

BE

don't do.



The Sherpa Guide to
coaching for managers

Brenda Corbett – Rubí Ho – Judith Colemon

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Sherpa Coaching
Cincinnati, Ohio USA

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Dedication

This book has been written with gratitude

for our partners at
Penn State,
Texas Christian University,
The University of Georgia
and Miami University,

and for Certified Sherpa Coaches
around the world.

More importantly, it is the result of our rich experiences
with managers and executives who have trusted us
with their careers, and had the courage to change.

and for Christian Samuel,
who will discover his Why It Matters,
as his new life unfolds.

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Introduction

BE . . . don't do. What does that really mean?

We work with leaders: supervisors, managers and executives. We hear about the challenges of their working lives. They tell us everything.

Most of a manager's life is about doing things. Completing tasks. Getting results. Doing is rewarded. It is easier to do, instead of leading and motivating *others* to do things.

What if you slowed down and concentrated on how you should BE?

Let our team of Sherpa coaches help you work on BEing a leader. Over many years, we have mastered the art of BEing, and we are going to teach you . . . how to BE, instead of just doing as a manager.

Ultimately, BEing will help you *DO* more effectively.

BE more aware. BE more present. BE more you.

If you want to be a successful manager at any level, you'll need to know... it is impossible to succeed just by 'doing'. If you want an organization that lasts... an organization that has life, you must know who you are as a leader.

'BE' and 'do' are dependent on each other. As you think about results, you must make sure your people perform, while they succeed as human beings.

Managers that tap into peoples' hearts will build lasting relationships as they get things done. It is important that you learn how to both 'BE' and 'do'. This book will help you work on the 'being' side of your job and in the process, help your 'doing' side.



What does it mean to *BE*?

- **BEing means giving up ownership:** You are not responsible for everything that happens. At the same time, you are responsible for the end result. To truly BE, you have to let go of work that needs to be done by your people. You have to recognize those times when you don't need to 'do' the work yourself, even if you can do it better.
- **BEing means listening:** You hear the words, you hear the meaning, and you hear what the person in front of you is truly saying. You stop jumping to conclusions and 'inventing' what people are saying, and you just listen and BE.
- **BEing means asking questions:** Clarify and define information your people need. You engage people in the conversation and allow them to 'be' heard and noticed.
- **BEing means setting expectations:** You are not doing the work; you are coaching your people to clearly hear you and do what they need to do.
- **BEing means using coaching moments:** This effectively stops you from solving, solving is doing. You are going to have to solve problems that are your job, but you don't have to solve problems that aren't yours. You don't have to 'do' it all.



What to expect from this book

You already know what to do. We will teach you how to BE. This book will teach you how to BE . . . a more effective leader. This book will add coaching to the range of skills you bring to your job. There are four parts to this journey:

- **We'll take a good hard look at you.** We will look at your strengths and weaknesses. We will find out what really motivates you. When we're done, you'll understand how these things play out in your working life.
- **We will make communicating with your people easier and simpler, every time.** You will accomplish this by setting expectations the Sherpa way. You will be given steps to make sure people always hear you. You will be given a process that simplifies your job . . . and makes sure people always know what you want.
- **We will give you a toolbox.** Your toolbox will be filled with ways to handle difficult situations. One of your biggest obstacles is understanding what to do when you have a problem person on your team. We are here to give you a helping hand.
- **We will help you create and sustain change.** You will learn a simple technique called QUESTION that puts your goals to the litmus test. Apply it effectively, and your coaching skills will stand the test of time.

BE . . . don't do is designed as a quick read, and as a career companion. Read the book straight through, until you get to the questions in Chapter 6. From there, you will have all our tools and techniques in context. Then, you will know exactly how this book applies to your working life, and how to use it as a desktop companion going forward.



This One's for You

This book is for you: the executive, the leader, the manager. If someone works for you or reports to you, if others look up to you, this book has been written for you. It is used in executive education classes all over the United States, but it has no boundaries. It works anywhere in the world.

We have worked with executives and managers from five continents. We have learned that human nature is universal. People behave in the same ways all over the world. No matter where you were born, where you live, human nature is something we all have in common.

You might challenge this by thinking: 'You don't know me. You don't know where I came from. You don't know what works for me.' Actually, every person we have ever taught has quite a bit in common. Our similarities outweigh our differences.

We have seen people take chances to reach a personal summit. This book is about that journey. You are about to travel to places where you have never been. Pack your suitcase, fasten your seat belt and enjoy the ride.

This book is a journey, and it leads to what we call your 'personal summit.' Like Sherpa mountain guides, we will lead you to the top, whatever your summit may be. Each part of the book has three activities for you to practice and work through.

1. Develop Your Coaching Skills:

Assessments, activities and exercises to help you use what you have just learned. Some of these will take time; others can be done in the moment. These exercises are the equivalent of the homework we give to our coaching clients.

2. How To Use This Tool:

Practical ideas about the coaching tool you have just studied, including a case study and description of how to use the coaching tool we have described. This section will include case studies which fall under the heading 'Stories From the Summit.'

3. Sherpa Words:

Specific words, sentences and questions that help managers get the most out of the tool or technique we are discussing. People tell us that 'self help' books tell you what to do, but don't tell you how to do it, especially what to say when a situation arises. Here, we solve that problem.



Getting Your Life Back

This book will help you enjoy your role as a manager more. It will teach you to be a coach. It will help you deal with difficult situations, using tips, tricks and techniques that might be new to you. If you already use these techniques, this book will remind you of the value and importance of continuing to use them.

This book promises to make your job easier. We know we can't take that difficult person off your hands, but we can give you the right words for dealing with them. We will teach you simple steps that will help you through the hardest part of being a manager. We will help you look at management in a different way, a more proactive way . . . a coaching way.

To start our journey, think about these questions:

- What led you to be a manager?
- What do you like most about being a manager?
- What is exciting about your job?
- What is unique about your job?
- What do you do best in your job?
- How well do you know yourself?

If we ask you to describe yourself in your role at work in a 30 second commercial, what would you say? How would you describe what you do?

Let's start thinking about you, and what motivates you as a manager. You can't begin your journey to *Being...* without a starting point. That starting point has to include the right mindset. Let's start with a commercial, a verbal message that concentrates on your best traits for 30 seconds.



Develop Your Coaching Skills

Here is how to write a 30-second commercial about yourself. Think through these questions.

- What are my strengths?
- What do I love about this job?
- What is the foundation of my management style?
- What do I find important about what I do?

Introduce yourself to the world. Write a script to describe the most important features that you want your boss and peers to know about you. Include your skills, strengths, and talents. Read your script out loud and time yourself. Thirty seconds is all you have.

Here is one example:

I love what I do. My name is Larissa. I manage a beauty salon. I call the women who work for me 'my girls.' They are so supportive and involved in the growth of Clip Company. I am constantly amazed that I can manage a salon and also take care of my own customers. I love the fact that my customers keep coming back. I see return customers at all of my girls' stations.

Talk about a successful business. No matter what's going on in my customers' lives, I provide a 'get away.' I have women come up to me and thank me for the salon, thank me for the music and the peace they feel. Yes, my salon. I am thrilled that I can do that for people.

The 30-second commercial helps you acknowledge your worth, your importance, and your uniqueness. It is a beautiful way to start your journey. Memorize your commercial. Practice it on friends and family. After all, it's only 30 seconds. You have time to say it. . and they have time to listen.



Chapter One

The Sherpa in You

The Sherpa

In the Himalayas, the native guides that assist climbers to the top of Mount Everest are called Sherpas. The Sherpa's job, leading and guiding, is very much like your job as a manager or as an executive. We have interviewed Sherpas who have been to the top of Everest, and distilled their wisdom into practical business terms. Here's what we learned:

Sherpas are the best at just 'being.' They live in their role as the guide who gets climbers to the top of the mountain. In the thin air on Mount Everest, doing too much will waste precious energy. 'Being' helps you do just what you need to do to reach your goal: put one foot in front of the other. Don't do too much, and don't over-think things. "Be where you are, otherwise you will miss your life." This is the truth they live by, and what they teach climbers as well.

Sherpas lead others up a mountain. Though everyone knows the challenge of the mountain and the work involved with the climb, not everyone climbs in the same way. The Sherpa needs to know the true path, so everything else can fall into place. They can only do this by being constantly present. To *BE*...is to be present.

Sherpas are advisors. They assist each team in getting successful outcomes and conclusions. Sherpas offer up ideas, experience and directions, but allow the team to choose how they will approach the climb.

Sherpas are guides. They get their people to their highest performance by knowing the terrain and understanding what must happen in order for people to reach the summit.

Sherpas are facilitators. They allow climbers to reach the summit through their own skill and determination. Climbers have to do things for themselves. The Sherpa is only there to guide the process.

The Sherpas of Nepal are masters at what they do. This book will help you acquire their strengths as a manager. We are going to help you be an advisor, be a guide and help those around you reach a personal summit. We are going to help you become a coach, a Sherpa coach.

Being a Sherpa coach takes time and understanding. Coaching will make your job easier and allow you to be the best you can be; surrounded by people who clearly understand you and their job.

The Sherpa on the mountain provides equipment, supplies and recommendations for climbers. Each climber then decides what to use, what to carry and what to do. Just like the Sherpa, we will provide you with all kinds of tools, examples and ideas. Some will work for you, some may not. The key for you is to try them all, and embrace what works for you.

Definitions

Manager: From this moment on, we will use the term ‘manager’ when we talk about all executives and leaders: supervisors, directors, vice presidents, presidents. The intent is simply to have a uniform designation for your role. Simply put, if people report to you, you are a manager.

Direct report: Your staff, the people you are responsible for, the person who reports to you, the people under you on the organizational chart. We use the term ‘direct reports’ for your workforce, your labor pool, your employees.

Boss: Your direct supervisor, whoever that may be: department head, board, vice president, CEO, unit manager, administrator or executive director.

What is a Manager?

A manager is someone in charge of one or more people, whose success comes from creating efficiency and reliability in deliverables and due dates.

Here are some other characteristics of the manager’s role:

- Senior to subordinate
- Provides necessary information
- Meets performance measures
- Responsible for reliable results
- Solves problems
- Creates tactics or strategies

Develop Your Coaching Skills

Please write down a few functions and characteristics of your job:

Managers have a critical role. They keep things moving and make sure results are exactly where they should be. At the same time, they must make sure their direct reports learn, advance, enjoy and participate in their work.

By far, a manager's most difficult task involves dealing and working with people. This can be difficult, because every person in the workplace has different needs, values and goals.

No matter how many people you direct, you have to know how to appeal to each person's needs, wants and desires. Failure to do so can affect whether or not tasks are done properly, on time, or at all.

Sherpa coaching skills will help you deal with your people. You will have all you need to experience your job in a new light.

As a manager, your success is based on the success of your direct reports. If you are able to create and sustain an environment in which your people succeed, their success comes back to you.

The Manager's Hats

Managers can wear many hats. Some of those hats might include the following:

- Team leader
- Visionary
- Problem solver
- Decision maker
- Goal setter
- Cheer leader
- Defender



Sometimes, coaching is another one of those hats a manager wears.

We split the manager's hat right down the middle, giving equal time and importance to managing and coaching. Your role as a coach is just as critical as your role as a manager.

No matter what the situation, you can put coaching skills into play. You can learn how to work with tasks and people at the same time. Managing is best suited for dealing with tasks. Coaching is best suited for dealing with people. We are going to teach you new ways to deal with people, so you will always have a 'coaching side' to your hat.

What is Coaching?

From now on, we will call you a coach, and focus on developing your coaching skills. A coach is someone responsible for drawing out new behaviors in staff and colleagues. The coach's success comes from helping individuals overcome limiting behaviors and habits that affect their ability to work with others.

In this book, we teach you how to coach for better behavior, skillfully dealing with people's actions and reactions.

What are the Benefits of Coaching?

1. Clarity: Communication improves.

When we are caught up in *doing* all day, communication takes a back seat. Coaching brings it front and center and makes it a critical component of your day. We will spend a lot of time in this book discussing communication techniques.

2. Teamwork: Managers and direct reports work through difference and pull together. Accountability soars.

Increased teamwork is always a plus. Work becomes easier when everyone contributes. Coaching ensures that responsibilities are communicated clearly to each team member.

3. Focus: Managers direct attention to issues, avoid negative emotions.

Negative emotions should not get in the way of decision-making. We want to help you focus on significant situations and the issues related to them. Sticking with issues is often difficult because feelings can get in the way. When feelings are involved, people often say things they later regret. This needs to stop. We will provide the 'how to' when addressing negative emotions.

4. Morale: Managers understand direct reports' motivations.

Understanding your people is critical to your success. When you don't take time to know your people and what drives their behavior, morale suffers. Providing recognition takes work. You can offer recognition simply by communicating clearly and asking good questions. We'll show you how.

5. Leadership: Managers stop 'owning' things they should not own.

The ultimate 'do' in management is ownership. As a manager, you tend to own everything that is placed in front of you. There's a problem with that. The more you own, the less you can BE a manager. You get caught up more with 'doing' than 'being.' How do you let go? Through empowerment. We'll show you how.