



Understanding the model

This model helps conceptually understand the importance of the ‘Manager-Coach’ combination.

The Manager

The Manager is expected to accomplish his work unit tasks through his team.

In so doing, he looks at his team members in their respective work roles.

He applies all the HR tools that the organization has placed at his disposal to get work done. More importantly, he applies approaches which he believes will work for him.

The Manager essentially has three tasks

- 1) *Contracting with his employees in terms of what is expected of them and what they can expect in return*
- 2) *Ensuring that the contract is executed through reviews, training, resourcing and so on.*
- 3) *Leveling with the employee at the end of the contract period through feedback to see where they stand and how things have fared.*

The Coach

The coach is expected to help his team members find solutions to achieve performance improvement. In so doing he looks at his team members as persons and addresses their entire life. He achieves this by applying his skills and values as a Coach.

The Coach essentially has three tasks

- 1) *Clarifying their life purpose, their motivations, their career anchors, their values, personal vision.*
- 2) *Inspiring action by training, encouraging, showing alternatives and building personal discipline.*
- 3) *Bringing about personal change by addressing their self-limiting beliefs, their mind-blocks and encouraging introspection.*

The Manager as Coach

- A) A Manager as Coach will clarify the role expectations from his employee keeping in mind their personal vision and values.
- B) A Manager as Coach will ensure that the employee lives upto these expectations by providing him with encouragement and inspiration.
- C) A Manager as Coach will evaluate performance of an employee as well as initiate future learning and growth plans for the employee.

This combination can fall into three zones of effectiveness:

Zone of inaction: When a manager fails to perform his basic managerial role, he treads the zone of inaction.

Zone of interference: When a manager – coach goes beyond performance improvement and begins to provide personal advice, he treads the zone of interference.

Zone of Performance and productivity and personal growth: This is the ideal situation, where the manager coach combination is able to help enhance performance and productivity and also lead to personal growth.