

Comment

Coaching vital for organisation success

By Shawn Cumberbatch

In sports, good coaching is vital to team success.

The same principle applies to managers and supervisors in Barbados who want organisational success that is built on their employees having meaningful work and purpose.

Caribbean Catalyst Inc. director Laura Husbands made this clear as she spoke of her organisation's June 1 workshop **Facilitator Of The Manager/Supervisor As Coach**.

The workshop's focus is: "Assessment of current management/supervisory skills and through a deeper understanding, embracing participants' role as a coach in the development of direct reports."

For Husbands, good coaching is indispensable.

"When you really think about your success on the job, your success on the job has been not necessarily based on the fact that you have certified knowledge. Certified knowledge does help. But it is what you have learned on the job that really puts you in good stead for your success in your organisation," she said.

"And when I look back on my career, it really is the assistance of my mentors and coaches that have really propelled me to be where I am today.

"So that's the way we're looking at manager as coach, because a coach's role is to develop the skills of an individual, identifying what the strengths are, and developing plans to really help you work on your areas for improvement."

She explained that the upcoming workshop would focus on four characteristics of an effective coach.

"It looks at emotional intelligence. So are you aware of yourself and how you interact with others? It looks at effective communication, because obviously, it is important how you communicate with those that you lead," Husbands shared.

How best to communicate

"I attended a webinar recently that said that in the workplace, currently, there are possibly five generations in the workforce, especially in the US, and you as a coach need to understand how best to communicate to everybody in the organisation, it's not going to be one method of communication.

"So effective communication is going to be an important characteristic for a coach. Coaches also help with continuous improvement, and help with personal and professional growth. So those are the four areas," she added.

Husbands continued: "We have a questionnaire that people complete, where they assess their current skills in these four areas, and then when we go through the workshop, they then have to look to see where their gaps are, where their strengths are, the things that they need to continue to do as a coach, based on how they rated themselves, and then the things that they need to develop plans on for their own self improvement in leading others."

In terms of prospective participants, she said: "We are looking at



Caribbean Catalyst Inc.
director, Laura Husbands
(FP)

anybody who has people leadership skills, including somebody who has just become a supervisor.

Chances are we promote people who are good technically, and we say this person is good in this area, and therefore, this person can become a supervisor.

"Sometimes we don't equip them with the skills before we promote them, but you promote them and expect them to be able to function at a higher level, and people struggle. So it's for anybody with people leadership responsibilities agency,

"So when you're looking at your succession planning in the organisation, and you have identified talent for another role, that you should help to prepare them as they transition, and not wait until the transition and then they're feeling fairly helpless."

Asked what participants will gain from the workshop, she said:

"Greater self awareness of how best they can perform in the role as a coach. Or it may even be they didn't realise that they had a role as a coach.

Self awareness

"I think it's self awareness, self reflection, how you lead others and preparing you not only to lead others, but how you lead yourself right, because your control of your emotion, your emotion regulation is impacting how you lead other people. So it looks at yourself and then also how you lead others."

She stressed that good communication was essential to coaching success.

"You need to understand how best to communicate across all levels, but at the same time, regardless of who you are leading, they need to understand what their purpose is in the organisation, and that their job is meaningful. So as a coach, you have to make sure that the person understands their part in making the organisation function," Husbands said.

"Meaningful work and purpose is really what engages people to give of their very best in the organisation. And if that's lacking, then there is no interest, and people are just doing enough to not get fired, but you're not getting the best out of them."

As to whether coaching was dependent on how receptive team members were, she noted: "I believe that once coaching is genuine, team members will be receptive because people want to do a good job.

"I firmly believe that when we see things happening in organisations, that it's probably because people do not feel as if they have been either respected, valued, and that their opinions count, they just haven't felt like that they are important enough."

Husbands reiterated that in the end meaningful work and purpose was "what any employee wants in their career, and it's the role of the coach to create that".

"Otherwise, people are either going to just do enough not to get fired, or they're going to leave you, your good talent is just going to walk away. That's why in the United States coming out of the pandemic, people weren't feeling that connectivity they were leaving, even without a job, because they just didn't feel valued," she said.