Coach
Co-Achieving

paper self-scored form

TEAM DEVELOPMENT

Translating values about team leadership into day-to-day behavior

*T*each leaders how to apply Achievement-oriented thinking to effectively coach others and improve performance

WHAT IS COACH?

Developed by Michael Gourley of Human Synergistics New Zealand, *Coach* is a unique team exercise that highlights the assumptions, values, beliefs, and attitudes underlying high achievement and the motivation of individuals and teams. Specifically, participants are challenged to identify, from a list of 55 items, the most appropriate approaches to coaching, goals, and actions for turning around a team that currently is not performing well.

HOW DOES COACH WORK?

Coach includes two exercise booklets focusing on the actions to be taken to motivate and improve the performance of team members. Section 1 focuses on selecting:

- the most appropriate Approaches to coaching and leading the team;
- the Goals that are most likely to translate into achievement; and
- the best processes and criteria for the Selection of team members and leaders.

Section 2 focuses on identifying the most effective approaches to:

- running practices and Training activities;
- Team Talks: Before the Game;
- Team Talks: Halftime; and
- Team Talks: After the Game.

Participants complete these sections by first working independently and then together in groups. Afterwards, they can assess the quality of their individual and team decisions by reviewing the positive or negative scores assigned to each item on the basis of research and literature on motivation and performance. Individual scores reveal participants' assumptions and beliefs regarding coaching and motivating others to achieve. Ultimately, participants learn how to identify and apply Achievement thinking to become more effective managers.

While *Coach* is set in a sports context, it applies to any team—particularly work groups. The sports setting allows participants to question the assumptions and values of others in a non-threatening way and facilitates open, honest discussion due to the high level of tolerance regarding diverse opinions about sports.

The exercise takes approximately 2 ½ to 3 hours to complete, including scoring and debriefing.

APPLICATIONS

Coach can be used as an icebreaker, "main event," pre-test/post-test assessment, or follow-up activity for programs focusing on:

- Manager and supervisor development
- Leadership development
- Team development

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The exercise can also be used as a tool for:

- Illustrating the effects of different personal styles as measured by the *Life Styles Inventory*™ (LSI) and the impact of different strategies as measured by *Leadership/Impact*® (L/I) and *Management/Impact*® (M/I)

- Evaluating current approaches to motivation and team dynamics

- Enhancing the ability of individuals and teams to strategize, plan, and set goals and execute action plans for achievement

- Promoting more effective management and leadership approaches

While *Coach* can be carried out as a self-standing program, it is particularly effective when used in conjunction with L/I, M/I, or the LSI. These diagnostics further participants' understanding of their own personal approaches as well as the ways in which they currently manage and affect others. *Coach* also can be used with the *Organizational Culture Inventory*® (OCI®) to help link individual and team styles to organizational culture and effectiveness.

GROWING ACHIEVEMENT-ORIENTATION

Achievement-oriented thinking and behavioral styles are significantly related to the effectiveness of managers at all levels. In addition, successful companies encourage their members to think and behave in Achievement-oriented ways. This often occurs naturally, because when managers themselves have a Constructive and healthy self-concept, it tends to permeate their organizations. However, many people have difficulty accurately identifying what makes them (or others) successful and sometimes confuse Achievement with dysfunctional, Defensive thinking and behavioral patterns such as Approval, Competitiveness, Power, and Perfectionism. *Coach* enables participants to think through the differences between these styles and their impact on the motivation, behavior, and performance of people.

Some behaviors on the part of coaches and managers are conducive to the development of Achievement while others discourage this style. *Coach* enables participants to discover how to develop an Achievement orientation in the workplace.

WHO SHOULD EXPERIENCE COACH?

Coach is appropriate for anyone with leadership or managerial responsibilities.

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One Organization at a Time*®

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Creators of the *Organizational Culture Inventory*®, *Desert Survival Situation*™, *Life Styles Inventory*™ and *Leadership/Impact*®.