Author

Jim Wigg is a coach and facilitator who has worked with more than 1,200 managers globally. This gives him a deep insight into the challenge of influencing what their people do. His background is sales and he primarily works with sales managers but the simple approach he takes is applicable to all managers.

More information about Jim can be found at jimwigg.com and on his [LinkedIn](#) profile.

CONTEXT AND PURPOSE

The purpose of this Quick Reference Guide is to provide exactly that, quick reference. **Fast access to the building blocks that underpin influencing what your people do - because it's what they do, consistently, that makes the difference.**

If you think coaching is fluffy and means investing more time, think again. Applied in context - during a simple conversation or any kind of review - coaching is both collaborative and candid. Resulting in more of your people owning their actions and performance, not you.

Whenever you and your team face a challenge or want to grasp an opportunity, this is your 'Cardboard Coach' to give you a common language and simple frameworks to coach, review, plan and exchange ideas.

It is based on applying four coaching mindsets to influencing behaviour..

CORE COACHING MINDSETS FOR INFLUENCING BEHAVIOUR AND PERFORMANCE

1. AGILITY

Adapting to People and Situations

2. READINESS

Getting Set for Success

3. CURIOSITY

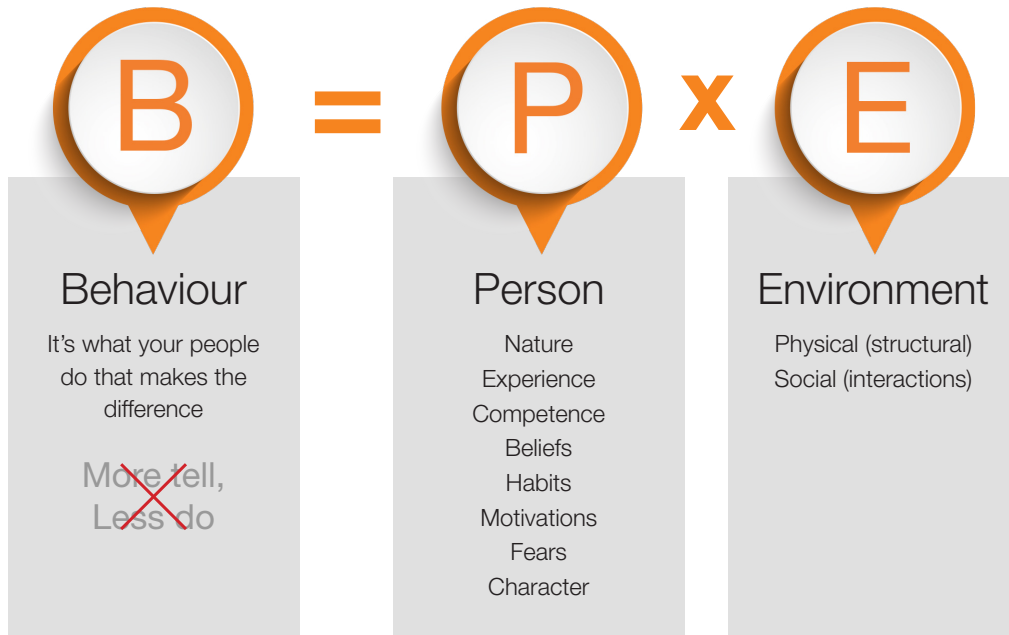
A Genuine Desire to Understand

4. AWARENESS

Spotting and Acting on Signals

Behind each mindset sits a skill. For each skill this guide gives a framework on which each skill can be developed and refreshed.

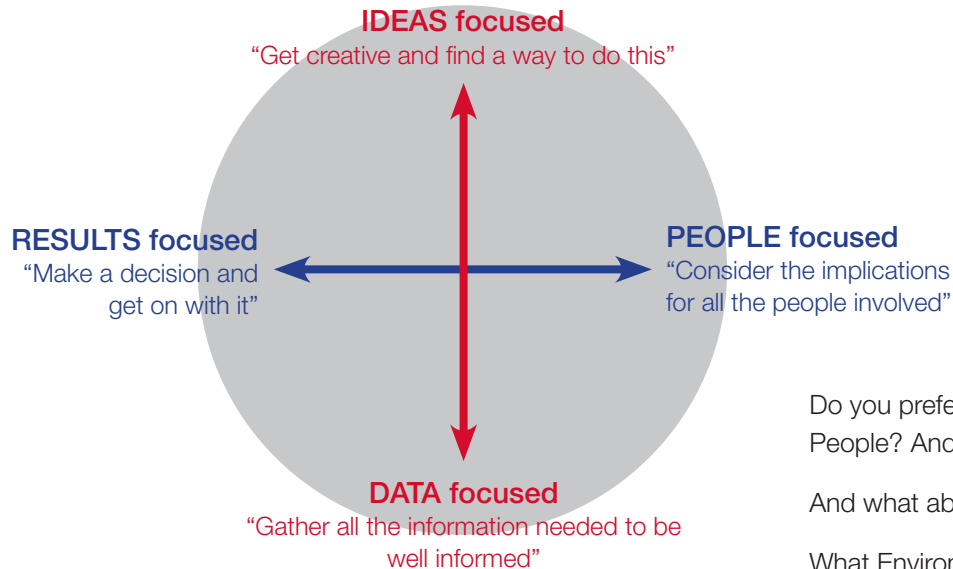
WHAT INFLUENCES BEHAVIOUR AND PERFORMANCE



Just telling people what to do doesn't change their behaviour and we can't change a person but everything we do and say does influence the Environment for them and thus their Behaviour.

Based on Lewin's equation, $B = f(P, E)$. Behaviour is a function of the Person and the Environment.

ENVIRONMENT AND PREFERENCES



Do you prefer to focus on Results or People? And Ideas or Data?

And what about your team member?

What Environment do your preferences create for your team member?

Agility comes from being able to focus on all four preferences (Data, People, Ideas and Results) as needed.

GROW - A PROVEN FRAMEWORK

“

*Willingness starts with a shared goal.
No shared goal, no commitment.* ”

GOAL

Frame the discussion:

- Establish what outcome would make this conversation/meeting productive for your team member
- Set expectations and agree shared goals

REALITY

Discovery and exploration:

1. Perspective and motivation
 - ➔ Reality Check (*based on the context of the conversation, see next page*)
2. Understanding the whole picture
 - ➔ Use the Art of Conversation (*page 7*) and be alert to GIFTs (*page 8*)

OPTIONS

Explore options and alternatives:

- Ask for, and prompt, their ideas first
- Ask if they would like some ideas from you (if appropriate)

WILL

Agree actions:

- Mutually agree an action plan - specific and timebound
- Check for Willingness (*see GIFTs page 8*)

A framework that can be applied to reviewing, coaching, structuring a meeting, appraisals, planning and problem solving.

GROW - from "Coaching for Performance" by John Whitmore

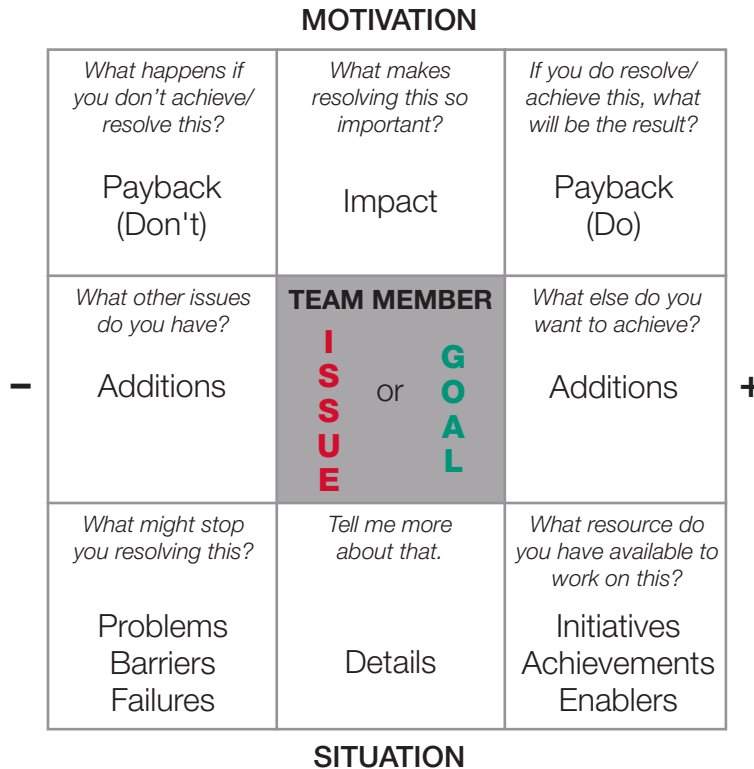
REALITY CHECK

- What does this person/project/customer/organisation* want to achieve? **(the outcome)**
- Why is it important (to them) and why now? **(the motivation)**
- What are their key issues and challenges?

*These questions can be posed from multiple perspectives depending on what you are reviewing, coaching, planning etc.

THE ART OF CONVERSATION

“
Coaching is simply two sensible
people having a sensible
conversation.”



The conversation starts in the centre when a team member states they have an issue or goal.

To understand the whole picture, this framework can be used as a guide for the type of questions you could ask.

But most important is the right mindset - **CURIOSITY**. Listening to the responses the team member gives and asking the next question with a genuine desire to understand.

BE ALERT TO GIFTS

Behind every signal there's a gift.

G RASP

Spot a signal and do something about it.
"I'm sensing this is not top of your priority list."

I NVESTIGATE

Use The Art of Conversation to understand more fully what's going on.
"What is the reason behind that?"

Summarise back your understanding (and re-confirm the shared goal -
see GROW, page 5)

F ORMULATE

Explore options with the team member and find a solution that works
for you both.

T RIAL CLOSE

Check their level of commitment to the proposed solution or actions and
to working together to do what is needed.

People give us signals all the time. Think of these signals as gifts: an opportunity to flush out an issue, work with the person to overcome it and re-confirm their commitment to the shared goal and plan (*see GROW, page 5*).