



## Management Coaching

by Michael Federico

November '06

Management coaching probably does not occur as often as it should in American business. It is not uncommon for someone with little or no real world experience to assume a management role at a company. While these candidates may look like leaders on paper, they often lack the ability to communicate effectively with their teams. Perhaps this candidate needs to be more assertive, or learn to learn to listen effectively to the ideas and concerns of subordinates.

The candidate who looked perfect still may be perfect. To use a metaphor, even the most perfectly shaped diamonds must be cut out of the rock in which they were found and then shaped and polished by a professional. Finding and training leaders is no different. It is simply a question of getting that seemingly perfect candidate to recognize what works for him and what doesn't. Management coaching can induce growth in a relatively short amount of time.

### Using Outside Parties for Management Coaching:

Those who engage in management coaching can help an individual develop a management technique that is specific to his needs (and his company's needs). An extremely effective way of determining which leadership characteristics a person possesses and which need to be developed is to administer a behavioral profile. The DISC (dominance, influence, steadiness, compliance) Profile has proven to be extremely helpful for businesses and organizations across the country. Asking questions that have no easy or "right" answers, this profile is designed to bring out facets of people's personalities that they may not have even been aware of on a conscious level. The design and execution is simple. The taker simply rates statements on a numeric scale depending on how relative he thinks each statement is to him. The final result can give an incredible amount of information.

Consulting firms that are trained to interpret such data can give the person specifics on his personality, and determine the best way to work with that person. Many will even attribute names to a personality that strongly exhibits certain traits. For example, if a manager is a "Governor," he has verbal gifts, he is enthusiastic, and he is loyal. However, he probably eschews work occasionally to engage in "social time," and he may actually underestimate his own skills. Based on these results, a management coach can then work with that manager to develop ways to stay more task oriented. Often, seeing the results of a profile are enough for a person to realize what he needs to work on to become a better manager. ~