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**CAREER ON!** Creating Career Clarity and Confidence, and Avoiding a Career Cul-de-sac



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**Career On!** is designed to help you develop a fulfilling career. The contents

May 2014

Dear Matthew,

Executives and managers can reap the benefits of better retention and increased productivity through coaching.

## What are the Benefits of Coaching?

### Developing Talent Through Coaching

One-on-one coaching is rated the most effective method for developing employee skills in communication, critical thinking, collaboration and creativity, according to a 2010 survey of more than 2,000 senior managers and executives by the American Management Association. **Individual coaching outranked professional development training, in-house job training, mentoring and job rotation among training modes in improving such skills.**



Coaching may be defined as the "process of providing feedback and collaborative dialogue that deals with the growth of an individual." It is usually centered on a particular competency or set of competencies.

My experience as a coach indicates the following steps are central to effective coaching:

are designed to be a "roadmap" for your career development. This "roadmap" will lead you from where you are now through where you want to be, and how you can get there. Career On! has strategies for sustaining your efforts for the long haul. Keep it handy for use as a "how to" guide and a reference manual in developing your career.

by: Orlando Blake PhD

### Testimonials

"Open minded presentation that lead to empowered conversations and discussions"

- **Mike Kyle,**  
**Managing Director,**  
**Insync Interactive Services**

"Great as always."

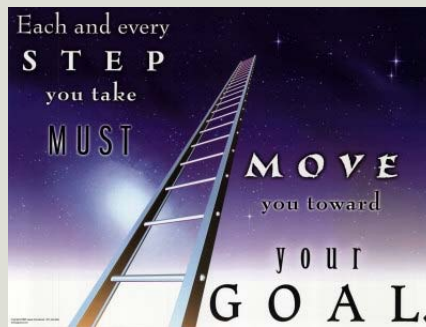
- **Chinyere Inyama,**  
**Systems Consultant**

"...excellent, thorough, comprehensive, and client focused."

- **Russell Rothner,**  
**VP Manufacturing,**  
**Insync Media**

### Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros, Mercantile National Bank and Guess? Inc.



**Set clear performance standards and expectations.** Employees who work for leaders with good coaching skills have clear goals and performance objectives, up front. Otherwise, employee confusion and misinterpretation can result.

### Provide employees with regular performance feedback.

Managers should initiate the feedback conversation and pay attention to the knowledge, skills, and character traits that are critical for employees' success in their current jobs. To give good feedback:

- prepare carefully and think how the person might respond;
- ask for the employee's view first to get started;
- always start with the positive;
- ask questions and listen to responses;
- give specific examples in feedback;
- suggest things the employee can do to improve;
- check his or her understanding and agreement;
- offer help and support; and
- end on a positive note.

**Observe on-the-job performance and interaction with customers or clients.** Managers who observe employees' behavior in the context of their daily responsibilities can provide clearer and more relevant feedback. Those who do not do this may find their feedback is resented.



**Help employees develop self-improvement action plans.** An effective coach selects specific areas for improvement and supports employees in developing personal and professional plans to reach desired objectives.



### Recognize and award excellent performance.

Coaches must be creative and find ways to provide public praise and ensure their employees are recognized or receive a tangible reward for exceptional performance.

**Provide training, guidance, and support.** Effective coaches offer their team members opportunities to grow by providing professional guidance and best-of-class training, and helping them apply the knowledge to their jobs.

He provided key executive career and leadership coaching for Lee, Hecht, Harrison and Right Consultants in Southern California. Orlando is a Founding Fellow of the Institute for Professional Coaching Association.

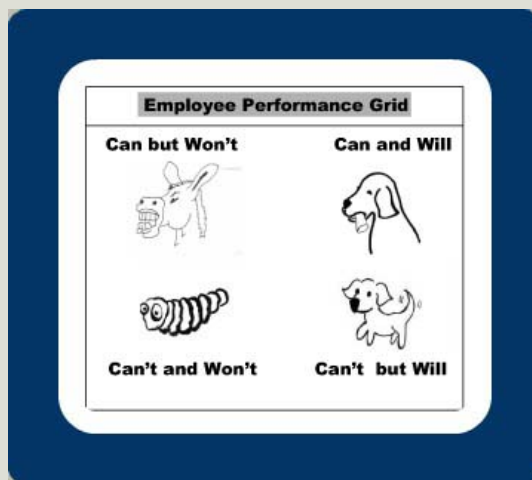
### Stay Connected



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**Build relationships.** Top coaches develop personal relationships with their team members, while less effective managers focus only on the administrative and task aspects of their work. How a coach asks questions is as important as what is asked. It is equally important to listen well, a rare skill. Good listeners will face and lean toward the speaker, maintain eye contact, stay relaxed, not interrupt, and watch for nonverbal signs. They also listen for the central theme, keep an open mind, analyze what is being said, and are aware of what is not being said.



**Determine if an employee has a "skill" or a "will" problem.** Skill problems require patience and training, and will problems require motivation. Confusing the two can be costly in terms of productivity.

**Maintain the big picture.** Effective coaches see each

situation as only one element of a person's overall performance. They are open-minded and consider all aspects of the individual's performance before making judgments.

**Provide opportunities to employees and expose them to strong leaders.** Good coaches champion the employees they coach through sponsorship and by letting the organization know what their accomplishments are. They also introduce them to other leaders from whom they can learn.



Please contact us with any questions you have regarding how to helping bring together your working relationship that brings about a win-win situation.

Sincerely,

*Orlando Blake, PhD, CPT*

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