



EXECUTIVE DEVELOPMENT & EDUCATION
A RICHARD C. HUSEMAN COMPANY

The Coaching Playbook

for your team



CHRIS GREEN
SYNERGISTIC SYSTEMS

INTRODUCTION

Have you ever been part of an athletic team? Have you ever had a personal trainer help you get physically fit? Have you ever worked with a music coach to refine your performance? In each case, you have been involved in a relationship where another person – a coach – helped focus and guide you to your goal. Your role as a leader (whether you are a CEO, executive, mid-level manager or front-line supervisor) is in many ways like that of a coach. Like a coach, you have a great deal of influence on how your team performs. Like a coach, your job is to get the best possible performance from your team – to best use each individual player’s special knowledge and skills.

Studies show that the relationships leaders establish through daily interaction have the most significant impact in determining employee job satisfaction and performance.

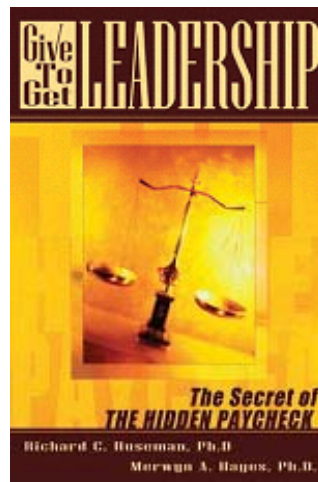
In order to do this, you must realize that in every relationship, people **GIVE** to **GET**. In order to get the performance and profit you want from your employees, you must be willing to give them what they really want from their jobs. And, it’s not just about money. There is another paycheck – a Hidden Paycheck – that people want to be paid at work.

As you are aware, a number of your direct reports recently completed the **Job Relations Inventory (JRI)** on your behalf. Through the JRI, your direct reports were given the opportunity to tell you exactly what they want from their work (what we call, Outcomes) and how they think you, as a leader, are providing these Outcomes to them. This **Coaching Playbook** summarizes their responses and allows you to assess the specific nature of the Hidden Paycheck for your direct reports. The Playbook then provides you with several leadership strategies that you can use to help pay the Hidden Paycheck to your direct reports. With this knowledge, you can put together an effective Give-To-Get “Coaching Game Plan” for enhancing performance for yourself, your team, and your organization.

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The results in this report are based on responses from 9 of your direct reports. As you read the report, you will be able to analyze the perceptions of your employees in a number of areas including what outcomes are important to them and how they perceive your leadership and communication style. The detailed analysis throughout your Coaching Playbook will help you better understand what your employees want and what strategies you as a leader and coach can leverage to maximize overall performance.

GIVE-TO-GET LEADERSHIP



The **Coaching Playbook** is based on the basic principles of the book, **Give-To-Get Leadership: The Secret of the Hidden Paycheck**. Years of downsizing, mergers and other cost-cutting strategies have left many employees feeling they are holding the short end of the stick in their relationships with their employers. Much of the old loyalty employees once had for their companies is gone. What has emerged is the importance of the immediate leader as the major driver of performance at every level of the organization.

The tenants of Give-To-Get Leadership can help you *give* you employees what they really want from work so that you can *get* the performance and profit you need to be a successful leader.

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OVERVIEW – EQUITY & THE HIDDEN PAYCHECK

Equity as motivational theory is a practical explanation for why employees perform the way they do at work. Equity theory states that people evaluate their relationship with their job by comparing what they give (time, effort, loyalty) with what they get (pay, recognition, a sense of accomplishment). What they give are called *Inputs*. What they get are called *Outcomes*.

Based on the comparisons of Inputs and Outcomes, people decide if they are over-rewarded, equitably rewarded or under-rewarded. Research shows that more than 80% of hourly employees and 53% of managers feel they are under-rewarded at work and that this directly affects their job satisfaction – more importantly, it also affects their performance. Frequently, employees who feel under-rewarded do just enough to “get their paycheck and go home.”

Our approach to helping you improve the satisfaction and productivity of those who report to you is called **Give-to-Get Leadership**. The first step in applying **Give-to-Get Leadership** is to understand exactly what *Outcomes* are important to your people. The next step is to understand what you can do to enhance employee perceptions of equity at work.

Your employees were given the opportunity to assess 20 *Outcomes* or *Currencies* that people typically seek from their jobs and indicate to what extent they actually receive these Outcomes. These outcomes, with the exception of pay, make up a Hidden Paycheck that your employees are seeking from their work. By paying this Hidden Paycheck (providing these outcomes to your employees), you are giving your employees more of what they want so that, in return, you get more of what you want – increased levels of productivity, performance and profit. We classify these 20 *Outcomes/Currencies* into four categories. The influence you as a leader can exert varies within each Outcome Category.

OUTCOME CATEGORIES

1. **System Outcomes:** System Outcomes are generally determined by the organization. However, you may have some degree of influence over them:
 - ◆ Pay
 - ◆ Fringe benefits
 - ◆ Promotion and advancement
 - ◆ Job security
 - ◆ Working conditions
2. **Job Outcomes:** Job Outcomes flow directly from the job being performed. You have some influence over them, assuming you manage the work and the work flow so that these Outcomes are available:
 - ◆ Using one’s abilities
 - ◆ Challenging work
 - ◆ Decision making
 - ◆ Responsibility
 - ◆ Meaningful work
3. **Performance Outcomes:** Performance Outcomes come from on the job successes. You can have a very significant influence in providing these Outcomes to your employees:
 - ◆ Accomplishment
 - ◆ Achievement
 - ◆ Competence
 - ◆ Personal worth
 - ◆ Confidence
4. **Interpersonal Outcomes:** Interpersonal Outcomes come from interactions with others. You can also have very significant influence in providing these Outcomes to your employees:
 - ◆ Belonging
 - ◆ Recognition
 - ◆ Status
 - ◆ Appreciation
 - ◆ Job Friendships

SECTION 1: PERCEPTIONS OF WORK OUTCOMES

1.1 Ranking Outcomes

Table 1 shows how your employees ranked the 20 Outcomes by importance and the Outcome Categories associated with them.

The top 5 most important Outcomes to the 9 members of your team are:

- ◆ Accomplishment
- ◆ Pay
- ◆ Job security
- ◆ A feeling of achievement
- ◆ Recognition of good work

What this means to you is that out of the 20 Outcomes that to varying degrees are important to all employees – you now know the 5 most important to your direct reports and therefore, the 5 that are linked most directly to your team’s performance. These 5 Outcomes are the most valuable currencies your direct reports are seeking in their Hidden Paycheck.

Later in this report, in the section entitled **Your Give-to-Get Coaching Game Plan**, you will receive suggestions as to how you can actually pay these Outcomes or currencies to your team.

Table 1
Outcomes Ranking for Chris Green’s Team

Direct Report’s Ranking	Outcomes	Category
1	Accomplishment	Performance
2	Pay	System
3	Job Security	System
4	Achievement	Performance
5	Recognition	Interpersonal
6	Competence	Performance
7	Ability Utilization	Job
8	Confidence	Performance
9	Fringe Benefits	System
10	Meaningful Work	Job
11	Personal Worth	Performance
12	Working Conditions	System
13	Decision Making	Job
14	Appreciation	Interpersonal
15	Belonging	Interpersonal
16	Responsibility	Job
17	Promotions	System
18	Friendships	Interpersonal
19	Challenge	Job
20	Status	Interpersonal

SECTION 1: PERCEPTIONS OF WORK OUTCOMES

1.2 Outcomes Received

Your employees also indicated to what extent they actually experience receiving each Outcome on the job (how much of their Hidden Paycheck they feel they are actually receiving). By comparing what your employees want (importance) with what they receive (experience), you can identify the Outcomes that need your attention.

Table 2 shows your team’s top 5 Outcomes, and the difference between what they “Wanted” and what they feel they have “Received.”

Here is a summary:

- ◆ Of the five Outcomes most important to your team, the largest difference between what they want and what they receive is in **A sense of achievement**, a difference of **31%**.

Table 2
Outcomes Wanted and Received for Chris Green’s Team

Outcomes	Wanted	Received	Difference
Accomplishment	91%	75%	16%
Pay	89%	78%	11%
Job Security	87%	68%	19%
Achievement	84%	53%	31%
Recognition	78%	54%	24%

SECTION 2: DISCRETIONARY EFFORT, SATISFACTION & ORGANIZATIONAL REWARDS

2.1 Discretionary Effort

Mandatory effort is the amount of effort employees need to provide in order to keep their job. Discretionary effort is the amount of effort employees can give over and above simply “doing enough to get by.” Discretionary effort does not equate to working more hours. Rather, discretionary effort has to do with focus, passion, commitment and a desire to win. As a leader, you play the major role in creating “a winning environment” which, in turn, secures discretionary effort from employees on an ongoing basis.

The members of your team were asked if they could improve their job effectiveness (i.e., increase their discretionary effort) “if they wanted to.” They chose one of the answers listed in Table 3. A quick review of this table shows how much discretionary effort is yet to be tapped from your team.

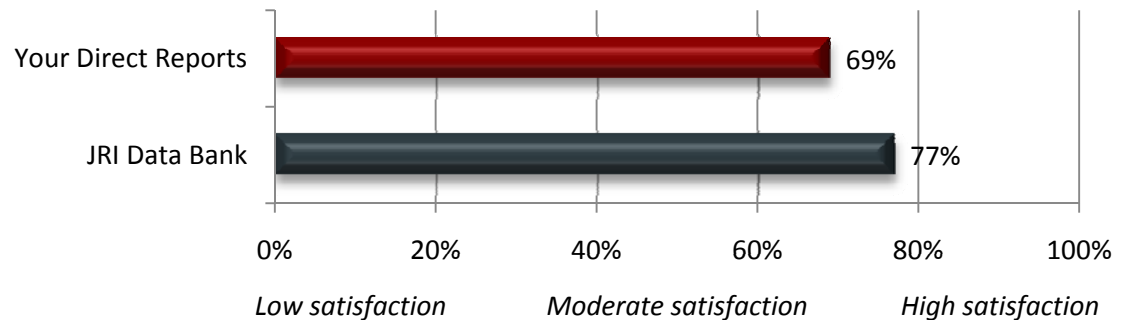
2.2 Job Satisfaction

Your team also indicated their current level of satisfaction with their jobs. Table 4 shows the job satisfaction levels for your team compared to all respondents in our Data Bank. Your team reports a job satisfaction level of 69%, compared to the Data Bank level of 77%.

Table 3
Discretionary Effort Yet To Be Tapped for Chris Green’s Team

Question: If you wanted to, could you improve your effectiveness on the job?		
Answer	Number Responding	Percentage of Team
No... I’m as effective as I can be already	1	11%
I could be about 10% more effective	3	33%
I could be about 25% more effective	3	33%
I could be about 50% more effective	2	22%
I could just about double my effectiveness	0	0%

Table 4
Job Satisfaction Level for Chris Green’s Team



SECTION 2: DISCRETIONARY EFFORT, SATISFACTION & ORGANIZATIONAL REWARDS

2.3 Perceptions of Equity/Rewards

Your employees were also asked to compare “all they give” to your organization with “all they get” in return. In that comparison, we asked who is getting the “better deal” – they or the organization.

Members of your team who responded “they were getting the better deal” were classified as **Over-Rewarded**. Those who said the “deal is equal” were classified as **Equitably-Rewarded**. Those who said the organization is “getting the better deal” were classified as **Under-Rewarded**.

Table 5 lists the number and percentage of your direct reports as they fall into each of these three classifications.

Table 6
Perception of Organizational Rewards for Chris Green’s Team

Equity Classification	Number Responding	Percentage of Team
Over-Rewarded “I get more than I give”	0	0%
Equitably-Rewarded “What I give equals what I get”	5	55%
Under-Rewarded* “I give more than I get”	4	44%

***A Note Regarding Under-Rewarded Employees:**

Those employees who classify themselves as being Under-Rewarded definitely feel they are not being paid enough of their Hidden Paycheck. Many studies show these Under-Rewarded employees are more likely to reduce what they contribute at work to even the score. Some choose simply to do less work or careless work. Many check their brains at the door when they come in each morning. Still others take extended breaks, long lunch hours, or use up sick days. In very extreme cases, they may engage in theft or sabotage.

The most serious consequence of Under-Rewarded employees is not easily observable. It is very difficult to measure opportunity losses to the organization that occur daily because Under-Rewarded employees “do just enough to get by.”

SECTION 3: PERCEPTIONS OF YOU AS A LEADER

3.1 Perceptions of Chris Green

Your team assessed two aspects of your leadership approach: your communication style and the leadership strategies you use.

3.2 Communication Style

Your team was asked to assess your communication style. Based on their perceptions of how you communicate with them, you received scores within the following communication style dimensions:

- ♦ **Controlling:** Controlling is a test of your inclination to be in control” of your interactions and communication with direct reports.
- ♦ **Nurturing:** Nurturing is a test of your inclination to “play the supportive role” in your communication with direct reports.
- ♦ **Confronting:** Confronting is a test of your inclination to “tell it like it is” when communicating with direct reports.
- ♦ **Engaging:** Engaging is a test of your inclination to “employ interest-creating communication devices” such as storytelling and humor when interacting with direct reports.

If you are participating in a Coaching Playbook feedback session, then you should have already completed **the Interpersonal Communication Style Survey**, which enabled you to perform a self-assessment of your communication style. The scores in Table 6 reflect your team’s perception of your communication style. If you have completed the self-assessment, please enter your individual scores for comparison.

Table 6
Communication Style Profile Scores for Chris Green’

Your Team’s Perception of Your Communication Style			Your Perception of Your Communication Style	
Dimension	Direct Reports’ Score	Range	Your Score	Range
Controlling	41	Extremely High	_____	_____
Nurturing	26	Extremely Low	_____	_____
Confronting	35	High	_____	_____
Engaging	18	Extremely Low	_____	_____

SECTION 3: PERCEPTIONS OF YOU AS A LEADER

3.3 Communication Style Summary

If you scored in the *High Range* on any dimension of the Communication Style Survey, then this Dimension represents your preferred style of communication – it is also one of your strengths as a communicator. However, there may be occasions when this Dimension isn't appropriate, and it can become a weakness.

If all of your scores are in the *Mid-Range*, then you have good flexibility as a communicator. You are able to more readily adapt your communication style to different people and different situations.

If you scored in the *Low Range* on any Dimension, then your clear preference is to de-emphasize this Dimension when communicating with others – it is not one of your real assets as a communicator.

Scores in either *Extremely High Range* or *Extremely Low Range* serve as warnings about your communication preferences. Extremely High Range scores indicate an almost universal reliance on the Dimension regardless of the situation or the person with whom you are communicating. Extremely Low Range scores signal a strong reluctance to engage in the communication behaviors that reflect that Dimension, no matter what the specific circumstances.

Table 7
Score Ranges for the Four Communication Styles

Dimension	Extremely Low Range	Low Range	Mid-Range	High Range	Extremely High Range
Controlling	5-21	22-25	26-30	31-36	37-50
Nurturing	5-26	27-31	32-37	38-42	43-50
Confronting	5-19	20-25	26-31	32-35	36-50
Engaging	5-18	19-25	26-31	32-35	36-50

<p>HIGH CONTROLLERS</p> <ul style="list-style-type: none"> ◆ Dominate interactions ◆ Interrupt frequently ◆ Talk in a forceful manner ◆ Control topic of conversation 	<p>HIGH CONFRONTERS</p> <ul style="list-style-type: none"> ◆ Are candid with others ◆ Tell it “like it is” ◆ Let own feelings be known ◆ Bring disagreements into the open
<p>HIGH NURTURERS</p> <ul style="list-style-type: none"> ◆ Show interest in others ◆ Show concern with others’ feelings ◆ Encourage others ◆ Put others at ease 	<p>HIGH ENGAGING</p> <ul style="list-style-type: none"> ◆ Use stories and illustrations ◆ Enjoy small talk ◆ Attempt to entertain others ◆ Hold interest of others

SECTION 3: PERCEPTIONS OF YOU AS A LEADER

3.4 Leadership Strategies

The strategies you use to lead your team strongly influence their overall effectiveness. Your team assessed 11 strategies that differentiate effective leaders from those who are less effective.

The 11 strategies and the actions associated with each of them is as follows:

- ◆ **Positive Expectations:** Setting positive expectations provide a positive climate for enhancing work performance. People feel that they are treated “as if they are what they ought to be.”
- ◆ **Goal Setting:** Setting specific, realistic goals enables employees to have “something to shoot for” on the job.
- ◆ **Availability:** Making yourself available and spending adequate time with employees.
- ◆ **Trust:** Trusting your employees and demonstrating that you can also be trusted.
- ◆ **Information:** Keeping employees informed of plans, business performance and important events.
- ◆ **Participation:** Seeking employee input and feedback before making decisions.
- ◆ **Novel Rewarding Behaviors:** Rewarding employees in new, unusual and spontaneous ways.
- ◆ **Two-Way Communication:** Keeping the channels of communication open between you and your employees, so they feel free to say what is on their minds.
- ◆ **Positive Feedback:** “Catching people doing something right.” Consistently reinforcing good performance.
- ◆ **Developmental Feedback:** Effectively pointing out areas in which employees do not meet expectations and identifying areas for improvement.

◆ **Criticism:** A negative leadership strategy whereby poor performance or problems are pointed out in such a way that employees feel defensive. The use of criticism decreases feelings of value and self-worth.

Ten of the above strategies provide certain Outcomes for employees. Criticism is the only strategy that actually detracts from desired Outcomes.

In the section entitled **Your Give-to-Get Coaching Game Plan**, we will identify which of the 10 strategies discussed here can enhance the 5 Outcomes that are most important to your team and thereby help give them more of the Hidden Paycheck they are looking for from their work. It will also tell whether you are perceived as engaging in Criticism, thereby reducing these desired Outcomes.

SECTION 3: PERCEPTIONS OF YOU AS A LEADER

3.5 Strategies Used by Chris Green

We asked your team to assess the extent to which you use each of the 11 Leadership Strategies. Table 8 summarizes their responses. Each bar in the table is scaled from 0% to 100% to show the extent to which your team perceives you engage in each strategy. With the exception of Criticism, the higher your score, the more effectively you use the strategy.

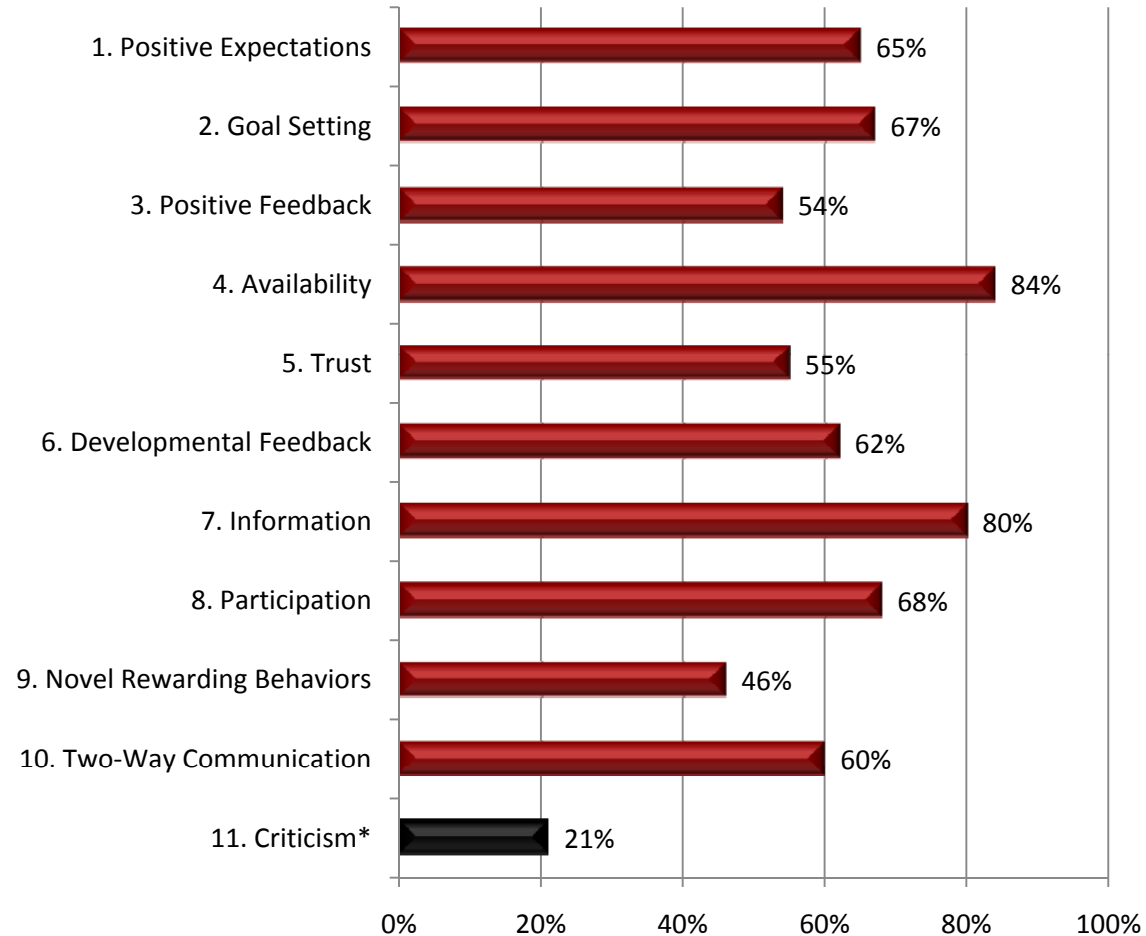
The three strategies you use most effectively are:

- ◆ Availability
- ◆ Information
- ◆ Participation

The three strategies you use least effectively (excluding Criticism*) are:

- ◆ Novel Rewarding Behaviors
- ◆ Positive Feedback
- ◆ Trust

Table 8
Leadership Strategies Used by Chris Green





* Unlike Strategies 1 through 10, where the higher the percentage score the better – the lower the percentage score the better for Criticism (Strategy 11). Employee perceptions of Criticism by their leader actually decrease some important Outcomes for employees.

SECTION 4: YOUR GIVE-TO-GET COACHING GAME PLAN

4.1 Your Give-To-Get Coaching Game Plan

In any relationship, if you increase Outcomes for others, you receive increased Outcomes by way of a more productive relationship, (i.e., you GIVE-TO-GET). The best way to increase Outcomes for your direct reports is to maximize the benefits of the 11 Leadership Strategies and minimize any of their negative effects. The relationships between these Strategies and the top 5 Outcomes for your team are summarized in Table 9, **The Give-to-Get Coaching Game Plan**.






































Across the top you will find your team’s top five Outcomes. Under each Outcome is the *Difference Score* between what your team wants and what they feel they receive for each Outcome. The 11 Leadership Strategies are listed on the left along with the score given to you by your direct reports.



If an Outcome is connected with a Strategy (if a  appears), using that Strategy effectively will provide that Outcome to your team. If the use of that Strategy actually reduces a desired Outcome (as in *Criticism*), a  is shown. To best utilize the Give-To-Get Coaching Game Plan, we recommend that you:

1. Identify 3-5 strategies which link to the largest number of Outcomes desired by your team.
2. Then, check to see how proficient your team perceives you to be with those strategies (i.e., what is your percentage score).

If you have a high score on a particular Leadership Strategy and your Game Plan shows connection with most of your team’s top five Outcomes – keep doing what you are already doing well. If your scores are low on some of the Strategies, some training or individual coaching could enhance your effectiveness and help you pay your team their Hidden Paycheck.

Table 9
The Give-To-Get Coaching Game Plan for Chris Green

		TOP FIVE OUTCOMES					
		% SCORE	Accomplishment 16%	Pay 11%	Job Security 19%	Achievement 31%	Recognition 24%
LEADERSHIP STRATEGIES	Positive Expectations	65%					
	Goal Setting	67%					
	Positive Feedback	54%					
	Availability	55%					
	Trust	62%					
	Developmental Feedback	62%					
	Information	80%					
	Participation	68%					
	Novel Rewarding Behaviors	46%					
	Two-Way Communication	60%					
	Criticism	21%					

Note: The major linkages illustrated by the  and  arrows reflect the strongest and most frequent linkages between each Leadership Strategy and the Outcomes desired by your direct reports. While you will want to focus initially on these major linkages within your unique relationships with your direct reports, you may feel there are some additional strategies which help influence your direct reports’ perceptions of their top five Outcomes.

SECTION 5: PERCEPTIONS OF YOU MANAGE RELATIONSHIPS

5.1 Relationship Management Skills

While the entire Coaching Playbook deals with the relationship between you and your team, this section focuses on how your team specifically views your Relationship Management Skills. In addition, you have been provided with an overall Relationship Management score (see Table 11).

We asked your team to rank you on eight specific Relationship Management Skills. The graph in Table 10 summarizes their perceptions. The graph is scaled from 0% to 100% to show the extent to which your team feels you engage in each Relationship Management Strategy.

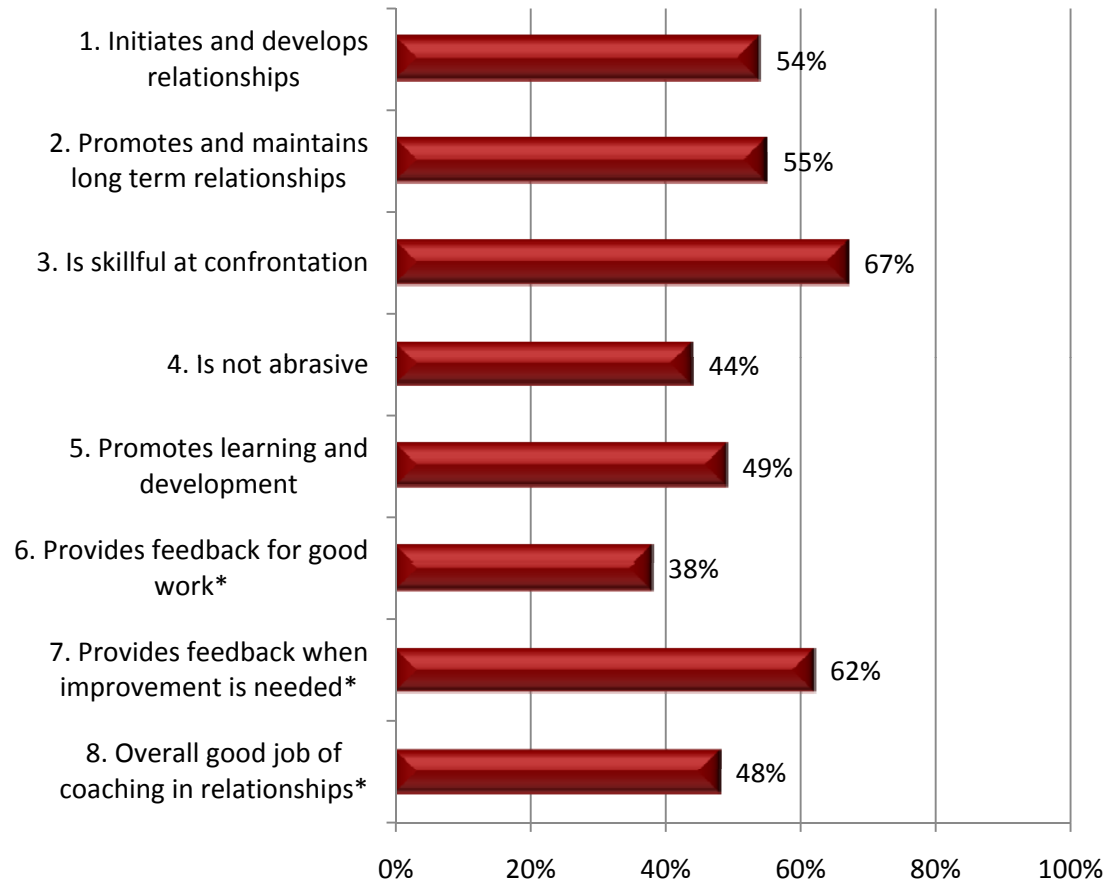
As you can see, your three highest scores are:

- ◆ Is skillful at confrontation
- ◆ Provides feedback when improvement is needed*
- ◆ Promotes and maintains long term relationships

Your three lowest scores are:

- ◆ Promotes feedback for good work*
- ◆ Is not abrasive
- ◆ Overall good job of coaching in relationships*

Table 10
Relationship Management Skills Used by Chris Green



***Note:** The last three Relationship Management skills shown above (numbers 6, 7, & 8) specifically highlight your team’s perceptions of how you approach coaching and feedback. These skills are especially critical because serving as a coach to your team and providing them feedback on their performance serves as the backdrop and opportunity for you to skillfully implement the Leadership Strategies discussed in the previous section and pay your employees their Hidden Paycheck.

SECTION 5: PERCEPTIONS OF HOW YOU MANAGE RELATIONSHIPS

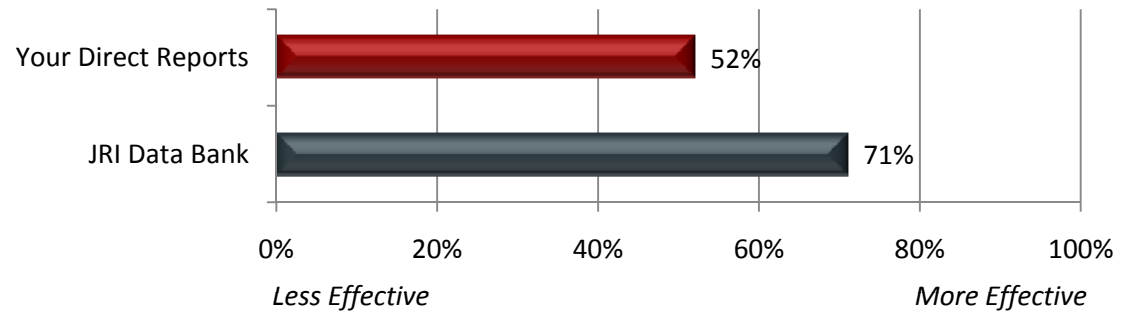
5.2 Overall Relationship Management

Your effectiveness as a leader is in large part determined by your overall approach to Relationship Management.

Your direct reports were given the opportunity to share their perceptions of your overall approach to Relationship Management.

Your overall Relationship Management score is displayed in Table 11 and is compared to the other leaders in our Data Bank.

Table 11
Overall Relationship Management Score for Chris Green

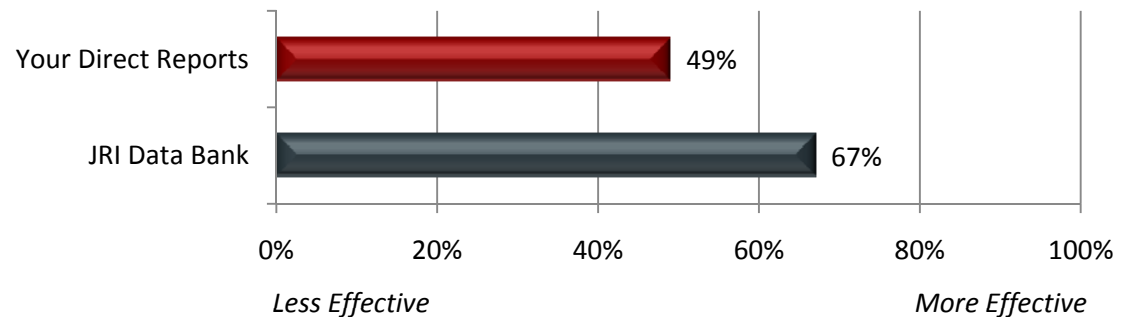


5.3 Overall Coaching & Feedback Score

Your overall Coaching and Feedback score is displayed in Table 12 and is compared to all the other leaders in the Data Bank. Your overall Coaching and Feedback score is important, because studies consistently show that most employees view coaching and feedback as “very important” to their individual development.

Additionally, most employees perceive that they do not get nearly enough feedback from their leader regarding their job performance.

Table 12
Overall Coaching and Feedback Score for Chris Green



SECTION 6: SUGGESTIONS FOR HOW TO WORK WITH YOUR FEEDBACK

STEP 1

THANK YOUR DIRECT REPORTS

There is great value in responding to and following up with your direct reports about the perceptions they shared in your Coaching Playbook. So many times, people are asked to complete a survey and never hear what became of their feedback. Your direct reports have taken the time to offer their feedback to you – it is important that you respond to their contribution and perceptions.

Do not feel that you have to share a copy of your Coaching Playbook with them or even share many details at all about your results. A simple “thank you for your input” and “I plan to work with the feedback I received to help become more effective in my working relationship with you,” can go a long way to enhancing the perceptions your direct reports have of you as a leader.

STEP 2

DEVELOP YOUR COACHING ACTION PLAN

Your Coaching Playbook offers a great deal of information and feedback. We recommend you take a bit of time to read it again thoroughly and absorb all of feedback that has been offered to you. Then, we suggest that:

- ◆ With the help of your coach and your Coaching Game Plan (pg 13), you develop a list of actions and behaviors that you can engage in to help you be more effective with your team.
 - For example, if your Coaching Game Plan shows that by enhancing Two-Way Communication with your team, you can positively effect four or five of the Top Five Outcomes desired by your team, identify a few actions/behaviors that you can engage in that will increase the amount and quality of the Two-Way Communication that you do with your team.
- ◆ Only when you change key behaviors can you change the perceptions your team has of you.

STEP 3

COMMUNICATING YOUR PLAN

Many leaders choose to share **select** aspects of their Coaching Playbook feedback with supervisors, peers and trusted direct reports in order to galvanize support for their development efforts.

- ◆ We **DO NOT** recommend that you share your **entire** Coaching Playbook or Coaching Action Plan with others.
- ◆ Rather, you can selectively communicate some of your perceived strengths as a leader and perhaps one or two opportunities you have to adjust your behavior/actions to be more effective with your team.
- ◆ By informing your supervisor, peers and/or direct reports of how you intend to further your development, they are in a position to offer you additional feedback and support during your development process.
- ◆ In addition, the ability to be open and even a bit “vulnerable” in terms of how you could improve as a leader is often well received and respected by others.

A WARNING ABOUT INSTINCTUAL DRIFT:

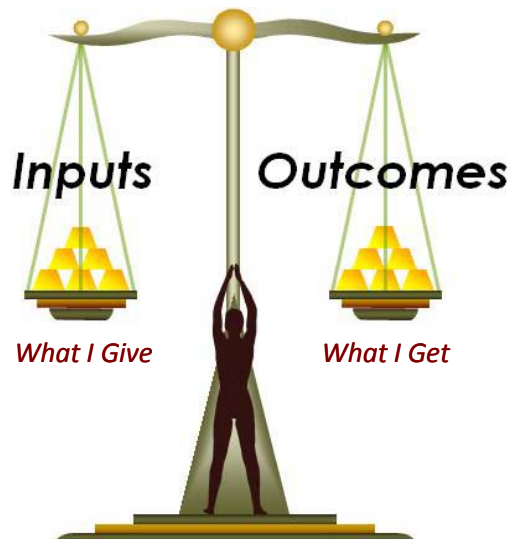
In psychology, there is a phenomenon known as **instinctual drift**. This is the tendency that, when under pressure or stress, people can revert to old instinctual patterns of behavior, even if they are consciously working to alter these old patterns. As you begin to put your Coaching Action Plan into practice, it is very natural to occasionally revert back to old behavior patterns, especially in times of stress. However, being aware of instinctual drift is the first line of defense to minimizing it’s effect. If there are situations where you tend to exhibit instinctual drift, you should discuss them with your coach and together, identify strategies to help keep you on track.

CONCLUSION

The Coaching Playbook allows you to gain knowledge from and about your direct reports. Specifically, **The Coaching Playbook** provides you with the perceptions of your direct reports regarding: work outcomes, discretionary effort yet to be tapped, overall job satisfaction, your leadership/communication styles, and your relationship management and coaching skills. Keep in mind that this data is based on your team's *perceptions*. You may not always personally agree with their perceptions. However, our work with world-class organizations shows that these perceptions clearly and strongly affect how people perform at work. As a leader and coach, two of your most difficult and critical challenges are (1) to understand and respond to the sometimes-surprising perceptions your employees have and (2) to continue to work at enhancing job relationships.

This **Coaching Playbook** gives you the information you need to meet this challenge. **Your Give-To-Get Coaching Game Plan** in Section 4 provides a ready reference on how to link Leadership Strategies with Outcomes important for your team. Concentrating your efforts on the Leadership Strategies, you can pay the Hidden Paycheck to your employees leading to increased job satisfaction and greater effectiveness on the part of your employees. It won't happen overnight, but it will happen. But, like any good coach, you will obtain the best results if you stick to the game plan.

By remembering the simple formula – that people **Give-To-Get** – you can make your relationships with your direct reports more productive and profitable for yourself, for your team and for your organization.



THE IMMEDIATE LEADER: THE KEY TO SECURING DISCRETIONARY EFFORT

In today's workplace, we believe that the greatest increases in productivity will come not from technology, but from employees themselves – employees whose leaders have learned to manage relationships for improved perceptions of equity on the job and, in turn, have secured new levels of discretionary effort from their teams. Although **Give-To-Get Leadership** is a relatively new approach, leaders who understand equity and the power of paying their employees their Hidden Paycheck, have already secured additional discretionary effort and gained substantial results with their teams.

We are confident that the information provided in this Coaching Playbook has heightened your sensitivity to the importance of on-going relationships in the workplace – especially the impact that you have as a leader/coach in enhancing the performance of your direct reports. We hope it serves you well.