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TEAM COACHING

■ WHEN HAVING A TEAM IS NOT THE BEST THING TO DO

Q: My staff are already working in teams as the nature of their work somewhat calls for such engagement. I am thinking of formalising and moving the entire organisation to a team-based work environment. What can you advise me on how to go about this? - **Team Manager**

A: What is your reason for wanting to formalise them into work team when they are already in an informal and natural work group. Do not be deceived that formalised work team is always better than letting them be what they are, even if this is achieving your company's objective. Rocking the boat for example, by making them work with others who do not share similar work style or personality, changing individual work process to suit work group, changing or modifying goal for shared ones, can sometimes be a sure way to kill the goose that lays the golden egg!

The Bottom Line: Work team is worthwhile and useful when they can enhance productivity and boost better results. Some of the areas for considerations are: when decisions need to be made on the spot by experienced people; when everyone can do the same job; when information need to be shared; when problems need to be solved together; when issues need to be raised; and when deep thoughts need to be made in a business-like manner as they can have huge impact on the organisation.

Powerful Questions: Are you already getting the results that you want? What other results do you want from a team which you are not getting now? What impact will it have on the organisation if you move into a team-based workplace? What important considerations are necessary to be made if you still want to formalise work teams in your organisation?

■ MEASURE ON WHAT MATTERS MOST

Q: I am embarrassed with the results from the performance management survey, which I have designed to measure the performance of managers in my organisation. A few of them scored badly but this does not measure up to their departments' results. All of them met their KPIs yet their subordinates find their managers not up to the mark. How do I rectify this? - **Confused**

A: The common reason why such a survey fails is because they go into too many details to measure every "nick and corner" of the incumbent's performance, so much so that it measures even the least important and irrelevant details. When this is done badly, it does not only give us the wrong results, but end up demoralising us too.

The Bottom Line: The best way to measure performance or run a survey on it, is to keep it as simple and relevant as possible. Confine to four areas: the right mix of people there, clarity of expectations set, their motivation level and the efforts made to develop them. Done in this way, we will ensure the right reading and reveal exactly what needs to be done for its further improvement.

Powerful Questions: Where did the results go wrong? What areas will reveal what a good manager is? How can you

keep the survey simple? Who can you work with to ensure the effectiveness of the survey?

■ COACHING EFFECTIVENESS

Q: It is easy to do coaching when the person wants the coaching itself to enhance their performance. But I think it is really difficult when you are trying to coach someone who does not want to be coached, or feel they do not have an issue. Wouldn't this render coaching ineffective? - **Disillusioned**

A: In the first place, nobody needs to be told that they are being coached. Even for the good performer, when the word "coaching" is used, they may shudder and think that they are being punished, and that's why they are to be coached. Coaching, in other words, can be carried out "seamlessly" using a process to facilitate the change (of whatever it may be) that is desired. So in other words, whether it is for the poor performer or a good one, the same process can be used to help them make a positive difference in their life and work.

The Bottom Line: The bottom line of coaching is helping the person gain self-awareness. Let's take the poor performer, for instance. There are many reasons why they do not perform.

This can range from, not knowing how to perform, does not know the consequence of poor performance to environmental factors that are blocking their performance. With coaching, which can be made to be a casual conversation, the person is subtly taken through a deep engaging process of discovery. On top of this, if the coach is kind, compassionate, sincere, and authentic, this makes the connection with the person so strong, it will inevitably yield positive results.

Powerful Questions: How do you normally deal with a poor performer? What is your approach and the mindset you have of the person when you try to correct their performance? How will this approach and mindset be different if you are using coaching to improve their performance? What will you do to gain their trust before working to elevate their self-awareness on what they can do about their performance?

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