

Coach Your team!

Coach Your Team!

**Essential Keys To
Dissolve Frictions
And Get Everyone
Involved In Your
Business**

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Coach Your team!



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Business coaching

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Why create synergy

The word synergy contains the root ideas of synchronized and energy.

This is an essential clue!

When you build synergy, you collaborate rather than compete.

You build synergy in your team or with the people you interact with!

If you observe the way teams work, you will frequently see that a big amount of time and energy is spent dealing with conflicting interests and competitive patterns within the team.

This energy which is wasted is precious!

Usually, the real competition is out there in other businesses.

If your team wastes time in internal conflicting patterns, the performance of your business and quality of your products ultimately suffers!

This is why it is so essential to create a frictionless business where internal conflicting interests are wiped out.

Is this possible?

Of course!

You can simply aim at raising the efficiency of your team from x% to 80% - 100%.

This is the target!

Why does it even matter?

Because you want to remove resistance.

Resistance in the people you work with creates friction.

Friction in business destroys efficiency.

The goal is frictionless.

You want friction between people to be removed so that they work together in one spirit.

That's the idea.

This is not some abstract concept!

On the contrary.

Resistance doesn't drain just your business results.

It drains those who offer that resistance as well.

It means that they come to work and it's really not fun for them.

So, when you coach a team to perform better by removing resistances, you actually teach them how to have a better time at work.

As you can imagine, that's essential to anyone.

In recent studies, it is shown that 80% of employees don't like going to work on Monday.

Could this be better?

Of course it could.

It is simply a matter of progressively increasing the flow and fun at work.

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To be a good manager, team leader or coach in your business, you need to look at your agenda of course but at your employees agendas too!

You put yourself in your shoes and show them that you do care!

Think of the Google or Youtube campus examples.

Why do people want to work for these companies?

Because it looks like fun!

Fun has nothing shallow about it.

It can be part of your day and increase productivity and team synergy!

Boredom is a killer at work!

If your team is bored, they under perform greatly.

So, here we go, creating synergy, connection, removing obstacles and getting rid of frictions is all part of the business success story.

You want to create a team space you are proud of!

Imagine that a stranger walks in your office when you're having a meeting.

What would they see?

How would they respond to the energy in the room?

Would they want to be part of the experience?

Or would they be drained by what they witness?

As a team leader or manager, you are the architect of these experiences.

You have a tremendous power to influence how people feel at work.

Coach your team

I am a pro life coach.

10 years of experience in that profession and lots of teaching of groups before that within a personal development and spiritual context.

Coaching is a relatively new profession but the ideas behind it have been a round for a long time.

Ancient Greece, sports, armies, families or businesses, the ideas of motivating and getting fantastic results have been there for a long time!

What's new is the fact the steps to successfully coach have been more defined.

To be a good manager or team leader you want to be a coach too!

This means that you need to understand how to motivate your team and have interesting in depth feed back sessions about what works and what doesn't for your employees.

Communication!

Got that?

So many managers run away from confronting feed back because they are not open for change.

Being open for change is ESSENTIAL if you want your team to be on your side.

Suppose that you are at a meeting and someone openly criticizes your handling of a certain challenge...

You can change subject, or fight back, get angry or aggressive.

Or you can say something really simple:

"Tell me more..."

How to take feed back

Let's an in depth look at what it means to be open for feed back.

Most people tend to get defensive when someone challenges them.

As you can imagine, that's quite counter productive.

If someone gives you challenging feed back and you say:

"Tell me more..."

What does happen?

You open the space for discussion!

You prove on the spot that you are open minded and know that you are not perfect.

There is always room for improvement.

Feed back is always an opportunity to learn!

They might share core elements that could radically shift your team's performance.

Suppose that someone in your team says:

"These meetings are too long. You give us too many details we don't need. We should spend max 15 min discussing this and that's it!"

If you actually hear what they say, you could totally transform the way meetings happen and start communicating differently!

But for that, you need to be open for change!

You need to be open to improve your manager's game.

You can even set up a feed back minute at the end of each meeting.

You could say:

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“Ok, time for feed back... is anybody bothered by anything right now? Any complaints, feed back, positive or negative concerning what we did so far or our performance?”

It takes courage to go that way!

Why? Because denial is way easier!

You pretend you don't see the flaws.

When you ask for feed back, you enter in a field you can call radical, honest or authentic communication.

It shifts the energy because you are suddenly open for improvement.

This by itself can shift the way your team positions itself.

How to have a constructive feedback session without arguing

The tendency to argue is very strong when people have different opinions.

There is a simple way to shift that and create a way more constructive reaction.

This tactic is super simple:

Listen!

Yes! That's it!

Listen!

How do you do that effectively?

You look at the person straight in the eyes while they share their feedback.

You take notes!

You ask follow up questions:

"If I was changing that attitude what exact difference would that make to how you feel?"

You rephrase:

"Are you saying that what you want is to have less work load, that right now, you have too much on your plate and need to delegate? Is this what you are saying?"

You validate what they say:

"I hear you!"

"Good point!"

What if you disagree with the feedback given to you

The first step is to open up, not get defensive.

That's essential.

You need to listen first!

Suppose that someone says:

"We need more money for that! We need twice the budget we have now, otherwise, we will fail!"

You know the resources are not available.

What do you do?

You say:

"So, what you are saying is that you would like an extra \$10000 to be invested in this. If you were leading this project, how would you use the money? What results would you expect?"

"Can you give me an example of a similar project that succeeded in the past?"

In other terms, you ask for extra information.

You keep digging for more until you have the full complete picture.

The person sharing their knowledge and experience might have a point!

If you miss it, you could jeopardize the whole project.

The moment you listen, you get them involved in the decision making.

You let them see that their voice matters which makes a huge difference.

What do you say once they are done?

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"I think I have now a clear picture of what you mean. Does anyone else have anything to add to that? What do you think of this proposition? Do you agree or do you have other opinions?"

Once other people share, you can ask for a quick vote on this specific budget choice.

"How many people think it's an idea that should be implemented straight away?"

"How many of you don't really care?"

"How many of you are against it?"

See what you just did?

You got the rest of the team involved.

You get now an overall picture of your whole team's feeling, not just one person.

This radically shifts the balance because it's no longer your point of view against one other person's point of view.

You now generated a team impression.

And it's that impression that matters even more than one individual's.

Imagine if you had blocked the feedback before it's even shared?

What would be the emotion in the person who couldn't share?

It would be resentment!

They would feel excluded from the decision making process.

Next time you ask them something, you would feel this energy resistance in them.

If you do cut them off once, that's a small hit against team spirit.

If you do it systematically, you create a team spirit which is weak, full of resentment and ongoing resistance!

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You won't get your team to get involved when needed!

So, the choice is simple, right?

Be open for feed back!

It doesn't mean that you must implement everything that is being shared.

You can openly say things like:

"I know that right now, we are challenged budget wise but your idea is great and I can see that most of the team supports your point of view. I can totally see now the positive impact this budget increase would have".

"I thank you for sharing these excellent points. It's a perspective I hadn't considered myself. If anything else comes up, feel free to share next we meet, ok?"

"I will see what I can do on my end and come with some news at our meeting next week".

What did you do?

You just validated their feed back and positioned yourself as a team player.

Powerful! Right?

How to deal with trouble makers

Some people are just challenging to work with.

They stir conflict and naturally upset everyone.

So, if you are in the middle of a presentation or a discussion and you see someone systematically interrupting the flow, here is what you can say:

“Ok, we get your point, we’ll have 5 min feed back at the end”

in other terms, what you just said is:

“We want to listen to what you have to say”

“You will be given space and time to share”

If you notice that this person is systematically destroying the flow, not just one but at every meeting, you can meet them one on one at another occasion.

You can say something like:

“Look, I am not sure what it is, but I do feel some resentment on your side... Am I right? What’s going on? Are you happy with your work or is something bothering you?”

That person might unload a whole lot of stuff you were unaware of.

The goal is to get that person on board or if necessary give them a role in the organization that would suit them better.

Again, the first step is to listen.

As soon as they know they can speak with you, their whole attitude will relax.

If you want to even set it up within the organization, you can have a feed back hour once a week.

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Everyone in your team knows that this is a moment when they can contact you for a chat.

You can as well ask them to share their feed back by email if you prefer.

The point is that they know you are open for discussion.

If you feel you don't have the time or the skills to have these discussions with a your team, you can always delegate that task to a coach you hire for that.

People want to be seen and heard

No one wants to be insignificant!

People can often go for years without getting any validation or compliments for their work.

On the other hand, they can easily be target of harsh criticism.

Take a stand and decide to give positive feed back!

Lots of it!

Real good feed back, with details of what you mean!

“Hey! I really like how you handled this challenge the other day. I especially liked how you answered to your colleague in a very calm non aggressive way. I like this way of communicating a lot! Well done!”

What do you feel is the impact of these words on someone’s state of mind?

It’s uplifting, right?

You think that because people are adults they don’t need that kind of feed back?

Of course, that’s not true!

Most people are craving to be validated for the good things they do in life and I am sure that they value your opinion a lot as their manager!

You can truly make someone’s day with a few kind words.

Now, that’s team and synergy building!

Positive feed back is a powerful way to create connection and motivate your team!

People tend to focus a lot on the negatives.

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They share what's not working and easily criticize their work or the work of others.

When you highlight the positives, you can shift your whole perspective and add energy to a set of events just like that.

And of course, staying positive when you face challenges is a profound skill that can reinforce your position as a leader.

Keep in mind that highlighting the positives and being able to celebrate victories is just a skill you train.

It's a way of dropping your weapons for a moment and saying "thanks!".

Should you intervene when you see conflict rising in your team?

Not always!

In some situations, especially if it's just temporary heat between two team mates, you can easily let them sort this out.

If you step in too fast and try to direct the outcome, you offer too much control and guidance.

People sometimes need to work out stuff and giving them the space to do so is super healthy.

Now, if the conflict is an ongoing battle that poisons your business, of course you can not let that happen.

You need to see them separately.

Ask them what is going on to asses the situation.

After that you can see them together and play the mediator between them.

That's again a coaching role.

The goal is to get rid of the friction before the conflict creates a snowball effect.

You can be firm!

You can say something like:

"I appreciate you sharing what you feel. It's way clearer! Now, try to put yourself in my shoes for a moment! I see you wasting lots of precious time and energy arguing with each other. What do you think I should do about it?"

You even ask them to suggest a solution which is a powerful way to mirror your position to them.

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Firing someone is an extreme step and usually it's not needed to go that far.

In most cases a simple, firm and directive suggestion should work.

How much control should you express as a manager?

The less is usually the best.

The more you micromanage your team the most inclined they will be to under perform.

You need to encourage initiative and involvement to keep your team motivated.

How much controlling power you express is clearly a key parameter in your team building strategy.

Control is like fire!

It's a weapon, a tool and a skill!

It takes some practice to master it!

The fact that you are a manager and have the right to control doesn't mean you should use it!

Control is like a weapon.

If you misuse it, you can actually destroy precisely what you try to create.

So, you need to be subtle and be careful with it.

I feel that you can often simply offer a protected space and then let your team free within that space.

That space is the organizational structure they work in.

It's the administrative set up or contract they did sign.

Within that set up, if you use too much control, their motivation will quickly drop and you will achieve the exact opposite to what you want.

What you want is more involvement, productivity and results, right?

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For this you need individuals who take responsibility and are able to think for themselves!

In other terms, you need to trust them and let them know you do.

You can say:

“My managing style is to give you lots of freedom and space. Why? Because I believe this is the type of mind in which you will be the most productive and have the best results.”

“Now, when I say I trust you, I empower you as a team player and give you space! Don’t disappoint me! Play the game so that we all win!”

That’s the type of energy contract you can set up with your team.

I believe that this type of attitude is a powerful way to energize your business.

9 keys to create synergy

Freedom!

This is one of the key areas where organizations can shift from cave age to the future.

Offer more power, freedom and creative space to their team members.

Right now, only a small fraction of an individual creative power is usually used.

Why?

Because setting a team member free can be challenging and even scary for some managers.

The truth is that most of your team members are naturally creative people.

You can coach them into expressing their best.

That's your role if you are a manager!

This is one of the key values modern organizations function with.

They understand individual needs and harvest that power to boost the effectiveness of their organization.

How do you stimulate freedom?

You stop micromanaging your team.

You stop worrying about the details of how something gets done and let everyone find their way.

Yes!

You do set up targets and directions.

But you do give space to individuals to achieve their targets the way they want.

Get everyone involved

Ask them for feed back and ideas.

Anytime you have the opportunity to do so, get them involved in decision making and project design.

Every single person you work with has a massive creative resource.

In so many organizations this creative power is locked in and suppressed.

Why?

Because many bosses tend to compete with their team rather than collaborating with it.

This is simply a negative managerial pattern.

It's a controlling attitude that turns against the positive creative flow of your organization.

Here is how you ask for feed back:

"I am focusing on this project and wonder what your ideas are on that one... What do you feel would work best?"

You ask for opinions, ideas or feed back.

Exciting targets

People need to feel thrilled by what they create.

I know, sometimes the field you are in has little creative space in it.

You can focus on performance, though.

If the main target is profit, make sure you do share part of that profit with your team.

They must know that if they perform better, rewards are higher.

The art of managing is intimately linked with building up fire and conquering drive within an organization.

Exciting targets are one of the keys!

Listen + Speak out + Communicate

Some subjects are off topic within an organization.

The team environment is not a space for digesting personal problems or issues.

For instance if one of your team members goes through a tough time at home with their partner, you don't have to solve that for them.

You are a manager, entrepreneur or business owner, not a therapist.

It is much better to get them to seek external professional help rather than trying to solve these issues yourself.

Now, for anything else that concerns your business, dialogue and communication are keys!

When you ask, usually people want to share what they know or feel!

They might have precious inklings you should know about, things they heard or information they just discovered.

Ask and listen!

Give them space to share what they know.

The best is to do that weekly within a short business meeting.

You come together at least once a week and everyone knows they will be given a chance to share important information they might have.

You create non formal dialogue as well any time you can.

The key is to get information to circulate as freely as possible.

Information is power!

You know that!

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The number one reason why people tend to lock in precious information is because they want to monopolize power.

Don't fall into that trap and get people to share what they know!

Identify common targets

The reason why you synergise as a team is because you have a common vision.

See what happens when a natural disaster hits a region.

People come together because they suddenly have a common target: Survival!

What are the common targets you and your team share?

Here are some ideas:

- You want to create a great product
- You want to work within an exciting context
- You want a high level of freedom in how you get things done
- You want to respect everyone
- You want to function within a conflict free space
- You want to be efficient
- Etc.

These targets are valid for everyone!

If someone in your team is not excited at all when working with these values, get them to share what would make them excited.

Maybe they are just bored with life and with whatever you would focus on.

Honestly?

Replace them by someone who is not draining your spirit and has at least some energy to invest in their work.

Yes! You can make hard calls as a leader.

These common targets are not directions YOU only set up.

Again, you ask your team what they expect from a day at work.

Implement change!

If something's not working, find out what it is and make changes.

This is called renewal power and is one of the key ingredients to get your business moving forward!

A fraction of your time and energy as a team is directed towards implementing change, shifting patterns, refocusing your energy on new goals and getting rid of what is useless.

This is called change, renewal or transformation!

How do you implement change?

You focus on one shift at a time.

You make a list of what does not work or what needs to be shifted.

Then, you select one point on that list and focus on that for a week with your team.

By the end of that week, you debrief what happened and evaluate the success of the changes you made.

Next, you select another point and focus on that one for a week.

If you implement change in that way consistently, you can radically shift the way a team functions within 3 months.

No, it won't happen in an instant because patterns and habits need to be changed.

It simply takes some time, energy and focus.

Successful meetings

Here are a few keys to get meetings with your team to work:

- Short and frequent meetings
- Function as a facilitator
- Before the meeting, take 5 min to write down the points you need to bring
- Ask and listen
- Get everyone to participate and get involved
- Give rhythm! – Shift topics fast when something is covered
- Rephrase to make sure you got their point
- Finish on a high note
- Keep unsolved issues for next time
- Etc.

Running successful meetings is of course one of the central keys to create synergy.

Why?

Because this is the moment you come together as one.

Make sure you don't waste anyone's time!

Solve conflicts when they arise

Identify conflicts and solve them!

First, you need to identify the problem.

Then you need to get those involved to share.

If you identify a conflict between two of your team members, the longer you let it unsolved the more trouble it creates.

Bring them together in one place or listen to their stories individually.

Next, refocus by identifying exactly what each of you want.

Some small tensions within a team will often be there.

It is okay as long as it does not interfere with performance.

The goal again is to have a team 80% to 100% frictionless.

Celebrate your victories!

When you reach targets, celebrate!

Take a minute to pause, thank everyone for their participation and get them to share their insights.

Ask yourself and ask them these questions:

- Why did we succeed?
- What would you do differently next time?
- What will you remember from that experience?
- Etc.

Yes! Financial reward is definitely a +!

If this was a business success, let them share that victory by sharing at least a fraction of the profits.

This is a key motivation factor that will boost their desire to thrive with the next project.

Conclusion

I hope you enjoyed this material!

Feed back? Questions? Success stories?

Email me at francisco@vitalcoaching.com

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To your power!

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