

*Business Purpose:
To improve line managers' performance in finding what makes people tick.*

The person behind the job



Telling someone what you want has a certain economy of style and efficiency about it.

Inspiring people towards mastery, autonomy and a bigger purpose will bring results.



A task focused, tick box approach to managing people is a little like doing an MOT on a car. Every car needs fuel to move and the fuel required to move people is emotion. The human being, the living, feeling person behind the job, when excited, inspired, optimistic, energised, trusted and purposeful, will want to go the extra mile.

So how do you, as line manager, inspire your people through coaching?

- A coaching approach means you can build and strengthen relationships. This brings loyalty and commitment.
- Coaching dialogues increase openness and honesty about what works and what doesn't. With the right questions, this brings solutions, improvements and increased engagement.
- Regular coaching brings trust and self disclosure. This increases mutual understanding and shared perspectives.

- Use **GROW** coaching dialogues to identify the specifics.
- Use questions based on **appreciative inquiry** to discover potential.
- Identify whether or not anything might get in the way of achieving that potential, i.e. how to get rid of or reduce interference **Performance = Potential – Interference**
- Consider the **Facets of emotional intelligence** to give you more clues about individual interference.

Start with you

Your performance will improve as a coach if you experience coaching. The insights you gain from being coached will massively improve your performance as a line manager and coach. Your self development from being coached will inspire other people's confidence in you as a coach and role model.