

Mike coaching Will transcript

Coach (00:01): So, I thank you first and foremost for the intake questionnaire that you filled out, that was very helpful. So, really appreciate that. And I also appreciate in the previous call that he mentioned to me that you hadn't really had any coaching, per se. Um, and so, we've got about, you know, 30 to 35 minutes. And I know there's a number of things that you had mentioned on the intake that you'd like to work on, but I'm wondering in the interest of the next 30 to 35 minutes, was there something in particular that you wanted to, to work on?

Client (01:00): For me to work, I have one recurring issue that seems to crop up in my life all the time that I would love to learn to get a handle on or address, and that's, and I don't know how to, how I would class it, but it it's more along the lines of how do I, how do I drive home or say what I want to say without causing confrontation, but to get my point across and not, not worry about upsetting the other person or, or the situation be it, be it personal or be it staff? [Okay]. If that makes sense.

Coach (01:49): Yeah, it does. So, um, just, just so I'm clear you're, you're, are you finding that you're saying things that you feel aren't hitting the mark or offending other, or? (crosstalk).

Client (02:00): Well, I feel there's times I'm saying, you know, and I'll us a work example, so I'm in a position where, where I have five directs that answer to me, the important part of the business is driving sales and sales activity, so I have one particular worker, where I personally feel I know what he should be doing, and what type of activities. I've done the gentle approach, where I've said, you know, "This is really a good way, what you should be doing is, say, 20, 20 meetings a week, here's what you want to look for," and then I let him go about and do his thing. But then I find a week or two later, that that's not really being handled the way I'd like to see it. So, then I approach it again, you know, trying to be a little more stern and direct, but, but it doesn't seem to be carrying the weight that I need it to carry. And I find that in many of my situations in life, be it work or personal that I guess what it boils down to is I don't want confrontation and I don't want to come across as a, as a not so nice person, yet I don't understand how there's any other way to say things without getting that point across.

Coach (03:21): Hmm. And why don't, why don't you think your point is getting across?

Client (03:29): Well, I'd, two reasons, or two possibilities, I guess. One, one of either I'm not communicating it in a, in a, in a, in a proper manner that, that shows the urgency of why we have to do it a certain way. It's either that or I'm looked upon more as an acquaintance, a friend than a boss or, or anything of that nature. That's the only things I can think of, because I do, I do, you know, I do have good relationships with the people I work with. Um, so, I don't know if that's blending in too much the relationship with too, the hierarchy of the, of the position of the branch.

Coach (04:18): And it's interesting, if I can just, you know, go back a bit, you use the word, um, "confrontation" a couple of times, that you were concerned about that. And as you start to talk about acquaintance or friend and good relationships, what's, what's more important or what's, you know, what's most important to you, when you're, you know, talking to these folks, whether it be work or, or personal, is it, um, getting results that, and I'm paraphrasing so if I've

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got this wrong, by all means, let me know, but getting the results that you expect out of the conversation, or being remaining a good friend, and having a good relationship? What would be more important out of those?

Client (05:00): Well, that's a tough one to answer because on a personal level, obviously, for me the friendship is important. Um, I think you can overlook some things in a friendship to, to help keep the friendship healthy and maintain the friendship. In the work environment in the position I'm in a branch manager, the friendship isn't as important. What's important is the results. Bu, but, I but I also think there's a value to having a work environment that's, that's positive, good energy, I think results, you get stronger, stronger results in a positive environment. So, I'm trying, that's where I guess the, the rub is. I'm trying to have that happy medium, that happy balance between, you know, being the leader and still keeping a positive environment. And I haven't quite mastered how to, how to drive the point home that I need this. I need these results. Otherwise, not only am I going to get heat from it, I'm going to have to deliver heat, opposed to, you know, hey let's keep everything work hard, play hard, have a good attitude, but I need those results.

Coach (06:27): Okay.

Client (06:16): I don't know if I, I don't know if I came with that out proper, put that out properly, but that's, that's the problem.

Coach (06:34): Okay. No, that, that that came out, that came out fine. I think, um, you know, it sounds like, and um, I just offer you to consider that it sounds like you're wrestling between striking the balance of getting results in the business versus, you know, maintaining good relations with people.

Client (06:53): Yeah, I'd say that's accurate.

Coach (07:00): Have you had any, have you had any situations recently where you felt that you've said something and again, I'm going to go back a bit I believe in the conversation where you're trying to get an, you know, an outcome from these folks, but you're bumping up against confrontation. (Crosstalk) Have you had that recently?

Client (07:31): Not, you know, it's not, it's not so much the confrontation. It's more of I've, I've been pretty, what I thought was pretty blunt and specific to, you know, we need better focus in the office, we need to be concentrating on these specific activities. We need less horsing around, um, more of a professional, um, attitude in the office place. And it's, what I thought was received well, still seems to be somewhat neglected by one in particular. Um, yet, it's hard because he is getting results. But he's also a major distraction to a lot of the other office staff. So, where I try to, I keep, I kept my speech, because I didn't want to single him out, I kept my speech very general to the group, and said, "These are the results we need. This is how I perceive we need to, what activities we have to do to get those results. This is the attitude and the behavior I'd like to see within this office place," you know, from very silly things to, you

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know, to coming in and hey, I'm going to go for a coffee and oh, why don't you join me and why don't you join me and next thing I know, half my office is out going for coffee.”

You know, so I tried to get this across because I want to keep that positive attitude, I want, I want work to be a fun place to come to, because I think when you enjoy coming to work you get, you have better energy, you have better results opposed to a negative atmosphere. But, but it's that gray area that you can't have your cake and eat it too. And I don't know how to deliver that properly to get the point across. Because I'll tell you when this one individual is out of the office, I know he's out getting results, but the office place itself tends to get more things done, in my opinion, less distractions.

Coach (09:52): Okay.

Client (09:53): So, I could deliver that to him, I guess. But I think it would be such a blow to his, his ego and his attitude, it might throw them into a tailspin and, and bring a very negative atmosphere to the office. So, I, maybe I'm answering a bit of it myself, it's almost a bit of fear, I guess, of where this may take the office if I, if I truly deliver what I think has to be delivered.

Coach (10:11): Ah.

Client (10:17): So, I don't know, maybe there's, you know, this, this is, this is, you know, where I can turn to someone like yourself is, is there, you know, a deliverable way of doing this that's strong enough to get the point across but still maintained the atmosphere and the relationships?

Coach (10:43): Well, you know, there's a number of things you've brought up, but I think to be honest what, what I'm hearing is it this is almost I think getting to the heart of the matter.

Client (11:01): Right. Which is him?

Coach (11:08): Yeah. Sorry? You cut out there.

Client (11:13): Yeah no, I'm just, I'm just, so the heart of the matter, if, if it, yeah potentially is him for the most part. But he's good, he's good at what he does, he does get results. But he could do so much better if he did more activity and less distracting to the, and the office as a whole would do better if he just stopped distracting everyone.

Coach (11:42): Okay.

Client (11:43): But if I, if I approach him and say it that way, I don't know if his ego would handle that properly.

Coach (11:54): Oh, okay. And is that another part that is, you know, and I don't want to put words in your mouth, but is, what I'm hearing when you say that is that a bit of, is that fear as well on your part, (crosstalk) of hurting his ego?

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Client (12:14): Yes. It's fear, I'm not, I don't know if I'm so much worried about hurting his ego because he has a fairly strong character, and him and I do have a good relationship. I think he would take it fairly well. What my fear is, um, the unknown of would it send them over a level where he's like, "Oh forget this, I don't want to work here anymore if this is the way it's going to be." I'm in a position, I don't want to be hiring. I don't want to be looking for new people. I, for the most part, love the team we have. I love the, you know, I love the way we get along as an office, we do work well together for the most part. This one particular individual does get results, um, but, but there's a lot about him that could get a lot more results if I could just get him to channel his energies properly and leave everyone else alone.

Coach (13:20): Hmm. What is it that makes you afraid to have the direct conversation that you referred to earlier with this individual?

Client (13:28): I think it's, it's, I think it's that I feel we have a fairly good balance in the office, you know, almost like a yin and yang type thing. There's good back and forth. And I don't want to offset that. And it's like an ecosystem, right? We're all, it's working properly right now, and where we fall short with one, we pick up on another, we help each other out. Um, you know, we're all strong individual pillars. And (crosstalk), if I knock, if I knock down one of those pillars, I guess my fear is that the whole, the whole foundation come, or the whole building comes down if I knock out one of those pillars.

Coach (14:15): Oh, okay.

Client (14:17): Which is probably not real, like that's probably not going to happen, it's probably, but that's I think where the fear is. And I also, you know, you know, if I'm going to be completely honest, honest here in can-, you know, there's always the fear, you as a manager you would like to be liked. And I don't want to throw that off either.

Coach (14:38): Right. When you think about striking the balance between, as you say, being the manager versus being liked, what, what's the difference in the way those two look for you? What do they look like for you?

Client (15:04): Um, well, I know it's possible, because I answer to a manager who is very well-liked, but has, has the ability to, to approach us and get results. I don't like all the time everything he asks of me, but, but he still, he still gets for the most part the results out of me. I haven't, I haven't learned how to do that properly. So they're, they're, I know it's possible to have that balance, I just don't know how to, how to, how to get there how to do that.

Coach (15:39): Okay. Well, you, I want to circle back to the opening, because you know Will, as we've talked in the past, this is, this session is really about you and for you, um, and it's your agenda [Right], not, not mine. And, um, in the beginning you, and it, and it's okay no matter what it is, it, it doesn't have to have a definitive ending here. But you said in the beginning that you wanted to talk about the ability to say something and drive your point across without confrontation. Um, and now we're getting into some good conversation around getting results out of your staff and being liked at the same time. And I just want to check in with you, what,

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what would be a meaningful outcome from today's session? You know, if you said, you know, "Man, that was awesome," at the end of today's session, "I really took something away," what would that, what would you like to take away from today's session?

Client (16:48): I think, I think some very good takeaways would be either if I could end this, if I could end the session with, um, maybe a couple ideas or, or, or different approaches on how I may, may I, you know, I may handle my situation, or maybe some suggestions, you might want to try approaching this individual this way, or maybe you need to say this to the group that drives the point home and gets the results you need. Or, or maybe there's maybe, maybe, you know, maybe there's a reality check here that, um, you know, being in a position of power, you just can't have those friendships. And maybe that's a reality I'm not aware of or maybe it really doesn't exist. So, if I could get, you know, getting back to your, if I could take anything away from here, I would like some, some insight or some, something passed to me which that says, you know, maybe, maybe this is an approach you could try, or have you, have you thought of pulling this guy aside and saying this, this and this, or something to that effect.

Anything at this point would be helpful because I'm kind of spinning my wheels, and it causes a certain amount of frustration obviously, you know, when you have these conversations and, you know, I'm human, so my patience level is getting thinner and thinner. And eventually, I don't want to be put in a situation where I completely snap at the guy, um, and say something that I would regret, or completely puts him in a tailspin. So, I know there's a professional way to do this. I just don't know how.

Coach (18:36): Okay, well, and as we talked about, you know, coaching is really about, you know, providing you access to probably incredible answers and information already contain within. And, um, certainly there may be points in our conversation where there's an opportunity to provide some, you know, reflection, but, um, I just want to I just want to check in. Um, so if a meaningful outcome for today's session, we've got, you know, a couple more for sure scheduled or teed up that we could do. (Crosstalk) Um, so would a meaningful outcome for you would be just working on an approach with this, this person in your office? Coming up with an approach and some ways to potentially conduct that conversation be meaningful at the end of it?

Client (19:45): Yeah, that would, that would definitely be meaningful and helpful.

Coach (19:49): Okay (crosstalk).

Client (19:50): Yeah. If we, if we could figure out, yeah, that would, that would, I could probably, you know, find my own words. Maybe just an approach, and, and, you know, maybe, maybe the first paragraph-type thing if you get my analogy, to help me get my story across, maybe the first guidance, the first paragraph would help.

Coach (20:10): Okay. Well, let me, let me, let me pose a question to you. Why, why do you think what you share with him, regardless of what the share is, why do you think that wouldn't get the point across for this individual?

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Client (20:32): Uh, because I think he has a bit of ADHD. He's on, I say that jokingly, but it's, I've said my points pretty clear. So, I don't, you know, so I'll use the example, here's a great example, and maybe this will set the clarity. You know, we've discussed the amount of appointments that are needed. So, I've requested that he, that he completes 20 appointments a week, and out of those 20, um, five should be existing clients, you know, just to keep good relations, PR and so forth, check-in services and stuff like that. The remaining 15 should be brand new clients. Um, I had that conversation with him two weeks ago, two, three weeks ago, he had maybe a dozen appointments. And out of that dozen, maybe half of them were new, half of them were existing. I revisited the conversation, tried to take a different approach, but at least I thought I did, but it probably came out the same way.

The following week, he basically, now we were shorted a because of the holiday, but even if we did the math to adequately add in there, you know, he was going to have, maybe he was on track to do 14 meetings that week. And out of those 14, um, you know, three to four of them were existing, and maybe, maybe nine or 10 were new. So, but then when I say it, when I bring it up, he's like, "Oh, no, yeah, I know. I know. Yeah. Yeah 20, 20 is what the goal is, that's where," you know? So, I don't know, maybe the approach is, "Hey, I've asked this twice of you. You know, you say you're on board? Why are we not there?"

You know, maybe there's an accountability, maybe there's, you know, because I have driven, what I think driven is home a couple times. But when you, when you, when you drive it, or at least you think you drive it home a couple times, two or three times, and you're still not getting it, for me, then I lead to question it, well, maybe I'm not driving it home like I think I am. So, then you start to question your approach and what's being said. At least I do.

Coach (22:57): What about your approach do you think didn't work for him?

Client (23:06): I don't know. I don't know. To be honest with you, I really don't know. It's not rocket science. So, I don't know what, I don't know what's being, maybe it, maybe I have to take a step backwards where go through the, you know, these are the activities that it's going to take to get 20 meetings a week. Maybe I have to start focusing on what activities he's doing to get the 20 meetings a week, because he's obviously not getting the 20 meetings. And he knows he's heard me a couple times, say what, you know, we need 20 meetings a week. So, I don't know, I don't know what he's not getting. I should just ask him, "Are you not understanding this?"

Coach (23:53): Hmm.

Client (23:55): Maybe it's that simple. Just say, you know, "We've had this conversation a couple times. Um, you're still not getting 20 meetings a week. Why is that?"

Coach (24:05): I want to understand, I want to understand from your perspective, um, if you were to look at how he's performing now, on a scale of one to 10, where would you say he is relative to your expectations?

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Client (24:30): I'm going to, I would say, based on my expectations, I have very high expectations, I would say he's at about a six-and-a-half.

Coach (24:48): Okay. And if you could describe what it would look like of him operating at the highest level possible in your mind, what is, what is he doing? What's his way of being?

Client (25:09): Like his daily routine? Or his rating?

Coach (25:16): No, what would he, what would he be doing, what, describe what he would be like. What would he be doing, from your perspective to be at (crosstalk) the highest end of the scale?

Client (25:29): If I was at the highest of the scale, what would he look like? I'd see him in the morning for maybe an hour, hour-and-a-half, and he would be basically putting his packages together, maybe doing some follow-up emails, phone calls, touching base with the team on where he's at, who's going to see. Then he would disappear from the office and go do his meetings. And we run 8 to 5, so maybe that's 8 until 9, 9:30. Then he would leave the office, and I wouldn't see him back till maybe 3:30, 4. And at that time, he'd come in, get on his computer, enter his notes, maybe give us an update as to what went on during his day, if he got any orders, um, and prepare and, you know, so get on his computer, enter his notes, prepare for the next day and then leave at 5. To me, (crosstalk) that would be the ideal.

Coach (26:23): And that sounds really clear by the way, Will.

Client (26:27): Okay.

Coach (26:30): That sounds, that sounds really clear, what I'm, what I'm just wondering is, um (crosstalk). . .

Client (26:35): I've never said that to him.

Coach (26:38): Oh, okay.

Client (26:39): So, I've never, I've never said that exact way to him, here's what, here's what, here's what I envision your day looks like, or what it should look like from my point of view.

Coach (26:50): Right.

Client (26:53): Maybe that's a visual he needs. I'm writing that one down, by the way.

Coach (27:04): Okay, well, it was all yours.

Client (27:09): Well, no, I just, you know, just, just walking through it and talking about it helps, you know, uh, "Yeah, here's what your day should look like." Okay.

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Coach (27:25): So, would that be a next step that you could do?

Client (27:30): An approach to him?

Coach (27:32): Yeah.

Client (27:33): Yeah, I think so actually, I think, I think, I think, um, anyhow, that's one potential way. I think I could sit down with him and say, "Listen, we've chatted about 20 appointments a week, 15 new, five existing. We haven't had those results for the last two, three weeks. So, here's, here's what I would like to see your day look like." And then spell it out. "You come in in the morning at 8, you basically leave here at 9:30," um, you know? Now he should be, maybe I have to think this out better. The flaw with that is, in order to book appointments, you have to be there to phone for appointments too, because he makes all his own appointments. So, there has to be some time where he comes back to the office to make appointments and call on new clients. So, maybe that's the 8:30 to 9:30 in the morning time, you know? Maybe that's something we could work out him and I. But for the most part, that is an approach that I could, I could take with him. I think, I think, yeah, that could be one.

Coach (28:48): What are some others, some other approaches?

Client (28:53): Well, I guess another approach could be just to flat-out asking him, you know, "We've discussed this and we're not hitting it. Why is that?" Or "What, what activities or what routine or what approach do we have to take to ensure that you get your 20 meetings a week?" Let's hear it from him, what he has to say.

Coach (29:17): And which one (crosstalk) do you think, which one do you think would be more engaging for him those approaches?

Client (29:24): Well, I know, I know where that's going. The second one would be more engaging. If I, if I go, "Here's what I think your day should look like," that's me basically telling him, "This is how you're going to run your day." And that, that could set him off into a tailspin like, "Oh, great. You know, I've gotten no input here. This is what I'm told how my day supposed to look." As opposed to the second way, when I say "Hey, this isn't, you know, we've talked about this is obviously not working. What do you think we need to change? Or what do we need to do to get you to 20 meetings a week? Make it more not about him, make it more about we to symbolize that we're in this together type mentality. What do we need (crosstalk) to do? Or, maybe it's, maybe, maybe I step out and not do a we, maybe it's "What do you need to do?" or "What do you think you need to do?" or "How can I help you get to your 20 meetings a week?" He's not doing it. I sit right by the guy so I, you know, he does make phone calls, not enough as far as I'm concerned. He does, um, with me saying it nicely, he does waste a lot of time, you know, coffee runs, eating at your desk, talking with co-workers, stuff like that. So, there's a certain amount of time that's wasted. So, I know the time's there, I know it can be done.

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Coach (31:03): So, well, the other thing that I'm hearing through this is ex-, the word "expectations," (crosstalk) your expectations of him.

Client (31:18): Yeah. I'm the manager, I have expectations of him.

Coach (31:21): Yes. Do you, do you feel he's clear on your expectations?

Client (31:27): Um, well, I thought he, I thought I was pretty clear. So, when I, when I, when I tell him what we need to be doing, or what he needs to be doing, 20 meetings a week, you know, he's agreeing. He's nodding to it. The words, you know, "Oh, I hear you. Yeah, you're right," all that's coming out of his mouth. So, why would I be left to think that he's not comprehending or understanding it? Right?

Coach (32:07): Yeah. And we talked about you wanted to get some approaches out of that, which you started to develop.

Client (32:11): Right.

Coach (32:12): One was, one just to play them back, and if I can, can I share them with you what I have, sort of (crosstalk) just in my, that I've been listening for is the one is to clearly articulate what your expectations were throughout a day, a working day, what does a working day look like, in your mind relative, you know, the old cliché, going from good to great.

Client (32:35): Right.

Coach (32:36): And the second, and the second one that you said was an approach was checking in with him. And you took that from a "we," and then you offered to, how could you help him to achieve the results that you're expecting of him?

Client (33:02): Okay.

Coach (33:03): So those were (crosstalk) a couple of. . .

Client (33:05): Say that one again.

Coach (33:09): The, the second one was, um, how you could check in with him on how he, what could he be differently, or we could be doing differently, and then you shifted that into a "How can I help you achieve the results that we expect of you?"

Client (33:28): Okay. Right.

Coach (33:29): And that's, I'm paraphrasing a bit of what you said, and I'm just checking in what I heard as a couple of approaches.

Client (33:38): Yeah, no, that's right. That's what I said.

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Coach (33:40): How do those feel for you?

Client (33:44): Uh, well, they both sound good, actually. Both could, I could actually use both of those to be honest with you. I don't think I have to (crosstalk) use one or the other. I could actually ask him, you know, "We've had discussions and I'm just, I'm just doing a review at this point, and checking in with you. So, what do you think a day, you know, what do you feel you should be doing during the day to get 20 appointments," and get an answer from him. And depending on how the answer goes, I could then use the second approach being, "How can, you know, how can we help you as a team?" or "How can you, you know, what do you think you have to do to get," it depends, I guess, how he answers the first part, what he feels a working day looks like to him. Because if a working day to him looks like "Yeah, I come in at 8, then I go for coffee, then I have some, you know, lunch or breakfast at my desk, and then I talk with the team, make a couple phone calls, then I have lunch at my desk, then I, you know, take my lunch-hour break, come back, and maybe I pop out for a meeting, and then come back for a couple notes and go home," well, that's not a very productive day.

You know, and if that's what I were to hear, then I could probably address that pretty succinctly that well that's not going to be enough. But if I hear from him what he thinks a busy day is coming in and, you know, hitting the phones and trying to grab appointments, you know, and, and, and get out there and do appointments, come back, enter my notes, make more phone calls, then I know he's on the right track. Maybe we just have to organize his time better, or put him into some type of structured time-blocking or something to that effect. I don't know. Depends how he answers that first bit, I guess.

Coach (35:41): That sounds great. Hey, listen, I just, I just want to do a time check, we ran a little bit over, and I want to be respectful of your time (crosstalk). So, what's a, what is the next action you'd like to take around this then?

Client (35:53): Well, I think the next act-, I'd like to take this approach with him this week, I'm going to sit down with him tomorrow.

Coach (36:03): Okay.

Client (36:04): And I want to try, I want to try these, I'm at a point where I really don't, I got nothing to lose because I've been pretty clear the other way, and I'm still not getting the 20 appointments a week, nor am I getting, you know, a six-and-a-half rating out of 10, I'm obviously not getting what I truly need. So, I think I take the approach, the double approach here, get inside his head so I can see what a working day looks like to him or what it should look like. And then get the second half of "Is there a way that we can help you, I can help you as a team or as your, as your, as your manager?" or put the accountability on him, what does he think he needs to change? I think I've got to take those two (crosstalk).

Coach (36:54): Okay, and who's the best person to hold you accountable for making sure that you take this next step?

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Client (37:05): How about you? How about you in our follow-, follow-up conversation?

Coach (37:12): Well, we can certainly do a check-in to see how that works. Is there anyone else that . . .

Client (37:17): I'll tell you, I'll tell you what the accountability is, is I know what the results have to be. So, if I don't have this conversation with him, the accountability is going to be my boss is going to continue to phone me and wonder why we're not having the results. And I have a, I have a business review due tomorrow that, to present to my boss and this is now going to be included in it.

Coach (37:47): Awesome.

Client (37:48): So, there's I guess the, maybe that's a loose accountability but it is some accountability.

Coach (37:57): Did you find the session meaningful?

Client (38:00): Yeah, actually it helped, um, just talking through it, and, and working through some different, different approaches. I feel pretty good actually about sitting down with him tomorrow. (Crosstalk) I don't think this will ruffle his feathers. I think this will give me a really good idea of where his mind-, mindset is at, you know, because it can't, I can't answer what I don't know. So, if he thinks he's doing a great job, then everything I say to him goes in one ear and out the other. If his day looks completely empty compared to what I want it to, then I can at least work with that.

Coach (38:45): Right. That sounds great, Will. Well, I want to be respectful of your time, thanks so much. And I look forward to chatting with you in a couple weeks and see how you made out. I'll be excited to hear and, um, we'll chat soon. I'm just going to, was there any last asks or (crosstalk). . .?

Client (39:07): No, I just want to say thank you. No, no last questions. I'm, I'm excited to try this. So, I thank you for helping me find that approach, um, or a couple of them anyhow, I actually feel pretty positive about this tomorrow so (crosstalk).

Coach (39:24): Excellent. I'm just going to, that's awesome, I'm just going to stop the recording, so just hang on a sec, and we can just say goodbye. So, hang on.