

When you invest in training and communicating your organization’s vision, how do you ensure that profitable changes in the workplace are realized and sustained?

Coaching is being explored as the solution to increase accountability so that training and strategic planning initiatives lead to improved performance. This article is part 4 of four discussions on how to create an effective coaching program by:

- 1) identifying what great coaches do and providing guidelines to determine whether coaching would benefit your organization;
- 2) finding great coaches who can ensure that your people become skilled at inspiring accountability;
- 3) incorporating software to build an affordable coaching program that will generate sustained results; and
- 4) **overcoming the reluctance by employees to provide and to receive coaching.**

To create a coaching culture that inspires accountability for turning business plans and learning objectives into sustained results, organizations need to address the following question: **how can you ensure that managers commit to the coaching process?** This article examines the sources of managers’ reluctance to provide coaching and suggests a solution for gaining their commitment.

The most effective way to ensure that managers commit to being coaches is having senior management champion the process. Support from leaders in the organization will also resolve many of the other sources of resistance from managers. For example, managers often complain that coaching is too time consuming and that it is difficult to connect the agreements made in previous coaching sessions to current coaching efforts. In addition, role modeling from leaders will help overcome the fear of lacking

the skills to influence others, a common underlying cause of a reluctance to provide coaching.

The senior management team does not need to be expert coaches to role model the coaching process for managers. Rather, leaders must simply demonstrate their commitment to improving their own coaching skills. Managers will be motivated to implement coaching skills if they can see that the program and process applies to everybody in the organization.

To demonstrate the coaching process, senior management will often begin by receiving expert coaching themselves. The leaders’ goal will be to effectively coach managers about coaching skills. In turn, managers will then adapt their coaching skills to inspire accountability among employees for developing a variety of skills.

Software can increase the speed with which senior management leads a coaching initiative. By capturing the process by which leaders themselves improve their skills, managers can see the steps they should follow. Furthermore, managers can adapt the software to quickly replicate the coaching process with their direct reports.

Ultimately, the success of any corporate initiative will be dependent upon follow-up and accountability. Leadership that role models coaching, verbalizes the benefits of coaching, and supports the process with adequate resources, paves the way for managers to act as powerful allies for turning ideas and information into sustained business results.