

# *HumanFirst*

Management & Coaching

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Workshop : "Coaching : how to strengthen managers' motivation in transition times"

## **Introduction**

Transition times can be defined as a period when things, rules, roles change, when a person or a company go from a former state to a new one.

We live in current times one of the biggest transition period ever.

A deeply changing social and professional environment naturally creates a feeling of insecurity. It can be then necessary, helpful and profitable to accompany managers in order to help them overcome this feeling and maintain their level of motivation and performance.

Coaching offers an efficient tool to achieve this.

## **How a deeply changing environment can create insecurity**

Frederic Hudson (famous american psychologist, founder of the Fielding Institute) identifies that some very fundamental rules have changed. The "stability" rule, the "regular progression" rule have changed. It used to be commonplace to believe that "If we are honest and hardworking people, our lives will constantly get better." Current worldwide, economic, social events prove that this rule tends to disappear. In a deeply changing environment "no jobs are 100% safe and long lasting, anyone's stability can possibly be altered."

The possibility of the loss of our stability naturally creates insecurity.

## **Insecurity harms performance and social, human relations in a company**

The well-known pyramid of fundamental needs according to Maslow contains 5 levels. The first level of needs is the physiological needs, second level safety needs, third love, belonging and social needs, fourth = esteem needs, fifth (and top) level = self actualization needs.

In this hierarchy of needs, social relations, relations among employees belong to 3<sup>rd</sup> level, managing people, achieving performances belong to the 4<sup>th</sup> level. Maslow asserts that one level of needs has to be satisfied before one can move on to the next level.

It becomes obvious then, that a manager cannot efficiently perform if his / her safety needs are no longer satisfied in a transition period. A manager that fears that he / she might, for example, earn substantially less money or might have to change jobs, will not be able to maintain a satisfying level of performance, and will not be able to manage others in an efficient way.

## **Need of reassurance in a deeply changing period**

### ⇒ **Reassurance of managers through coaching**

A manager whose safety needs are not fully satisfied has to be reassured.

Constructive reassurance can happen through outside, one to one coaching.

The aims of coaching in this process are :

#### ➤ **Bringing deep understanding of changes process**

Through coaching, a manager will fully understand that deep changes and, what we can call, the new “un-stability rule” are inevitable. Life contains inevitable, natural cycles. Frederic Hudson identifies four stages of change in a life cycle comparable to the four seasons where “summer is success... and winter is burn out” (spring and fall are also important stages to be considered). A coach will help a manager understand where he / she stands on that cycle process and help him / her move on or stay in a favorable stage.

#### ➤ **Strengthening managers’ capacities / talents (and even revealing new ones!)**

In a changing, unstable environment it becomes more difficult to rely on the external world / factors to be successful. The best way to get through changes is to work on our capacities, to rely on oneself!

We (and our potential) are more stable than our environment. Coaching helps through specific exercises to build on our own capacities and talents, to strengthen them. Coaching can help increase our adaptability. Coaching can also help reveal new talents. By doing all this, coaching helps managers to strengthen their confidence and thus, their motivation.

- **Coaching is a concrete sign of recognition and consideration from the company to the manager.**
  
- **Coaching offers a space of free, non-judgmental, personal expression for managers.**

Managers play an essential role in transmitting motivation to their employees. Thus, managers can very seldom express their concern and open up in the company. Managers are often “alone” especially in unstable, insecure times when they have to even put on a stronger façade.

Coaching offers managers a unique space of expression.

- ⇒ ***“HumanF1rst” can offer an efficient coaching that will effectively, permanently help managers to strengthen their confidence and motivation!***