

Ebook



How to Empower Your Managers to Be Coaches



BRIDGE

Developing Managers As Coaches

James M Hunt, Joseph R Weintraub



Developing Managers As Coaches:

Developing Managers as Coaches Frank Salisbury, 1994-01-01 This is a book to inspire and instruct you on how to deliver the concept practice and process of coaching into your organization For the managers you have to train realizing the power of how to nurture develop and empower their staff to release untapped potential can mean a radical difference in their management effectiveness With a vigorously practical focus this book successfully combines coaching strategies from the athletic world with managerial approaches to motivation Frank S Salisbury uses this to provide you with logical easy to implement ways of helping your managers become activators to getting the best from people He has applied these strategies with dramatic effect to offer you guidance on enlightening your managers on how to release latent skills and talent advice based on extensive research and illustrations from real life situations Encouraging your company to leap forward into the crucial concept of coaching is a challenge one which this book will enable you to meet with confidence and insight

The Coaching Manager James M Hunt, Joseph R Weintraub, 2002-05-06 The Coaching Manager provides real world strategies for developing people in any organization Hunt and Weintraub bring together a new model of coaching along with a solid understanding of how business works A must read for leaders at all levels Roger Enrico former Chairman and CEO of PepsiCo Inc Managers and entrepreneurs alike will find The Coaching Manager to be of immense value in learning to coach as well as creating a coaching friendly environment Hunt and Weintraub give us an approach to coaching that managers can start using immediately This book belongs on every manager s bookshelf Arthur M Blank Co Founder and Retired Co Chairman The Home Depot Chairman President and CEO Atlanta Falcons Hunt and Weintraub impart solid insight and advice for developing leadership talent and inspiring performance through an innovative coaching model The depth of their research and experience with thousands of managers is relevant to any business leader interested in aligning talent with their organization I have participated in their leadership coach training program and recommend it to all leaders who value support and encourage their most precious assets the employees Patricia A Hickey R N M S M B A Vice President Cardiovascular and Critical Care Services Children s Hospital Boston Mass A rich wonderful resource for all managers wanting to develop the potential of their people In this one volume you ll find all the guidance tools and examples needed to become a master coach In a world where the capacity to coach is no longer nice to have but a necessity to know this is the book to buy Jay A Conger Professor London Business School and author of Building Leaders The Coaching Manager Developing Top Talent in Business introduces an easy to implement developmental coaching model based on the authors extensive work with thousands of managers executives and MBA students The goal is for managers to help employees learn and be more productive on a day to day basis This model encourages employees to take greater responsibility for their learning and development while forging a helping relationship between manager and employee Such an approach to management will lighten the emphasis on evaluation and create learning opportunities for all involved The book includes

twenty real world cases self assessment tools and action checklists to deepen skills and understanding The Coaching Manager will benefit managers leaders and entrepreneurs in business and not for profit organizations those in MBA programs students in leadership organizational development and human resource management as well as participants in executive training programs

Accelerating Your Development as a Leader Robert Barner,2011-09-14 An invaluable resource for HR professionals and executive coaches this book focuses on how to reduce the time needed to prepare high potential HIPO leaders for next level positions Providing the leading trends tools and techniques in the industry the book demystifies the process of HIPO development It includes a powerful five step process for increasing leaders readiness as well as a complete set of tools for running workshops on developmental planning and coaching This text also serves as a core text for the author s Executive Coaching Certificate Programs

Becoming a Leader Coach: A Step-by-Step Guide to Developing Your People Johan Naude',Florence Plessier,2014-04-02 As a leader you have different roles to play with your direct reports One of them is to manage their day to day performance Another is to support their development so they can continue to deliver top performance Most leaders are comfortable with and effective in the first role However many leaders are less clear about the role of developing their direct reports particularly coaching for development This guidebook provides an introduction to leader coaching including a structure and a set of guidelines to conduct effective formal and informal coaching conversations with your direct reports

The Center for Creative Leadership Handbook of Leadership Development Ellen Van Velsor,Cynthia D. McCauley,Marian N. Ruderman,2010-03-01 Praise for The Center for Creative LeadershipHandbook of Leadership Development The most authoritative comprehensive and practical source for developing leadership capability in any organization The handbook integrates the very best of theory and practice and serves as a valuable road map to creating a foundation of systemic leadership excellence now and for the future Thomas J Griffin vice president organizational learning and chief teaching officer U S Cellular Only from the Center for Creative Leadership could we expect to see such a rich authoritative and actionable set of the latest resources for developing leaders All those who have responsibility for developing leaders senior executives leader development professionals and leaders themselves as well as those who study leadership need to read this book Douglas T Tim Hall founding director Executive Development Roundtable Boston University The changes in the third edition of The Handbook of Leadership Development make a good book even better The authors provide a broad perspective on the most relevant topics for academics and practitioners The emphasis on development of collective leadership capacity as well as development of individual leaders is consistent with the growing recognition that strategic leadership shared leadership and flexible change leadership are essential for sustained organizational effectiveness in a dynamic global economy The book is a valuable source of knowledge and practical advice for anyone who is responsible for providing or managing leadership development Gary Yukl professor of management University at Albany SUNY We consider leadership to be the single most important factor influencing the performance of our

organization This book is brilliant in defining what we need to do and what capabilities we need to assist our leaders to grow and develop Morten Raabe vice president of Organisation Development WW ASA Oslo Norway Note CD ROM DVD and other supplementary materials are not included as part of eBook file

Coaching for Development Marianne Minor,1995 The acclaimed Crisp 50 Minute series presents self paced learning at its easiest and best Comprehensive self study books for business or personal use are filled with exercises activities assessments and case studies COACHING FOR DEVELOPMENT contains the five roles of a coach how to model each role six coaching tools and more

The Manager's Guide to Coaching for Change John L. Bennett,2024-09-03 Winner in the Leadership Mentoring Coaching category of the Goody Business Book Awards 2024 We live and work in a world of change Helping individuals and teams prepare for respond to and learn from change are critical for thriving Managers and leaders at all levels play a vital role in developing talent increasing performance and supporting transitions and transformations This book is about effectively coaching others in your role as a manager coach A manager coach is a person who uses coaching related knowledge approaches and skills to coach team members in the organization who report to them or who have sought their coaching In 16 chapters leaders at all levels human resource professionals and graduate students will find research based practical approaches to developing talent improving performance and supporting transformation Topics include the change coaching process theoretical foundations of coaching use of self in managerial coaching six coaching skills how to coach across differences specialty coaching peer team and executive ethical considerations for coaching and continuous development for manager coaches Provides models frameworks and tools that can be used to coach team members

The Manager as Coach Jerry W. Gilley,Ann Gilley,2007-02-28 In theory managers serve as guides directors decision makers and energizers for their employees Unfortunately few managers have themselves been trained in the skills and techniques to get the best results from their employees and managerial styles can run the gamut from permissive but ineffectual to aloof to autocratic In The Manager as Coach the authors focus on the key purposes of coaching improving individual performance solving problems and securing results in order to address the challenges of effective management head on Dispelling popular myths and misconceptions about coaching as a passing fad or a collection of superficial motivation techniques they offer practical tools for mastering the skills of effective coaching to the benefit of employees and the organization identifying four primary roles that managers as coaches play on a regular basis trainer career advisor strategist and performance appraiser Featuring diagnostic exercises worksheets and a listing of resources The Manager as Coach will help readers develop the qualities and skills to align individual and organizational goals and forge dynamic productive relationships Whether large or small manufacturing or service every organization selects managers and assigns them the task of securing results through people In theory managers serve as guides directors decision makers and energizers for their employees Unfortunately few managers have themselves been trained in the skills and techniques to get the best results from their employees and managerial styles can

run the gamut from permissive but ineffectual to aloof to autocratic This volume in The Manager as series addresses the challenges of effective management head on by exploring the role of manager as coach Focusing on the key purposes of coaching improving individual performance solving problems and securing results the authors dispel popular myths and misconceptions of management coaching as a passing fad a process of endless tutoring or superficial motivation techniques and offer practical tools for mastering the skills of effective coaching to the benefit of both employees and the organization They identify four primary roles managers as coaches play on a regular basis trainer career advisor strategist and performance appraiser Featuring diagnostic exercises worksheets and a listing of resources The Manager as Coach will help readers develop the qualities and skills to align individual and organizational goals and forge dynamic productive relationships

Building A Coaching Culture : How Managers As Coaches Can Include And Develop New Employees Successfully Andreas von der Heydt,2021-12-01 The speed and complexity of change in business practice has never been greater than today Navigating this new and lasting norm requires for any organization besides other factors two principal elements Managers and leaders who are capable of coaching their team members as well as a new type of workforce that can quickly adapt to changing environments can acquire new skills necessary to be successful in the future and is willing and capable of stepping up to take over responsibility The book argues that internal coaching is an excellent tool to onboard integrate and develop new employees Successful coaching will result in higher job satisfaction for both coach and coachee better work and business results and superior retention levels A long term win for both the organization its employees and customers Based on extensive interviews with both tenured leaders and new employees focus groups with learning development experts and a comprehensive literature research as well as the author s own in depth coaching knowledge and expertise this book proposes an academically researched developed and validated model of eight dimensions of successful coaching as well as a five step implementation plan which can be used as an impactful framework to embed coaching skills in organizational settings to create a sustainable and growth generating coaching culture

The Coaching Manager James Michael Hunt,Joseph R. Weintraub,2017 KEY FEATURES The Coaching Manager Model simplifies core concepts and helps readers get at the essence of what it takes to be a coaching manager Real world cases illustrate coaching in a variety of environments and offer strategies for developing people within any organization Self assessment tools prompt readers to explore their existing notions of coaching and help readers create and sustain a coaching environment Action checklists deepen skill sets and provide experiential learning opportunities in the classroom and on the job Numerous practical examples and exercises encourage readers to apply the concepts and build their skill set as a coaching manager

NEW TO THIS EDITION New research and contemporary cases demonstrate how managers are using coaching to develop talent in our current economy A new section on entrepreneurial learning has been added to discuss coaching and development relevant to entrepreneurs New real world examples of diversity and technology help readers coach others different from

oneself and show readers how to use technology to coach employees over vast distances *The Manager as Coach* Jim Durcan, David Oates, 1994 Based on extensive case studies at British companies *Coaching Skills for Nonprofit Managers and Leaders* Judith Wilson, Michelle Gislason, 2009-11-09 The only nonprofit orientation to coaching skills available Coaching Skills for Nonprofit Leaders will provide nonprofit managers with an understanding of why and how to coach how to initiate coaching in specific situations how to make coaching really work and how to refine coaching for long term success Coaching Skills for Nonprofit Leaders offers practical steps for coaching leaders to greatness and complements the academic and theoretical work in nonprofit leadership theory The book can be used by the coaching novice as a thorough topical overview or by those more experienced with coaching as a quick reference or refresher Based on the Inquiry Based Coaching approach Coaching Skills will strengthen and expand the reader's ability to drive organization mission while retaining the intrinsic values of the nonprofit culture and working towards outcomes that create a culture of discipline and accountability and empower others to be even more responsible accountable and self motivated This book uses accessible language examples case studies key questions and exercises to help Promote better relationships Know when to delegate direct and coach Balance directive and supportive styles of leadership for productive partnerships Overcome fears and deal head on with difficult situations and conflict Use coaching for performance improvement and on the job development Support independent thinking and personal reflection Gain commitment and accountability from others and build teams

The Coaching Connection John Hoover, Paul Gorrell, 2009-08-19 Traditional coaching methods have focused entirely on the individual sometimes even at the expense of improving measurable business results for the company Now authors John Hoover and Paul J Gorrell both notable leaders and talent experts show managers how they can use contextual coaching to ensure both individuals and organizations experience the highest probability for success Contextual coaching uses a dual focus systems approach to align coaching processes with the strategies cultural imperatives talent management systems communication practices and competency requirements of an entire organization The Coaching Connection teaches readers how to apply this methodology by taking all of these factors into consideration within their own organizational context When coaching initiatives are successful individual and organizational interests become one Including a 360 degree assessment covering the ten most essential skill sets of well balanced and effective leaders as well as systems for measuring and managing talent The Coaching Connection helps companies improve both their people and their bottom line results

Manager as Coach in a Pharmacy Benefit Management Organization Marylin Sue Talarico, 2002 *The Coaching Handbook* Sara Thorpe, Jackie Clifford, 2005-12-03 Coaching is proving to be one of the most popular and most effective techniques in the field of learning and development Managers are constantly being reminded that coaching is an important part of their role in getting the best from staff while trainers are increasingly being called upon to coach individuals in a variety of aspects of both work and life This one stop book aims to provide everything readers need to be able to harness this technique Part 1 of the book provides a

detailed and clearly structured step by step approach which should help anyone to develop their ability to coach others. Importantly however as well as helping to develop the skills of coaching the authors provide valuable guidance on where to start when coaching a colleague how long the coaching will take and which methods should be employed and when Part 2 provides a range of real life case studies from a variety of commercial and non commercial settings that will help you to decide how coaching can best be tailored to your own organization. The final part of the book contains detailed practical exercises that can be used in a variety of settings. Each of these individual elements combine to provide the definitive coaching handbook.

Developing Managers Manuel London, 1985-04-16 Strategic planning for manager development Early career experiences of managers being socialized into the organization Assessing career motivation of managers Developing and strengthening career motivation How organizational policies and programs affect career motivation Designing comprehensive manager development programs Adapting programs to the organization's philosophy and needs Selecting human resource strategies and techniques for manager development Training programs for developing management skills and leadership Motivating and developing midcareer and plateaued managers Applying manager development strategies and guidelines

Manager As Coach: The New Way To Get Results Rogers, Jenny, Gilbert, Andrew, Whittleworth, Karen, 2012-11-01 Jenny Rogers advice is simple memorable deeply pragmatic and always focused on results. If only more managers would take it. Tim Brooks CEO BMJ Group This pragmatic book will stimulate managers to drive higher performance and get the best out of people. In such a challenging environment this can only be good for business. Carolyn McCall CEO Easy Jet A must read for any manager working to foster the right culture. Belief in excellence and the ability to enable people to perform at their best is fundamental for generating and sustaining high performance. Johanna Friedl Naderer Region Vice President Biogen Idec I believe this common sense simple approach would motivate both managers and individuals to change and empower them to improve their own performance. Michael Parr CEO British Arab Commercial Bank It's a tough job being a manager. How do you manage performance? If you come across as too directive you may get a reputation for harshness. If you are too nice you risk being known as a gullible and easily outmanoeuvred. Neither approach works. Employee engagement is the magical ingredient it makes staff genuinely committed creating excellent work. Few organizations actually achieve it though all say they want it. Coaching is the most reliable a way of producing it. In *Manager as Coach* Jenny Rogers challenges many of the traditional assumptions about what works in management and shows you step by step how to be a brilliant manager and get fantastic results. Reduce your stress. Develop employees key skills. Create a culture of engagement. Improve bottom line results. Jenny Rogers is one of the leading executive coaches in the UK with more than 20 years of experience. Her clients are typically chief executives and directors of large organizations. She writes extensively about coaching and leadership and has trained many hundreds of managers in coaching skills in the UK and internationally. Karen Whittleworth is an acclaimed trainer coach and coach supervisor and the founding director of Worth Consulting Ltd.

Andrew Gilbert is an internationally known as a speaker trainer and executive coach He is the co director of Worth Consulting Ltd

The Coaching Organization James M. Hunt, Joseph R. Weintraub, 2006-08-03 The Coaching Organization A Strategy for Developing Leaders is the only book to provide practical advice on how a company can strategically manage coaching initiatives that strengthen organizations and enhance employee engagement and growth Authors James M Hunt and Joseph R Weintraub offer best practices to help organizations deploy developmental coaching that drives leadership and employee effectiveness Key Features Offers a strategic view of how to manage developmental coaching Coaching initiatives are often deployed on an ad hoc and unmanaged basis and as such often yield disappointing results This book provides a guide for the strategic management of coaching initiatives including executive coaching internal coaching coaching by managers and peer coaching so as to maximize their impact and value Presents credible and practical examples of successful coaching initiatives Case based research conducted by leading academics and practitioners illustrates how organizations can link coaching initiatives and organizational success Case studies from organizations such as Whirlpool Wachovia Children s Hospital Boston and Citizens Financial Group offer clear guidance on the organizational use of coaching Identifies assessment tools for developing and maintaining coaching initiatives Organizational and coaching competency tools are provided to help design appropriate organizational coaching initiatives select expert coaches and train internal peer coaches and coaching managers In addition the book offers no cost and low cost ideas to help organizations spend less money while achieving better results Intended Audience This is an excellent text for advanced undergraduate and graduate courses in Human Resource Management Human Resource Development Industrial and Organizational Psychology Organizational Effectiveness Executive Coaching and Leadership It is also a valuable resource for executives managers and human resource professionals

Coaching, Training & Developing The Retail Manager Richard Bell, 2019-08-04 Retail managers spend a large part of their day putting out fires They chase problems and apply quick immediate solutions The solutions do not typically consider the whole system or surrounding areas that may be impacted The solution in essence may create additional problems down the road or may not resolve the underlying issues of the problem When problems arise a Store Manager asks How Do I fix this problem now A Retail Consultant asks What does the problem really mean A Retail Consultant is a professional trained to look beneath the surface of problems They collect data observe established norms and behaviors as well examine contributing factors below the surface in regards to problems and dysfunctional environments The bad news your company will probably never offer you the support and expertise of problem solving through a consultant The good news a Store Manager can be the Retail Consultant for their store This book covers the six main identifiers that contribute to a Store Managers understanding of a retail business They include business performance customers employee environment presentation assortment competition and processes The Retail Consulting Principles walks you through creating a plan for lasting change This method represents progressive steps in identifying and solving problems The principles covered in this

book include Stating the Problem Managerial Diagnosis Discovery Fact Finding Connecting the Whole system Solutions Buy in Long Term Change **Becoming a Leader Coach: A Step-by-Step Guide to Developing Your People (Polish)** Johan Naude,Florence Plessier,2019-10-28 This guidebook provides an introduction to the basics of leader coaching including a structure and a set of guidelines to conduct effective formal and informal coaching conversations with your direct reports Leaders are in the best position to support the development of their people Coaching skills are one important set of tools that can be used to leverage people s everyday experiences at work to drive development and to build leadership capacity in individuals teams and organizations

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Developing Managers As Coaches Introduction

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special service on date at time our gift will characteristic measures from long standing church our i hope it will be the perfect

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