

Coaching leadership

How to treat your employees with love

Torgny Veibäck

Welcome to this seminar in the Personal Leadership Development in the Business Coaching Programme. I will talk about the Coaching Leadership or How to treat your employees with love. My name is Torgny Veibäck.

How do you want to treat your employees?

Personal leadership development

Love the Lord with all your heart, with all your soul and all your mind – and your neighbor as yourself! (Matthew 22:37-39)

Whatever you wish that others would do to you, do also to them. (Mathew 7:12)



What about adapting a coaching leadership stile?

Love God

Love your neighbor

Love yourself

Jesus said you that you should love your neighbour as yourself. He also said that whatever you wish others would do to you, do also to them.

Your employees are your neighbours. And you want to treat your employees as you want to be treated yourself. Isn't it like that? But how do you do that?

How do you motivate your staff according to their personality?

Personal leadership development

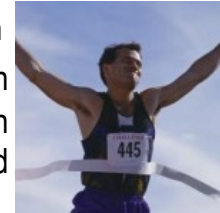


Learning

Learn
Understand
Develop

Competition

To win
Be seen
Be praised



Helping others

Be useful
Contribute



Result oriented

Create
See result
Challenge yourself



Good life



Experience
Adventure
Fellowship

You might recognize these five personalities.

1 You see those who love to learn more, striving to understand and develop in knowledge and skill.

2 You see those who want to be heroes, be the best one, who always compete and want to win, be seen and praised.

3 Then you recognize those who love to perform and get good results. They are proud what they create wanting to show their results and good quality of work. They are challenging themselves to always perform better.

4 You also see those who love to be helpful and contribute to a good mood to the workplace.

5 And then you see the people who just love various experiences, adventures and to live the good life

This is a great help to understand the kind of personality the person has when you give feedback, encourage by giving bonuses or talk about the person's personal development.

Two leadership stiles

(Jürgen Habermas)

Personal
leadership
development

Strategic acting



Communicative acting



I want to show you two leadership stiles which are quite different, two extremes. It's like two roads, the dangerous road and the straight nice road. You are following both roads now and then you will notice in yourself.

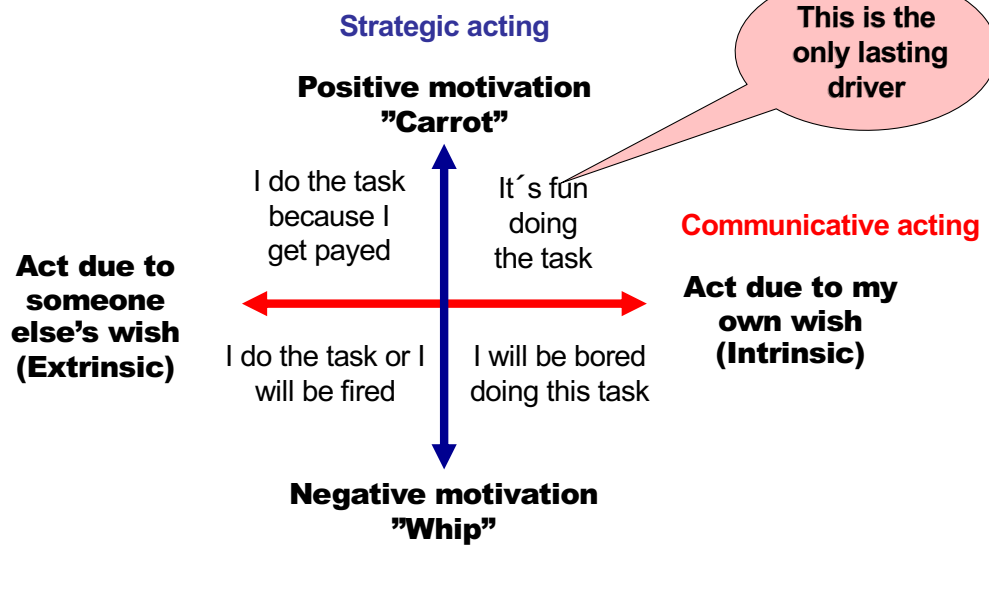
The road of Strategic acting is when you give an order and the person doesn't follow your order. Normally you try to persuade him to do what you want. You might try to negotiate when nothing happens trying to find some compromise. When that doesn't work you start to threaten them with some sort of punishment for not doing as you want or give them some extra benefit just to get them doing it. And in frustration and anger or in risk for loss of your prestige even start to use violence.

The other road is Communicative acting. It is creating dialogue from the beginning, explaining why and for whom he ought to do what you want, involving him in the whole issue and even reveal some secrets behind which other doesn't get to know. You also remind him about your how this acting is in accordance with your values you both share. Then you serve as a model doing the same kind of awkward jobs as you want him to do.

Motivation for work

After Alfi Kohn

Personal leadership development



Having those two extreme ways of acting in mind we might understand what happens.

First look at the blue vertical line where you have the first steps of Strategic acting at the top persuading and giving benefits, and the those steps that give negative motivation such as threatening at the bottom. The "carrot" and "whip" you know.

On the horizontal red line we have the Communicative acting with just telling people what to do to the left and really involving them to the right, getting them to act by their own will.

For example: Up in the left corner the person is doing something because he get paid. That is the way it is normally.

Down to the left is where a person is working and do what he is told otherwise he will be fired. He feel threatened and is not motivated.

Down to the right the person says I will be bored doing this task. He wants to do the job just because to get it over. He has the will to do it bat without enthusiasm.

In the upper right corner is the only way that gives a lasting motivation for working. "It is fun doing this task." Here the person gets the need according to his personalities fulfilled, get paid.

This chart will hopefully help you to identify your current leadership stile and understand what to do to move towards the upper right corner.

Coaching questions

- How can you develop your coaching leadership style?
- What difficulties do you see in adopting a coaching leadership style?
- What can you personally do to overcome these hinders?

Here is some coaching questions. Talk with your coach about these them. God bless you in develop a coaching leadership stile. Thanks for listening.