

CORPORATED MANAGEMENT / HUMAN RESOURCES

PAPER: NEW STRAITS TIMES (1KLASSIFIEDS)

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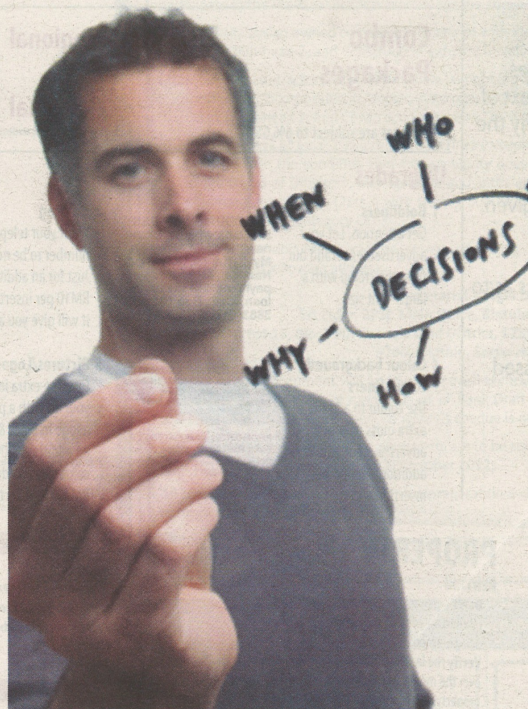
COACHING MANAGERS

CORPORATE COACH



Q&A
By Dr Michael Heah
ICF Professional Certified Coach
<http://mikeheah.blogspot.com>

All questions and coaching enquiries can be emailed to: mikeheah@corporate-coach.com or call 03-6205 4488.



■ TURNING NICE MANAGERS INTO EFFECTIVE ONES

Q: Finally I have accepted the reality that some of my "popular" managers are not good managers after all. The frustration is they have got their roles all mixed up and priorities wrong as well. Seldom do I see them defending and protecting the company's interests but have taken the role as "freedom fighters" for their people and speaking for them. While we want them to be good people managers to look after their career and well-being, we also want them for a bigger role that is influencing and communicating for a buy-in on company's policies and practices. I wish to "overhaul" their outlook, and specifically educate them on what they should be or should not be doing. In your view, is it too late to do this? And if I should be doing this, what should they be educated on?

- **Change Agent**

A: Like the axiom says, "it is better late than never". I believe that such an education was never done before. This probably led to this situation where they mistakenly believe that they are more managers to their people than the organisation. It is time to shed this misconception and to drive home the point that they have to play their role for the organisation as well. It is good to hold a series of interactive sessions where they will not only be clear about their rightful roles, but also see the rationale why there should be major shifts in the way they manage their departments.

The Bottom Line: Here are some important areas to cover. Good managers know how to balance the needs of the organisation and their people for the right mix that will increase their effectiveness. They need both big picture and small picture people who can see the "forest and the trees" so that they neither micromanage nor live in a dream world. Finally, they also need to be drivers of results where they can set good plans and assertively hold their people accountable to the results agreed upon.

Powerful Questions: What is a healthy balance to serve the needs of the individuals and the organisation? How can the big picture managers put situations in a larger context so that people do not get bogged down with details? What they can do in developing plans that drive the right results? How can they make people be accountable to results through developing the right behaviours and attitudes?

■ MINISTRY COACHING

Q: I have been a pastor at an old church in a thriving community for 21 years. On the surface everything seems to be good and I have a more than cordial relationship with the community. Over the years, we have built such a strong bond that we know each other so well.

Without being arrogant, I can humbly say that I have and am still doing a good job in the eyes of the congregation, including my superiors. Therefore, there is every reason to feel elated and proud of my

work, but I am not.

Somehow deep in me I do not feel that I am living, nor doing what matters to my fullest. The key reason is I am so emerged in the activities of the church that continually deny me of my personal time to do other things that I want to do.

One of them is writing, which I love to do because I believe I can impact the world more and not just work that benefits my ministry. What do you make out of my situation?

- **God's Servant**

A: As a forward looking pastor, it is natural that you find "gaps" in your life. But these gaps are not the result of anything bad that you do, but appear as new needs and goals to strive for in the next stage of your life. What is called for is a change of priority and a different way of doing things to be substantially relieved of them so that you are free to do the writing that you want to pursue.

The Bottom Line: Three habits that usually require new changes are: how to free yourself from attachments, how to delegate, and how to say "no". Attachments are things you have an "emotional bond" with. In your case,

this can be the need to attend all affairs of the church because you feel the community needs your presence.

Delegation is passing on task to others. In your case, this can be attending to all matters, big or small because you feel only you can best do it. Dare to say "no" is not being too obliging. In your case, this can be trying to please and oblige everyone. Get out of these chains of imprisonment and you will be free to do the things that matter to you now, in this phase of your life.

Powerful Questions: Where are you now, and where do you want to be? What are you currently doing that is not having as much impact as you want? How could you do what matters most to you and your community? What changes do you need to make without offending anyone?

* Public, in-house and online ICF-accredited coaching programmes are available monthly. For details, call 03-6205 4488 or log in www.corporate-coachacademy.com. Get the latest book "Dialogue With The Life Coach" and read the blog "Stories That Coach" at <http://mikeheah.blogspot.com>.