

## Why Not for Profit Leaders and Managers Need to be Great Coaches

If we could give you only one nugget of leadership wisdom, it would be that of all the factors that have the power to excite people and engage them in their work, the single most important is making progress at something that is personally meaningful (*The Progress Principle*, Amabile 2010). As people who need to get things done through others, the implications are clear: the most important thing you can do each day is to help your people experience progress at meaningful work.

This is even more important in a not for profit organisation where our single most competitive advantage is our ability to ignite in people a passion around the mission. The definition of passion at work is

“.. a strong emotion that happens within each of us when we are doing meaningful work that makes us feel better about ourselves at a pace that feels like real progress.” *Passionworks* Jones 2010

So passion equals meaning times progress and passion translated in to an organisational context means engagement.

So not for profit leaders need to lead both meaning and progress within the organisation. They need to have regular conversations with people about their contribution to show how it aligns with the organisation's mission and strategic goals. They need to provide timely feedback, and help each person learn and grow on an ongoing basis. This is coaching. In fact, according to recent [research](#), the single most important managerial competency that separates highly effective managers from average ones is coaching.

Managers think they don't have the time to have these conversations, and many lack the skill. Yet 70% of learning and development happens on the job, not through formal training programs. The good news is that coaching conversations don't have to be lengthy, they just have to happen regularly. The best coaching is simple and you can achieve excellent coaching outcomes in conversations that last only 10 or 15 minutes if you have the skill.

Marcus Buckingham (*Fill My Bucket*) says a manager's most important task boils down to only two key questions a week that he or she should ask every team member:

- 1. What are your priorities for the week?**
- 2. What can I do to help?**

This is the approach of a coaching leader. Coaching leaders hire good people, provide clear expectations on what has to be accomplished and then step out of the way. But they don't disappear. They are on hand for help and support plus they have regular touch bases with people about how they are going against the clear goals and targets. Once again, this is coaching.

Can anyone learn to coach? Yes. Coaching skills are core skills for leaders but they are easy to learn. These days, not every leader needs to be an expert coach but every leader needs to be able to hold effective coaching conversations with their people.

This series of one day, Managers as Coaches workshops is being held around the country and was described by a team leader in a not for profit organisation as being 'the most useful course I have ever done.' The workshops are led by LEAD Director, Aly McNicoll and cover all you need to know to be able to hold effective coaching conversations with staff or volunteers plus shows you how to manage difficult personalities and conversations.

By becoming a coaching leader you can be significantly more effective plus enjoy your job more. It is conversations that build relationships so investing time in your people through regular coaching will pay more dividends than anything else you do.

**Join us on one of our workshops: Managers as Coaches – developing people and performance**

Thursday 14 September 2017 - Auckland

Friday 27 October 2017 - Hamilton

Wednesday 8 November 2017 - Wellington

Head to [www.grow.co.nz/events](http://www.grow.co.nz/events) to enrol or email Aly at [aly@ead.org.nz](mailto:aly@ead.org.nz) to bring this course to your organisation.