

Welcome to, and your tools soft coaching running meetings, part two, here we go, This gas answers these questions.

How do I help someone improve without the coaching model?

What if I need more than feedback? But less than coaching, is it okay to give lots of feedback at one time?

Well, if you wanna answer to these questions are more people listen in the communication skills, it's one of those things that's really easy to overlook since we do it all the time. I mean how bad can you be? You are literally practicing constantly.

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Last mark we talked about What is soft coaching in particular, it something a little bit more than feedback, but not the full blown coaching model. And folks, if you're nested in the full coaching model, please we have plenty of podcast or on that so feel free to go listen to those. And we talked about getting soft coaching agreement from our direct and now we're talking about the next thing. Our list is no need for goal setting and brainstorming. This is a significant departure from the full... Full lawn coaching Marvel.

Yeah, and just for those people, maybe joining this week, I was in Palo Alto, this week delivering a public conference, which I don't think I had done in five years, and we had some new listeners and I asked him. So how they learned about us and one guy did say, if I joined a four-part thing in the middle, I'm a little confused.

So if you're just joining us, if you're Wonder what soft coaching is basically our soft coaching guidance means giving relatively high levels of feedback to one of your directs over a fairly short period of time, not days, but maybe weeks to help them improve in a specific area. It's an intermittent step. Were in-between step between feedback which you do with all of your direct positive and negative.

I actually shouldn't say that my great but... But coaching is a goal-directed self-development effort by one of your tracks that last usually three months, it's intensive because you're probably gonna be talking about it every week, and there are tasks and deadlines involved. You'll have to listen to our coaching guidance, and to give you an idea, you can do it all in five minutes a week. It's that easy.

Most managers just make some fundamentally bad assumptions about coaching and my guess is you're probably one of them, nothing. So, was I... So, as Mike and so coaching is for something that'll take more than just a little bit of additional attention for a few weeks if you just think you need a little bit of attention for a few weeks, then that's what soft coaching is for.

We could have also called this focused feedback meaning... Hey, for the next few weeks, I'm gonna give you focus feedback in this one area, we decided to call soft coaching, because I told somebody about Focus feedback. This is who that sounds bad, like cheese Okay, great, alright. So we don't need goal-setting, we don't need brainstorming a restoring generally don't need brainstorming for something that's online at last, a couple of weeks. Brainstorming is for generating lots of ideas for it's gonna last, we might use five, six, seven... 10 different resources in our coaching model but we don't need that here. We did gain agreement but it doesn't require that 15 minute up-front investment. The coaching does. And part of the reason for doing that is we know for many of you having to sit down with your direct even when we spelled it out, how to set a goal, how a brain storm for many managers, the moment you say that with somebody, you're committing to a three or four months at a talking to them almost every week about their performance in a particular area and it creates the opportunity for failure.

I think one of the underlining principles that most managers have is... Let's not set goals. 'cause if I don't have goals, if I don't have numeric targets, if I don't meet them, I can't be plunged for them. And that's true for a lot of managers in their overall job, not just in their relationship with an individual direct... So we understand that there's some risk of failure if you sit down with the direct and say, Okay, and four months you're gonna be able to do at, particularly if you've never done coaching before. So with soft coaching, there's no risk of failing, against the goal. There isn't a goal, there's only improvement. I always be careful of somebody who says the goal is to improve because that's not a goal, that's a measure of incremental progress.

So what we're trying to do is use feedback to drive some improvement in behavior more good, less bad behavior on the part of the direct and it's going to be a specific area in this particular case, I think we're talking about running meetings and we'll do either soft coaching examples where we talk about different things, but you're gonna give them more positive and negative feedback.

So probably, in general, you'd hope that in the beginning maybe it's 80-20. negative feedback to positive by the end it's 90 positive to negative, which would be pretty great, I think, for a direct to since that over time, that they're gradually getting rid of their weaknesses, and maximizing their strengths. Yeah, everybody likes that, Yeah, good, okay, so does that mean though that we're not using additional resources like we do in coaching?

Well, we're not...

I work at The forte.

So in the coach model, you're right, you and your direct identify a bunch of different resources. He was the "rainstorm-ing that the direct could avail themselves of to help them improve books, training, mentors, volunteering special projects, specific assignments task delegation classes podcast online education coding camps, Feedback video her input etcetera. "Cetacean I make a bet with you. Then the next to... Or four months on the road, somebody gonna come up to you and say, "Hey that little bit you put it in, about soft coaching where you listen some of the brainstorm things that you've come up with in coaching, that was really helpful for my future coaching engagement.

And it's, of course, folks if you're a license, you can done with the show, notes and just copy that list into your next coaching model template.

I have a note taking a notational velocity for you geeks. That's kind of what you... But regardless, I have in there a note that just has a list it must have probably at this point 60 coaching resources that I can use and when I go to the coaching engagement, one of my directs, I refer to that list of 60 and during the brainstorm in Sitio now, frankly, as a manager I live, I'm not the first one to suggest them, but when there's a low in the brain storming all put some of them out there and I just use it over and over and over again.

Very useful, to have those, by the way, folks, there are many paths to enlightenment? Just like there are many people in your life. Most managers think I'm gonna coach them using tools that makes sense to me.

Well, of course, it's not about you, it's about them. So yeah, that's good always helpful.

And you know what, I'm on the role on and I offer people all the time. Hey look, if you need to coach somebody and you're not really sure how to do it in particular a email us if you're licensing email us right we'll give you my list.

I've coached a person on that before I hard and you need all that stuff. If you're doing a three to six month project you wanna on the front end, you don't wanna be running out of resources, or essentially using up a resource by going to an online class in a week and then going Okay, what do I do now?

So you wanna be able to go back to her previously thought of thought of list.

But when you talk about a soft coaching the how old that happens in the improvement with soft coaching doesn't need to be planned, each time. The only real tool in the joint effort between you and your direct helping you direct improve is... Their behavior, and your feedback to them on their behavior, the assumption and by the way, the assumptions pretty well proven in the HR, human development, human performance arenas, is that the attention and measurement of feedback causes performance improvements without requiring a plan or a gap analysis or resource planning or even budget. You just don't need that stuff.

If you think you can see a relatively straightforward path over a short period of time. When I say short, I mean, weeks, not months to get your direct from where they are to where they need to be.

No, that said, there's nothing wrong with the direct saying. And I kinda like to supplement feedback here with some self-development stuff they might say. Okay, do you know a book?

And I know a book I got books and again, folks, if you need a book recommendation, A for licensee email me, happy to do it no, you wouldn't then say, "Hey you're... When the dress... I kinda like to read about this. Okay, good. You wouldn't then sit on a go. Let's go up to the plan for you read in the book.

If they're motivated to read a book and they get recommend a book and don't track whether or not they read the book because in fact if they read the book and are successful in reading the book, but their behavior is not changing, that's a distraction from that. I'm focusing on the behavior.

There's nothing wrong, some people would say I really rather spend a couple of months studying

the problem. Often, these are for those who are just people, these are high seas. These are folks who say... No, I don't wanna run that risk is having to change my behavior until I come up the plan in my mind or thought it through or talk to somebody else who's known all the options and so on. And they wouldn't say "Talk to somebody else, student, they wouldn't say the The A that I "umno when I say to somebody, else, I talk to an expert right so it it... Yeah, but there's nothing wrong with that at percent.

Now, somebody you say... Look, I really need to help you with meeting deadlines, and they say I'm uncomfortable with a soft coaching approach. Can I have six months to study deadline management and tracking software and task management processes? And then the answer is yes, so I... You can't delay for six months because you're gonna study and beat it to death with knowledge, but I... A path that's both of them, where the direct says. I kinda let to supplement this and I think that's a good word, to use supplement. In other words, the primary thing is gonna be me assigning work. You're doing it and me paying attention and giving you planning feedback about it, and then the other thing could be a it read books, go to classes. Those are all good.

The online courses maybe, yeah, absolutely, one of... But again, I wouldn't track their performance in that online course. I just like... You wouldn't track the fringe, the look.

How about things that are more involved, that I think of as I don't know, longer term engage, I think of a coaching model, the full coaching model, when I think about things like Toastmasters, but could Toastmasters apply here as well?

It could, I mean look, if you've got a direct... Who said... Yeah, I love it, and I'd like to do a little bit more. And we recognize the first thing we have to do is get all of our work time. So yeah, if they wanna do more, I would... If you were my boss, Mike and you said, I think you got an area here, where you need to get better, I'd be like, Okay, remember guys, by the way, there's two classic reasons why you coach someone on the one that springs to everyone. everyone's mind is that in some area that they are measured in they are below standard, they're below the minimum, they're at risk their performance in that area makes them at risk more broadly.

That's classic. And that's why coaching as a negative stigma.

The other one is a performer who's doing fine perhaps better than fine perhaps even outstanding, but needs yet more in order to go to the next level or to expand their repertoire or to just develop themselves, generally or to be considered for different positions, somewhere else or as a classic example of self-improvement and professional development either one of those things can be true. And why would you wanna say... Oh no, it's soft coaching. No, we can't use any additional resources if the direct says... Gosh, this is important to me, I'm willing to do it. So, yeah, again though, if you're talking about Toastmasters you don't expect bi-weekly updates and a track whether or not they're going and how many ums and how they'd given the speeches and so on.

That's not... You can't ask up every couple of weeks.

It has the trust masters call, as I find. It's good, good people in the group. Now, that's not measurement that's care and concern for your the RCT yeah, in regardless of whether it's coaching or soft coaching. If my direct ask me, they're suggested they wanna go to Toastmasters.

I would absolutely encourage them to do so. I can't imagine say, No, don't do that, that's a waste of time. Yeah, no, yeah, I don't do that.

Great, that's a rate I Latin. We said before master at least for me, the best quasi professional association that I know of. And you mentioned you absolutely encourage it. I pay for it right now. Here I go. "I'll pay your dues go absolutely okay, we've kinda talked about that, which is suggest task and then give tons of feedback.

That's the heart of the coaching model. Yeah, that's the heart of the soft coach, yeah, right, yeah, yeah, I look, we've taken too long here, I apologize. We're filling in backfill, so people can understand where soft coaching fits in and antidotes, guidance. By the way, I mentioned "palli heard from several people. There's just so much stuff out there.

There were a waste axis. I feel terrible okay, it's good that I can stop writing podcast, there's too much... So the heart of the model is to suggest tasks, your direct can do that. You feel like you can give them feedback on.

We're focusing on one specific activity between manager and direct and that is essentially targeted feedback.

So let's get right to it. How would it sound? Okay, I might say, "Okay look, cloud, we've agreed about running meetings.

Here's a good way to start, let's have you run the next staff meeting.

I'll watch you, and I'll give you feedback. He, the letter that day, or an hour one-on-one the following day, Trent goes, okay, so during the staff meeting, you make notes about things that go on on things that don't... Now I'm gonna make another side here and I'm gonna say this for probably the 10th time which is not enough.

And when I say it to people, their eyes kinda open up folks. If your meetings don't start on time and end on time, and are efficient Chris and when you have gas come in, don't go Wow, you know how to run a meeting. You are absolutely under-performing the standard.

If you're listening to this podcast, you are capable of running a kick tail meeting is seriously awesome meeting some that you don't know how, and that's fine, but I'll tell you another underlying reason when you're running a meeting, let's say your staff meeting or a project, meaning there are three things you're probably doing number one, you're running and facilitate in the meeting number two you're probably wanting to provide content to the topics that are on the agenda, whatever surface the agenda, which is probably in your ED no wonder people can't follow it. And the third thing is you're paying attention to how people on the team interact who trust who listens to who in up to who's a little jerk, and sits in the corner and whispers and complains and so on.

Three things, now I... The first thing, running a meeting, a monkey could run a meeting of the three things, the one that's least important, the one that's most likely, given to somebody else, the one that is least valuable is running the meeting. When you start delegating when you teach other people to run meetings after you've mastered it, which will wanna take it six weeks after you've done that you will then to focus on the two most important things which is providing content and watching how

your team interact with for one another and you will be able to do it in a massive sense of calm.

The idea that we have managers all over the world, still running meetings and running them poorly, and I haven't figured out this is a classic case for delegation. In fact, you don't really like running meetings, 'cause there's some stuff you gotta do and you never have time to create an agenda even though we have a podcast about how to create a quick end in two minutes or take notes which is also super easy, there's a podcast about that whether we've made it easier. Not, doesn't matter if you think it's hard and you haven't proven and all we have to do is look at your behavior to tell if you haven't proven that you're interested, mastering it, give it to one of your directs who will see it as you tap on shoulder and saying, "I think you're capable of doing more, and if you're a manager, that's how you felt when you weren't a manager, you wanted people to recognize that you felt you were capable of doing more.

What's the advantage of that? And then don't be an advantage in the negative sense.

Let's honor the people who want to grow and develop because professional growth and development is the engine of productivity, which is the engine of profitability in your firm.

Okay, so we're gonna assign the task and then we're gonna pay attention to the direct and during the staff meeting, we're gonna make notes. About things that go well on things that don't... And it's really simple, during the follow-up discussion. Maybe the next day, maybe you just hold them back at the end of the meeting, maybe you do it two days later, in their one-on-one, it doesn't matter terribly but don't do it a week later, more than a week later, because your memory will be bad. Basically what you do is use our event-based feedback model to give a much feedback, and there's a cast for that called event-based feedback where you can get a lot more examples, but the key to event-based feedback as you ask one time about doing feedback about an event where there might be multiple and fractions or successes and then you just do lots of win you. Here's what so sound like this. I can give some feedback when you start the meeting on time. That's good, well done when you don't send out an agenda folks don't know how much time they have and that's like, "can you work on that, when you put your agenda on the first slide, the agenda goes away when you move to the next slide, can you post it or send it out next time? That'd be good, when you take 10 more minutes on the first agenda item that you had planned for. It makes getting the meeting done on time, much harder.

Can you pay more attention to the clock for each Jenni them, when you just Bob, when the interests in the Gill that's good enforcement of the ground rules we all agree to that. Good work there.

I know that sounds really like mundane but it's really good.

Yeah, those are all behaviors associate with more good meetings. Do more of this stuff and less than that stuff I'm pretty soon. You won't be doing any stuff that gets in the way and people are gonna allow... How'd you learn to do that?

It I get soft coach using a lot of feedback, but if you'll notice, the task we assigned here is an activity related to the performance rather than a learning task or preparatory task their performance task, right?

So in the coaching model, where we think it'll take a little bit heavier lifting something more

significant they may have to do some learning, they may have to do some personal development in order to prepare for the performance task that we're gonna measure, but in this case and soft coaching, you just sign the tasks and it's just like getting wraps, you just wanna get more raps that's all right. The task is not read a book about lifting the way it's left the WAYS, and then I'll watch you and give you some feedback.

Yeah, exactly, again though, if the direct wants to study or learn or prepare that's great, just don't assign tasks for... 'cause it starts to LAR... Down the coaching model. Don't hesitate to help them think of ways to prepare right if they wanna do that, but don't require it.

I would also say if they start struggling to get work done and they've created a bunch of on self-development task. Dude, you can't have it both ways. The soft coaching is... I'm gonna pay attention to give you lots of feedback, but you don't need to be doing all that of the stuff, and if you're gonna do all that other stuff, and then complain that you don't have time to get your work done, I'm gonna tell you your work more important than the self-development task. The heart of self cos soft coaching is them doing tasks that require them to use the skill that they wanna improve.

Okay, and then the last part of soft coaching is assessing performance regularly sitting back and saying, "Okay this is where I think you are.

Yeah, as a general rule, if you're trying to improve something, but you didn't set a goal more frequent comparisons of where we are versus where we want it to be are necessary. If there's no clear goal, you better periodically track in my head in the right direction. Do I feel good about where I'm going.

It's like the difference between heading east, if you're in California and go into Times Square in New York City.

In the former case, since there's no clearly defined goal which therefore you can't attain it's more necessary to review frequently whether you're doing what you said you were doing... Gonna do which is at East. Otherwise, the lack of a goal and the lack of checking your progress is gonna lead to lack of continued effort, particularly if you discover your starting to go in the wrong direction.

In the other case, until you get to kinda square, you know you're not there, and therefore you know that more effort is required if you know where Time Square is.

So the way you do that in the case of soft coaching is to have a discussion about how you and your direct feel about what level of performance, they're at how far they've gone, and whether it's enough.

So in the example of this situation when we're talking about running meetings, it might sound like... Like this feeling pretty good about how far you've progressed.

I know there's more to do, but in terms of how long you've been in on it, we're meetings or... So in the last three weeks that you've run, you're getting pretty good at meetings, you're starting on time, every time you've gotten out an agenda think you're still struggling with cutting off folks who ramble on, maybe you can pay particular attention to that in the next two, two to three meetings. And by the way I might then privately go to a couple of my people, and go.

They did well, you ran Elon in the next couple of meetings.

I mean, why not?

If I'm operating in my own ecosystem, which I have the ability to influence significantly I'm gonna create situations that support my goals and objectives. And look, you keep doing that and look if you thought it would take three weeks and it takes 10, don't worry about it.

Yeah, okay, maybe it was about time for them, maybe you were off your game, a little bit.

If you're gonna use soft coaching, that soft word, is important. Don't say we're gonna be done with this in four weeks, simply because you believe that how long it's gonna take them and then discover that they've got a learning weakness or you've got a cat, a blind spot for Matt, Bill, something and it takes 10 weeks and you say, "Oh no, you're failing."

There's no failing here. If I'm heading east from California, and I'm continuing to head east, I'm not going west.

I'm not failing. If you define successes achieving a Google and not achieving a goal is failing, you're failing, but that's an overly simplistic definition, if you have a goal "failure is not achieving the goal within the time you ascribe if you don't have a goal making progress in the direction you hope to make, is success. And there is no failure.

Just like teaching your kid to walk, right?

Yeah, the call for three days and I'll get that. They fall down, how you failed, that's it, you started out as a failure. He's gonna be a failure.

White "rieti try.

Yeah, so I... Yeah, but at some point, hopefully, your assessment is gonna cause you to say, Yeah, look, I think you got it.

It wasn't a precise that wasn't like we had micrometer out, here doing this, but you're running meetings now perfectly well enough for day-to-day life in this organization.

Now, when you can assign your first cross-functional project now, when you get promoted to be a manager meetings will be one less thing to worry about. And in fact, if people see you doing this now, if my boss pops in and for some reason, you're running meeting, 'cause I'm gone and he sees you killing it, that's a notch on your belt.

In terms of being perceived as somebody who's ready for more responsibility, whatever for that more responsibility might take... Do it, but then my boss doesn't know that I can run in, he thinks that it's just my direct it's creating all the success of my organization.

Yeah, this is not a psychiatric podcast.

Yeah sorry... How you feel is your fault.

Yeah, so let's summarize real quick soft coaching.

It allows you to help a direct improve by pay attention to their work, their performance, their behavior and just giving them lots of feedback about it. It doesn't require a lot of preparation virtually none, and it can be done in two to three minutes a week, if you're wanting some improvement some professional development of on your staff with minimum time, investment.

"trofeo chant the right.

Thanks, my friend, you bet partner. We'll see next week or maybe tomorrow, I don't know maybe a month.

Alright, so in the.

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