

(Download pdf ebook) Anytime Coaching: Unleashing Employee Performance: Unleashing Employee Performance

Anytime Coaching: Unleashing Employee Performance: Unleashing Employee Performance

Teresa Wedding Kloster, Wendy Sherwin Swire
ePub | *DOC | audiobook | ebooks | Download PDF

The
Practical Leader

Anytime Coaching Unleashing Employee Performance



Teresa Wedding Kloster
Wendy Sherwin Swire


MANAGEMENT CONCEPTS

 Download

 Read Online

#3227644 in eBooks 2009-02-01 2009-02-01 File Name: B00T9SQ0YO | File size: 30.Mb

Teresa Wedding Kloster, Wendy Sherwin Swire : Anytime Coaching: Unleashing Employee Performance: Unleashing Employee Performance before purchasing it in order to gauge whether or not it would be worth my time, and all praised Anytime Coaching: Unleashing Employee Performance: Unleashing Employee Performance:

0 of 0 people found the following review helpful. Practical wisdom for the compassionate leader By Robert Griffith The book is clear, concise and sprinkled with practical wisdom for the compassionate leader, teacher, coach, and anyone else who guides people. Recommended for the leader who values the team concept - we're all in this together. As a music conductor and mentor, I enjoy the "emotional intelligence" insights in the book that give me reminders on how best to motivate and to encourage the musicians I lead. Refreshing and easy-to-read. Definitely a permanent

resource. Bob 0 of 0 people found the following review helpful. Very valuable tool for leaders in congregations or other not for profit organizations

By Coach Bob Might a pastor or leader in a congregation or not-for-profit organization be a coach without formal coach training? Kloster and Swire, both graduates of the Georgetown University Coaching Program and experienced consultants and coaches, assert that the most effective managers are informal coaches in the day to day interaction with their colleagues and those they supervise. They don't wait for an annual review to give feedback to a subordinate but interact daily, taking advantage of the many opportunities to coach subordinates in the moment to moment activities of the normal course of work. While they might use formal sessions for in-depth coaching, the immediate use of coaching tools is extremely effective. Kloster and Swire describe such effective managers as Anytime Coaches. While they write for managers in a large bureaucracy, e.g. governmental agency or business, I think, I believe the most effective leaders instinctively use the model that these authors present in this volume. "The model for Anytime Coaching has four interrelated practices: observing, inquiring, listening, and responding. At the center of the model is what the practices achieve: day-to-day performance improvement . Supporting and surrounding the four practices are two other elements: the coach's self- and organizational awareness, and ongoing personal growth and development. The model is dynamic in that the four practices are interrelated and depend on each other. An anytime coach interweaves observing, inquiring, listening, and responding into powerful conversations that cause day-to-day shifts in employee performance ." (from the Introduction)

Observing involves noticing what's going on and having a conversation about those observations. They stress the importance of giving positive feedback. How often pastors don't bother to notice what people are doing well and express their appreciation of their efforts! However, a pastor might observe that things aren't going well and initiate a conversation about it. "Sue, you have been really frustrated with the new software we got for the organization. Let's talk about what's going on." Effective observation involves paying attention to non-verbal cues as well as simply listening to what a person says. Inquiring - involves asking powerful questions. Powerful questions are open-ended, provoking curiosity and exploration. They avoid bringing preconceptions to the conversation. Good questions open new doors and strengthen relationships. A key question you need to ask before you ask any question of someone is "what is the purpose of this question?" As a kind of aside, the authors note the importance of determining when is the right time for coaching. Listening- the authors advocate what they call "extreme listening." I learned this skill as "active listening." The idea is that you are listening for much more than the words. You are paying attention to the person's emotions, to what they tell you about the organizational norms, etc. You are giving the person your complete attention and really hearing, not composing an answer to rehearsing a prepared speech. Kloster and Swire caution us to be aware of those "listening biases" which keep us from hearing what the person is telling us. This involves growing in our own emotional intelligence. Responding - Once you learn to listen really well, you can respond much more effectively. "When you respond to someone, you deliberately consider what words or questions will move the conversation forward, encourage learning, and create the desired results." (chapter 5) They spell out a number of scenarios by which you can make conversations more productive in various situations. For example you might learn to make much more effective requests of congregational leaders. Throughout the book they provide simple exercises which help you assess your skills in each of the areas and improve. In short, this book gives pastors valuable tools for leadership. If you lead in a congregation or not-for-profit organization, you aren't a volunteer's supervisor, but you must be in a continuing conversation about what the volunteer leader is doing and how you might you work together to carry out your mission. You will have to work a bit to translate the corporate jargon to your organization, but the effort is well worth it. Follow their process and you will be a more effective leader in all parts of your life!

0 of 0 people found the following review helpful. Good Book

By Steve Part common sense, part higher level thinking, part introspection. Anytime coaching is a must read for anyone whether in a managerial position or those working on the front lines. It confronts the expression, "too old too fast, too wise too late" by bringing a touch of wisdom now, in real time. When implementing the guides presented in "Anytime Coaching," managers will have an easier time raising their workers to become more productive and the front line will have an easier time interacting with co-workers. It's a wonderful book about developing healthy relationships not only on the job but in our day to day lives. I endorse this book without reservation. -Dr. Stephen M. Hellman, M.D.

Work has changed. Workers have changed. New methods of managing and supervising are needed to keep up with the new challenges and to make the most of the new opportunities these changes present. "Anytime Coaching" introduces a set of practices that enables those in leadership positions to guide the people doing the work while increasing their skills and unleashing their best thinking. When put into practice, these methods of understanding and interacting with others will enhance your everyday work conversations, leading to improved individual and organizational performance through day-to-day shifts in employee competence. By using "Anytime Coaching" techniques to inform your approach to your duties as a supervisor, manager or team leader, you enable employees to tap into their own knowledge, create their own solutions, develop new strengths, and improve performance. Anyone can learn 'Anytime Coaching' - and it all begins with you.

Anytime Coaching is a well-organized, easy-to-read roadmap for managers and leaders who want to unlock the potential of their team members through coaching. Once you read it, you'll use it again and again as an essential reference on your leadership bookshelf. --Scott Eblin, author of *The Next Level: What Insiders Know about Executive Success*

About the Author Teresa Wedding Kloster is an executive coach and consultant in leadership development. Her company, T.W. Kloster Associates, provides executive coaching services and delivers workshops on leadership, management, and coaching skills; emotional intelligence; critical thinking; and performance management. Wendy Sherwin Swire is principal of Swire Solutions, a consulting firm that improves workplace performance through executive coaching, consulting, training, and conflict resolution services. Ms. Swire is an adjunct professor at the Johns Hopkins Carey Graduate School of Business. She is also a certified executive coach.