

MODULE 2 Coaching

My goal for coaching is to bring your business to the next level. I want you and your employees and colleagues to connect to your mission and values going forward. Coaching provides a very valuable platform for business' growth: bringing in an external perspective to identify the specific areas of your business that require more attention, and provide you the tools to bring your business to its full potential. Coaching has been proven to produce results faster than any other methodology, such as training or mentoring. Coaching will enhance both training and mentoring and is not to be used in the place of either, we still need education, as well as a guide such as a mentor to manage our careers and/or business direction.

What is the difference between:


- 1) **Coaching:** An approach to management — how one carries out the role of being a manager. A set of skills for managing employee performance to deliver results
- 2) **Mentoring:** A relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person
- 3) **Training:** The action of teaching a person a particular skill or type of behaviour

Coaching is tied to performance. If you aren't coaching toward a specific goal or result, then the actions that need to be taken will likely not be taken. Thus giving you the same or mediocre results. Coaching causes breakthrough results when done effectively and well. Not all coaches are created equal.

What I do revolves around inspiring people in business, to move beyond the limitations we make for ourselves, and to create great success for ourselves and the organization. Coaches are there to help individuals or companies learn what types of barriers are limiting them from succeeding. Often in companies, there are miscommunication issues that can be the main driver of unfulfilled potential in a company. Miscommunication happens when there is a perception problem. How the executives see the organization and what the employees see is often very different. Many companies believe that their operations are impeccable, and they might be, however, no company is perfect. Even highly successful companies such as Amazon and Google deal with miscommunication issues amongst employees. The first step is to admit that there is room for error, and how miscommunication can happen. By admitting that there is a problem, you're one step closer to solving it. By using a coach to help guide your company in the right direction, you're one step closer to getting the results you want.

When asked what the biggest difference maker was at Apple, Steve Wozniak declared it was coaching. Coaching him, and Steve Jobs, as well as their rapidly expanding company was what helped them stay on track with their incredible vision.

I had the opportunity to sit down with George Ross, from The Celebrity Apprentice, and the former right hand to the president of the USA and ask him what he felt was the biggest impact for leaders today if they wanted an edge. His response. Coaching. Coaching allows for leaders to sift through the ever changing landscape and quickly adapt. The ability to adapt is the ability to stay way ahead



of the curve, ahead of the competition, and to ensure you have a sustainable profitable business. Failure to adapt, is failure in business and it can be catastrophic. We don't need a lot of examples, but think of companies like RIM, and Kodak, once revered leaders in their respective industries, are now dinosaurs.

The culture at Apple, Facebook, and Google, is so incredible as a direct result of having a culture where coaching fosters growth and leadership. When I started as a consultant after I sold my first business, I was able to work with leaders in my industry, these guys were pioneers, they coached Jack Welch, and we got to see first hand the value of coaching, on major companies around the world.


A coach is meant to help facilitate action to get results and pinpoint where exactly people are struggling. As well, the coach will work with individuals around these behaviours that are getting in the way. On this level, they examine and alter certain perceptions amongst employees that may have been leading to poor company culture. By distinguishing these limiting thoughts that interrupt progress and hold back our potential, the company can get back on track to success. One of the most important pieces of coaching is changing your attitude and moving forward. It's very easy for people to revert back to their old ways, and this can erase all of the work done with the coach.

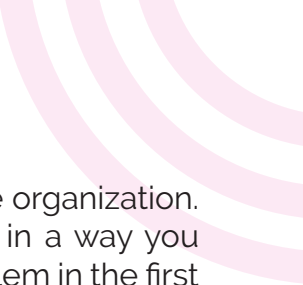
One of my favourite Chinese Proverbs roughly states: "Even if you're on the right track you'll get run over if you just sit there." It is important to realize that when a problem is present in the company, we need to work with the coach to facilitate new and improved processes, and then work to continue these processes after the coach is gone so as to continue the positive pattern of a healthy company culture.

Some of these patterned behaviours are so unconscious and engrained in the culture you will here a level of resignation that if your not paying attention you will miss and steer your company into the brink. When you hear people say things like "It is what it is" STOP. Immediately. I want you to consider that phrase, and many of the phrases your staff, and even yourself use, are killing off your business and they are unconscious acts of violence that you and your team are creating against your business, and your vision that you so carefully crafted!

We will be talking a lot about how our language shapes our perception, it limits what is possible and it creates what is not possible. As your coach I will be pointing out how you carelessly abuse language in your company or you avoid using some language so as not to offend. Some of you have become so afraid to offend or hurt people, you've stopped being honest with them or giving them the feedback necessary for them to succeed.

The notion of Radical Candor wasn't recently invented by Kim Scott, even though I'm very grateful for her to have resurrected the concept. It's been around since greats like Jack Welch introduced the concept in the 80's. When the role of the leader was to provide feedback that legitimately left the employee empowered by their own mistakes and development.





Coaching needs to be tied to the results and performance of the individuals and the organization. If you want different results, you need to look at the problems and the solutions in a way you haven't done before. You cannot use the same level of thinking that created the problem in the first place. Giving powerful feedback, that leaves people in action and looking at the issues from a new lens or a new perspective is the role of a leader coach. Using key metrics and key performance indicators to identify what results a leader or owner want to produce and aligning those results with the thinking and actions of that leader will drive change, and create scale and growth in any organization.


We all have concepts and we have abilities that are creative and we can also be very analytical. The idea here is to get you using your entire brain rather than get stuck in a box or pigeonholed into who you think you are. The intention is that you will have reinvented who you are and you will have seen things about yourself that give you a new access and new mastery.


Coaching opens up possibility:

A lot of the work that we're going to be doing is about opening up new possibilities for you that you may or may not have seen. Have you ever seen those horses in Central Park, or if you've gone to the race track or you grew up around horses? My uncle used to do harness racing and I loved going and be with the horses and watching them, and I just remember the smells and the experience and it was a real highlight of my childhood. I remember his horses, they were just so beautiful. But the horses always had those blinders on. Horses have peripheral vision so they can actually see all the way down their body length almost to their hind quarter. The reason for that is that they're prey animals, and predators would come out and they would attack them. They needed to adapt, and to be able to see and have really great vision so that they could run and get away. And obviously they're really fast runners, so they had to be able to adapt themselves.

So why they put blinders on the horses is because the horses that have such a vision that if somebody was coming in from the side or from behind them, they would react and they would either kick them or they would winnie up and their feet would go up and it could be very dangerous for either a rider or somebody who's working with that horse. The blinders are designed to control the horse and they limit that horse's vision. Now imagine, for a horse that's not so much fun, but it really helps that horse to be able to focus and to be able to concentrate. And if that's a racing horse and their job is to get to the finish line faster than the rest of the horses, they need those blinders so that they don't get distracted by any of the other horses, because otherwise they'll just not stay in their lane and they'll go all over the place.

That is the design of horses, human beings aren't that much different. Although we aren't considered prey animals and we don't have peripheral vision, we can't see all the way to the back. But imagine that we've been living our lives like we have blinders on. If you just put your hands up around your eyes and you just point them forward, you can see that you create a tunnel. In that tunnel, that's how we view our lives. It's through a very narrow perspective.






Coaching removes our blindspots and our limiting beliefs around what is possible and not possible in our leadership, our businesses, and our results.

At this point I often get push back, people think of themselves as very broad minded and I having a lot of perspective in life. I know that you do. I'd like you to consider for the reasons for this book and for your re-invention, that your perspective, even as broad as it might be, is limited by your past experiences. What would be possible if we unleash that and unlock that limiting perspective, so that you can start to remove those past experiences, put them in the past so that you can be open to accomplishing new things and discovering new things about yourself.

Now what would that make possible in your life today? Really think about this. In your leadership, in your business, in your family life, whatever part of your life, and you bring it all, you will get more out of this. What if how you knew yourself today, all the limitations, all the things that you thought you were good at, what if there is more to you? Maybe there's something even beyond that, that is much more extraordinary.

Key Takeaways:

- 1) Perspective creates your reality, it limits' what you see to be possible and not possible for yourself, the company, and your people.
 - 2) If you want different results, you will need to examine the perspective of the situation. You cannot accomplish this without a coach to help you remove your blindspots.
 - 3) You are your biggest critic and your biggest roadblock. Get outside of your head, look at your company from the eyes of a coach, and see where you might need some assistance.
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