

MACMA 2018

Want More from your Team?

STOP MANAGING & START COACHING

Jeff Lynn, PhD, FIOC

1. Managers in the Club and Fitness Industry often have no management training
2. Part of the job of a manager is to “manage” others (employees, team, direct reports, ...)
 - a. Developing employees is a complex skill
3. The Expert’s Dilemma
 - a. They are tempted to come to you for all the answers
 - i. Inefficient for you
 - ii. Stunts their development
 - b. Giving them the answer is most efficient but least developmental
4. Employees want to be happy and to flourish at work. How?
 - a. Work must be meaningful
 - b. People must be acknowledged for their efforts
 - c. People need to be challenged and be able to accomplish tasks
5. How? Managing versus Coaching
 - a. Manage: to control or administer all or part of a company
 - b. Coach: to empower people to grow, improve, and flourish
 - i. Focus on building partnership
 - ii. Guiding ... Ask more & tell less
 - iii. Focus on inquiry & reflection
6. Coaching “Vision” ... Start with “WHY”
 - a. Guide your team in uncovering what they value
 - b. Guide your team in developing a vivid vision for who they want to be
 - i. What are your career aspirations?
 - ii. What strengths can you leverage to help you progress?
 - iii. What factors (including support from me) will help you?
 - c. Do current actions align with vision? Assess future actions this way.
7. Coaching Empowerment
 - a. Avoid the “Righting Reflex”
 - b. Guide a detailed visioning of the “problem” and solution
 - c. Ask permission to give advice
 - d. Help to identify pertinent strengths
 - e. Allow for non-fatal failures

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8. Coaching Day-to-Day ... the “What – Why – How” Method
 - a. What are your thoughts on this issue?
 - b. Objective? How does this link to the strategic plan?
 - c. What are the measurable outcomes? How will we assess success?
 - d. What are possible strategies to accomplish this?
 - e. What are the detailed week-to-week tactics?

9. Coaching Day-to-Day
 - a. SMART Behavioral Goals for the week
 - b. Confidence Ruler
 - i. Positive psychology (strengths)
 - ii. Resource analysis
 - c. Weekly check-ins ... next week’s SMART goals

10. Coaching Day-to-Day ... Evaluation
 - a. SMART Goals (how did it go?) Guided reflection
 - b. Measurable Outcomes identified (were they reached?)
 - c. Connect your strategic planning to evaluation

- Corporate Strategy 1
- Project 1.1
- Outcome Goals
- Behavioral Goals

11. Coaching & Communication
 - a. Mindful vs. Mind Full
 - b. What’s on your mind? And what else?
 - c. What’s the real challenge for you here?
 - d. What do you want?
 - e. How Can I help?
 - f. What was most useful for you?

12. A “Winning Team” Culture
 - a. What *you* do and what *you* say matters more than you think
 - b. Do not go negative
 - c. Extreme Ownership

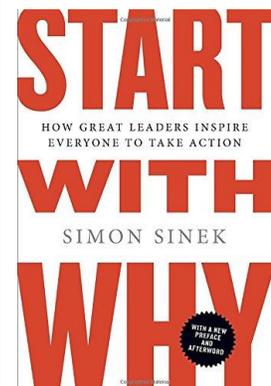
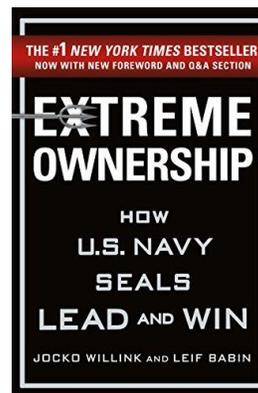
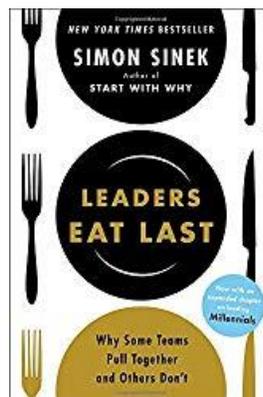
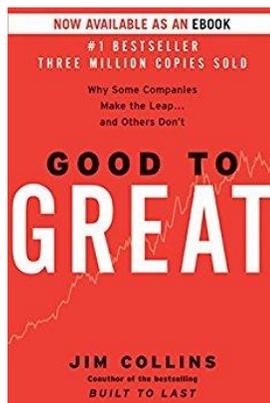
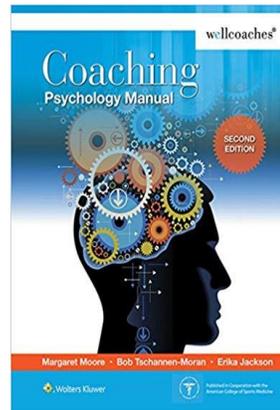
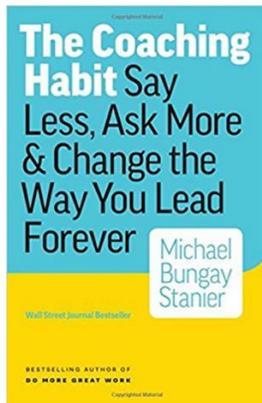
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Have a question? Need help? Call or write to me. No, I'm serious, reach out!

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Good reading! Several of the main ideas I used in my presentation can be found in these books.



What if you got just 1% better every week?
As we say in the ultramarathon community ... Relentless Forward Progress!