

LESSON 1

COACHING

● KEY POINT COACHING

Why do great athletes have coaches?

Have you ever been coached in your professional or personal life?

What should a coach do?

Do senior executives get business coaching in your company?

Coaching has traditionally been reserved for athletes. Keeping up with the new corporate tempo requires a rigorous routine which includes physical and psychological training. The new trends for executives are to perform at peak levels. This is fast becoming essential to maintain an edge. Nowadays executives are using coaches. Find out more about how these coaches work.



Objectives: To develop coaching vocabulary.

Time 60 Minutes

Vocabulary Training and coaching vocabulary

Key Points Coaching

Grammar past perfect.

Objectives To understand training and coaching communication.

Review Pervious Lesson

● VOCABULARY AND EXPRESSION BUILDERS

Middle management: Lower executive.

The middle management team is important for the execution of the project.

For that matter: In fact. Adds more information.

For that matter, I am getting as much information as possible.

Close inner circle: An intimate professional relationship.

The senior politician could depend on his close inner circle of advisors.

Sense of motivation: Reason for incentives inspiration and enthusiasm.

He has a great sense of motivation when he works on projects.

Perform at peak levels: To work at maximum capacity.

CEOs are required to perform at peak levels.

Conflict of interest: To have interest in both sides of a conflicting situation.

It was a conflict of interest to release the report and information.

Behind closed doors: To do something privately.

The meeting took place behind closed doors.

Maintaining an edge: To keep an advantage.

The corporate manager must maintain an edge in her career.

Snowflakes: Individual pieces of snow.

The snowflakes came down hard during the storm.

VOCABULARY AND EXPRESSION BUILDERS

To boil down: To get to the basic idea.
It all boils down to money.

A shoulder: to cry on Someone to share emotions with.
He needed a shoulder to cry on after the immense pressure.

Overwhelmed: To have too much work.
She was overwhelmed with the pressure of the new job.

Interpersonal: Between people.
She has strong interpersonal skills.

Sticking to something: To not change.
The project manager suggested sticking to the basics.



What goes on behind closed doors is confidential.

To be coached is as good a strategy for executives as it is for athletes.

One of the most important aspects of coaching is psychology.

Most people can benefit from coaching but it is not for everyone.

The interpersonal skills a person demonstrates boils down to communication.

COMPREHENSION BUILDERS

Looking for a coach Strategies for Executives

Senior executives have been under greater and greater pressure to produce immediate results. Just as athletes require coaching or perhaps a better example, senior politicians, senior business people are looking for better solutions for their performance.

Of course, they have a team of experts in their executive, but perhaps some of the most difficult elements of working with a close inner circle is conflict of interest.

Ben Harper who is a senior consultant to some of corporate America's most respected elite, shares a few of his strategies about what actually goes on behind closed doors in these sessions.

1. Motivation:

Perhaps one of the most personal elements to be developed in the instruction session is focusing on the motivation of the corporate athlete.

Under pressure senior business executives can lose their sense of motivation and as a consequence their sense of direction also.

2. Psychology:

One of the most important aspects of coaching for business executives is the psychological factor.

Some clients consider this the key in maintaining an edge in difficult situations. In fact it might be considered the most important factor.

COMPREHENSION BUILDERS

3. Attitude:

The result of the psychological coaching is the development of an appropriate attitude in an assortment of situations. It can happen that coaching might be required to address diverse circumstances like preparation for major presentations or a conflict resolution. It can also function as an emergency service similar to a tennis player who loses a major tournament. If an executive is in a crisis situation, a business coach should respond similar to an athletic coach.

4. Focus:

Coaching can also involve focusing the client on well-designed objectives. There is a process in establishing these objectives. These goals function as a path in keeping the participants going in the right direction.

It is important to note that this kind of coaching is not only for executives. On the one hand, most people can benefit from coaching. On the other hand, a world class athlete almost always has a coach. Middle management might benefit through group sessions where costs become prohibitive. Good coaches can be very expensive. It goes without saying that it is vital to be confidential. In a global business environment, it is becoming crucial to perform at peak levels.

Ben Jefferson
CNBC

QUESTIONS

1. According to Ben Jefferson executives need coaching because _____.
 - a) senior executives are under greater pressure to perform
 - b) they need better attitudes
 - c) they are not motivated
2. Senior executives need coaching when they _____.
 - a) cannot focus
 - b) are in a conflict of interest
 - c) cannot consult their inner circle
3. Coaches can intervene _____.
 - a) when the executive needs confidentiality
 - b) when the executive is under great pressure
 - c) when the executive loses a tennis tournament
4. Coaching is expensive but the cost can _____.
 - a) be subsidized by the company
 - b) be shared with a group of business people
 - c) be negotiated

WHAT KIND OF A COACH DO YOU NEED?

Coaches will tell you they're as unique as snowflakes. Maybe that's so, but it's also helpful--and pretty easy--to boil them down into four distinct personality types. The challenge is to find the one who best suits your own personality and goals.

The Informal Coach: The Friend

What they promise:

Best friends provide a shoulder to cry on, listen to your problems, help you put this in context, and work with you to create strategies for change.

The reason to use one:

You're overwhelmed with your workload and constantly struggling to catch up. You have trouble negotiating interpersonal relationships with staff and often feel isolated from your employees and executive team.

The traps:

Not taking responsibility. A best friend may help you find more excuses than solutions, so if you walk away from coaching sessions always feeling that you're perfect and your problems are everyone else's fault, you probably need to think about finding a new coach who will do a better job of holding you responsible.

The Motivator: The Guru

What they promise:

More than an expert on running a business, the motivator can be a psychologist with a powerful philosophy on management, leadership, and motivation. In some cases, he or she will arrive with books, DVDs, and seminars they'll encourage you to use.

The reason to use one:

You're fine with technical and financial matters, but need a purpose, a motivation to do the difficult things, as well as a psychological structure for making decisions.

The traps:

Losing perspective. It's easy to get caught up in the cult of personality that most motivators cultivate. Keep your direction, retain your scepticism, take away what's valuable, and ignore the rest.

The Number Cruncher: The Accountant

What they promise:

Number crunchers go deep into your business, performing quantitative analyses, putting processes under a microscope, and working with you to create by-the-numbers metrics to measure performance and achieve your goals.

The reason to use one:

Interpersonal issues aren't the problem; understanding the basics of running your business is. Matters like finance and accounting lead to panic attacks.

The traps:

Becoming an emotionless robot. Not every challenge can be reduced to a number. Make sure you use the number cruncher in matters where metrics are helpful and don't apply spreadsheet lessons to the human side of managing.

The Drill Instructor: The Sergeant

What they promise:

A drill instructor will correct your bad habits by getting in your face, establishing strict schedules, and forcing you to stick to them. Expect lots of tough, tough love. Many are former military personnel and athletes.

WHAT KIND OF A COACH DO YOU NEED?

The reason to use one:

You have goals and objectives, but lack motivation and have trouble sticking to timetables and following through.

The traps. **Lorem ipsum**

Rebellion. Believe it or not, many executives really don't like being bossed around, even when they need it and they're paying someone to do it. If you find yourself acting up against the idea, fix it or look for a coach that will take a less aggressive approach.

1. The number cruncher can be too _____.

- a) analytical
- b) impersonal
- c) busy

2. The motivator is good for _____.

- a) philosophy
- b) psychology
- c) books

3. The informal coach can _____.

- a) put things into context
- b) be good with finance
- c) help you run the company

4. The drill instructor will _____.

- a) correct your bad habits
- b) motivate you
- c) organize your finances

GRAMMAR PAST PERFECT

Past Perfect

Like all perfect tenses the past perfect is used with yet, for, since, so far, recently, and already. It also expresses an action prior to another action and the notion of time of the action is not important.

Remember that there must be an action already completed in the past to use the past perfect

Past Perfect	Action in the past	Present
I _____	boss arrived	now
the report competed		

Examples

He had already completed the report when his boss arrived.

Had he not finished the project before the meeting?

The team hadn't met before the trip.

Structure

Subject + had + past participle.

Interrogative

Had+subject+past participle

GRAMMAR PAST PERFECT

Subject + had not/had't+past participle

Complete the sentences.

1. Before I went to the coaching I (to have) _____ some experience in the subject already.
2. Corporate America's economic results (to perform) _____ poorly for a long time. It finally looked like it was over.
3. The director (to start) _____ a meeting behind closed doors some time before the session.
4. The middle management team (to be) _____ together for years before they got caught up in the project.
5. Alex began the project last year. Before this he (to work) _____ at the company since the acquisition.
6. At the meeting last week we realized Laura (to not see) _____ the report yet.
7. The instructor (to not finish) _____ the training when the senior executives arrived.
8. Eric had a good sense of motivation. He (to work) _____ on the subject before the project started.
9. You met with the team yesterday. I thought you (to not have) _____ a meeting already.
10. At the presentation it went without saying that I (to not complete) _____ the project before the deadline.