



Transforming Mr. Delay into Mr. Success

A REV Coaching Case Study

Background and Problem

Mr. Delay is always missing his deadlines and this is causing the team to suffer. As his manager, *you're tired, fed up and even frustrated* by his performance. You've tried many ideas to remedy this: sending him for time-management training, pushing him to increase his work-speed, even hiring an intern to relieve his workload, but *nothing seems to work*.

He just missed another deadline and an important client is very upset with you, so now your boss is angry as well. As a concerned and task-oriented manager-coach, you want to use coaching skills with Mr. Delay and guide him towards greater efficiency and effectiveness.



Band-aids vs. Surgery

Band-aids are temporary solutions that only mask the problem. Too often managers give band-aids and directly offer advice, BUT as the Manager-Coach YOU KNOW BETTER. You are more like a surgeon, going deep beyond the surface to remove the problem permanently.

The Manager-Coach achieves this by asking leading questions that cut away the obvious issues (called the **Presenting Issue**). These questions seek to uncover THE issue that is the deepest reason causing the other issues (called the **Root Cause**).

The objective of the Manager-Coach is to **free up your time and focus** by giving team-members:

- 1) the short-term clarity to *discover their own solutions* and more importantly,
- 2) the the long-term ability to independently *deal with future issues*.

The Coaching Conversation with Mr. Delay

YOU: You have been working very hard, and I'd like to thank you for that. I noticed that you have been late with many deadlines. Is there anything I can help with?

MR. DELAY: I don't know. I have done my best. I am very frustrated to be honest.

YOU: Yeah, I can understand. You must feel frustrated.

What do you feel is the reason for missing deadlines?

MR. DELAY: Well, I think because I have too much work to do everyday, I just can't finish it.

Most managers would have stopped here and offered a band-aid solution! Read on to see what the Manager-Coach does differently.

Essential Coaching Skills for Managers: http://www.revtc.com/newsletter/coaching_day.html

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Conversation with Mr. Delay	Coaching Skills Used
<p>YOU: You have been working very hard, and I'd like to thank you for that. I noticed that you have been late with many deadlines. Is there anything I can help with?</p>	<p>You use the coaching skill of Building Rapport* to open up his mind. *Rapport is the process of building good relationships.</p>
<p>MR. DELAY: I don't know. I have done my best. I am very frustrated to be honest.</p>	
<p>YOU: Yeah, I can understand. You must feel frustrated. What do you feel is the reason for missing deadlines?</p>	<p>As a Manager-Coach, you're looking for the Root Cause*, which isn't always obvious. *The root cause is THE issue that is the deepest reason causing the other issues.</p>
<p>MR. DELAY: Well, I think because I have too much work to do everyday, I just can't finish it.</p>	<p>Most managers would have stopped here and offered a band-aid solution! Read on to see what the Manager-Coach does <i>differently</i>.</p>
<p>YOU: Is everything you're working on urgent and important to you?</p>	<p>By asking Leading Questions you get his perspective.</p>
<p>MR. DELAY: To me, no, not really, but it is urgent for others. When I'm in the middle of something, there is always someone else asking me to help them. I told them I have other urgent priorities, but they push me to do theirs right away because it's very important to them.</p>	<p>Listen carefully for their highest-level emotions, which are somewhat fuzzy things like "Love" "Peace" "Happiness". If you didn't hear it, then continue to ask Leading Questions.</p>
<p>YOU: Then which one actually is more important?</p>	
<p>MR. DELAY: Mine... most of the time. They just want to get what they want done. I found normally it is not really that urgent or important to them.</p>	
<p>YOU: Do you ever refuse their requests?</p>	
<p>MR. DELAY: Ugg... No.</p>	<p>As the Manager-Coach, you hold your judgments to allow Mr. Delay to express his feelings.</p>
<p>YOU: <i>What is stopping you from saying no to them?</i></p>	<p>Use more Leading Questions, to continue digging out the root cause.</p>
<p>MR. DELAY: I don't know. I tried to say no before, but then I felt guilty and regret it when I see my coworkers leave unhappily. Then everyone is not satisfied.</p>	
<p>YOU: Interesting, what makes you feel so guilty?</p>	<p>Another simple and powerful question to dig deeper.</p>
<p>MR. DELAY: I feel like I would hurt that person's feelings, that he may feel rejected, and in the future, when I need his help, he'll reject me back.</p>	
<p>YOU: Really? Is that true?</p>	
<p>MR. DELAY: Hm... I never thought about that.</p>	<p>New Clarity from guided-reflection is one of the key objectives for the Manager-Coach. Keep reading to see what which coaching tool would work best for Mr. Delay.</p>



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The Coaching Tool Used

In Mr. Delay's case we used a variety of coaching tools, but the one we'll focus on in this case study is using **Leading Questions** to guide Mr. Delay to uncover the Root Cause. These questions are actually surprisingly simple and yet so powerful.

Simple questions like "What is stopping you from..." "What makes you say that?" "What makes you feel that way?" or "Is that true?" These questions only serve to lead the other's thoughts in the conversation. And they're so easy; it only means that you'll use to powerfully guide your team-member towards solutions today!

Result of the Action

Mr. Delay discovers something new about himself and can now direct his efforts towards remedying this Root Cause (see the Possible Solution below).

The link between deadlines and relationships may be very indirect to you, but now Mr. Delay realizes what's holding him back from focusing on his own work and delivering his work on time. This kind of self-understanding is crucial in directing the right solution to the right area and is one of the objectives of the Manager-Coach.



Possible Solution

To help Mr. Delay deal with his Root Cause, we will want to use other Coaching Tools like **Reframing**, which let's the person see a problem from a different perspective so they're able to move forward again.

Summary

Being a Manager-Coach is about assisting people to find their own truths and influence them for the better. And this case study is actually just the tip of the iceberg to show you what a Manager-Coach really is and introduce a few powerful Coaching Tools to use with your team-members.

Imagine the heights your team will reach with you as the Manager-Coach leading the way, AMAZING isn't it? Or continue covering your frustration with band-aids... it's your choice!