



March 2020 Issue | Support and solutions for workplace issues. | [Subscribe](#) to this newsletter.



Coaching Skills for Managers

“A manager is a title. Titles do not guarantee success. Coaching is an action, not a title, and actions do result in success!”

— Catherin Pulsifer

Coaching is a managerial skill that can be misunderstood and underutilized. For example, some workplaces use coaching as a procedural part of a performance improvement plan. Unfortunately, this can mean coaching may not occur unless there is a problem. Coaching is not a punishment.

It is a good thing! Coaching is part of development. The purpose of coaching is to encourage improved skill, performance, and effectiveness.

Expect Higher Performance from Each Team Member

Coaching is proactive. Coaching looks forward. Every hour we spend developing our team members will return considerably more value, short and long term, than an hour reactively spent coaching only those who are not performing well.

Use a Model that Tracks Progress

Coaching is specific. What specifically is being targeted for improvement? Where are things now? How can things improve and by when do they need to be improved? A model helps both the employee and the coach follow along and track progress. For example, one popular coaching model is called GROW.

- **Goal:** Define what is to be achieved and by when.
- **Reality:** Where do things stand now? Where are the gaps? What specifically needs to be worked on?
- **Options:** What resources are out there? Where can the employee turn to learn more? For example; training, reading, listening to podcasts, observing others.
- **Will:** What will the employee do? What is the plan? When will the employee check-in with the manager and report on progress? How will progress be measured?

One of the neat things about the GROW model is that it can be continuous. Once one thing is learned or progress is made, the employee can start again and continuously work the model, and therefore, continually GROW.

Put the Employee First, Not the Task First

As stated above, coaching is specific. It selects one skill, one task, or one process, that when worked on, can be improved. Therefore, it can be easy to be task-focused. However, a great coach focuses on the person and not the task. Why? Progress is dependent upon motivation and engagement. If team members begin to believe that they don't matter, only results matter, then there is a risk that they may become discouraged and disengage. Consider some of the examples below and how being task-focused can become discouraging.

Task Focused

Did you finish that report?

This is completely botched!

Are you late again?

Do you know how far behind you are?

Person Focused

How is the report coming along? Do you need any help with it?

There is a better way to do this. Do you know about it? Should I show you?

Is everything okay?

Would you like us to sit down and plan tasks for the timeline? Are you perhaps taking on too many other things that are getting you off track? How can I

help?

Coaching Skills for Managers 1-2-3

1. Expect higher performance from each team member, not just those who are struggling.
2. Use a model that tracks progress. A model will help define timelines and goals. It will outline what is needed for growth. Tracking progress is encouraging and leads the individual to keep going and keep growing.
3. Put the employee first not the task first. Great coaches operate quietly in the background offering support. Every interaction becomes an opportunity to learn and grow. Motivation is sparked. By being task-focused, interactions are focused on what is right or wrong which can lead to anxiety, distrust, and discouragement.

How First Sun EAP Can Help

If you wish to seek coaching from an external source, First Sun EAP's Solutions team offers coaching services at a reasonable price. Coaching can be in person or via video conference. If you would like to learn more about coaching please contact the Solutions team at 800-968-8143.

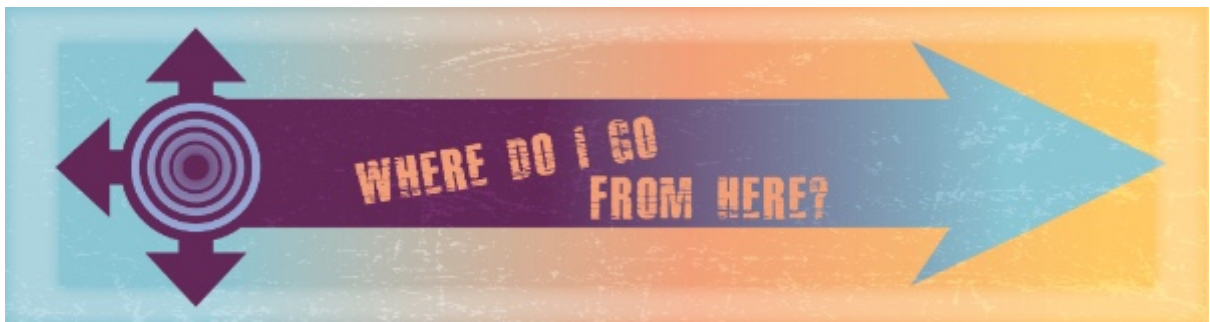
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We'd like to hear from you! [Submit a topic](#) that would benefit your team or a leadership topic you'd like to read about.



At First Sun, our risk management consultants regularly collaborate with human resources and management on ways to address challenging workplace issues like the following:

QUESTION:

One of my employees tested positive for marijuana (THC) on a random drug screen. When meeting with the employee to discuss the next steps, he disclosed using CBD oil for back pain and CBD gummies for relaxation. I know CBD is legal in our state but can it cause positive drug screens? Where do I go from here?

ANSWER:

Some companies are considering updates to their policies due to the increasing legalization of marijuana throughout the US and the increasing use of CBD products. Your first step is to consult with Human Resources, as they can talk with you about your company’s substance use policies. CBD products could have measurable amounts of THC in them, leading to a positive test. The CBD market is unregulated. Employees take a chance when they use CBD. It is important to know the laws governing your state, as well as any federal regulations that may impact your company. Some federal agencies, like the Department of Transportation, have banned any use of CBD. After consultation with Human Resources, call First Sun EAP and speak to one of our Risk Management consultants. They can talk with you about the next steps, including a formal workplace referral and referrals to services for the employee.

[Submit a question to be answered](#)



FEATURED SERVICE

Educational Materials for your Employees

Downloading and distributing these materials is an easy way to keep your employees informed and more likely to use their EAP benefit!

Communicate Effectively
[Poster](#) | [Slide](#)



Employee Orientation Video

Enlist the help of this brief video to get employees oriented with their EAP program.

Upcoming Events and **OPPORTUNITIES**



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**LEADERSHIP
TRAINING**
•S•E•R•I•E•S•

COLUMBIA, SC
MAY 12 & 19

GREER, SC
SEPTEMBER 16 & 30

4 LEADERSHIP TOPICS TO HELP YOU LEAD BETTER!

SPECIAL EVENT: 2020 LEADERSHIP TRAINING SERIES

Columbia & Greer, SC
May and September

Lead with confidence after you attend one of our leadership workshops. Our expert trainer, Nancy Grunnet, will educate and inspire you to lead better! Join her for any and all four of these leadership topics.

- **Transition to Leadership:** How to gain respect and know what to do in your first year
- **Core Manager and Supervisor Skills:** Assess needs, respond to problem behavior and push for more
- **Communication Skills for Managers and Supervisors:** Clarity, alignment and personalized motivation for your team
- **Manager and Supervisor Tough Stuff:** Problem employees, change and conflict

EARLY BIRD DISCOUNT

Use code EARLYBIRD20 through March 17 to get a 20% discount on your purchase.

MULTI-SEAT DISCOUNT

After March 17, save when you purchase more than one training seat.

Use code LOVE2LEAD when you purchase at least two training seats.

Use code 4SUCCESS when you purchase at least four training seats.

(Seats can be distributed over locations and different individuals. Discount expires on April 31.)

[READ ABOUT THE LATEST UPDATES ON THE LEADERSHIP TRAINING SERIES](#)

GRAB YOUR SEAT!

Can't attend? We'll visit your leaders on-site. GET A QUOTE.

DOWNLOAD THE FLYER



AFFORDABLE ON-SITE TRAINING

March Featured Training: Civility in the Workplace

Participants will:

- Explore the spectrum of civil to uncivil behaviors and have a chance to self-examine their own awareness regarding how we react to others when stressed.
- Understand the cost of uncivil behaviors that can be perceived as bullying and result in lost productivity or create a hostile work environment.
- Uncover ways to personally respond to concerning behaviors from co-workers.

KEY DETAILS

KEY AUDIENCE: All employees

ON-SITE TRAINING: \$450 for one hour

INTERACTIVE WORKSHOP

NO LIMIT TO NUMBER OF PARTICIPANTS

Please call the Solutions Team at 800-968-8143 or [email](#) us for your private, on-site training.



GET THE BE BETTER NOW APP

Employees get real results and meaningful direction using the app for work-life balance.

- Evidence-based tools created by experts
- Employees can identify issues and set goals for over 30 well-being goals, anywhere, any time
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- Employers have seamless implementation and reports on engagement, ROI and key results

Learn how to boost your organization's well-being



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