Leader as Coach
Transcript

Thank you very much. We are coming down the home stretch on these management webinars. It has been my pleasure to work with you on these. Today, we will be talking about your duties as a leader and coach.

So far, we have talked a lot about -- there are a lot of regulations that guide your behavior as a manager. The responsibilities toward not discriminating and having a diverse workforce and performance management.

We have not tackled next level behaviors that a manager is responsible for but not necessarily -- is not necessarily held to those behaviors by law. These are things that are important that managers do so that their teams will succeed.

If we only managed teams because of the laws that hold us accountable, our jobs become very miserable. It becomes a paper pushing exercise and we all can do better than that. We will be talking about your role as a manager and what you do as a leader as coach.

We will be talking about what coaching in the federal government looks like. What are the benefits of coaching? So that it is not something you are required to do to justify doing it -- there better be good business reasons and there are.

Double get what effective coaching -- we will look at effective coaching and use these ideas on how to coach and wrap up this training. We will not take up more than two hours.

We should even get out a bit earlier than that. My goal is to give you at least one idea, one call to action that is different behavior than you have done up to this point - whether you were a fantastic coach or not.

Helping you give some ideas for things you might want to do differently. I am a sports nut. When I think of coaches, I think of sports coaches that honed my basketball skills growing up. -- I'm a sports nut.

There is a basketball coach of Duke University who is not only a very successful basketball coach but is actually a leadership guru. He gives trainings and seminars across the country on how to lead folks. I have a quote here from basketball star Kobe Bryant. This was in "the Washington Post" in 2011. He told his daughter "nobody has tried to motivate me. They just pay me. Your dad and his staff tried to motivate us every day and that is so refreshing."

Leadership is not just to let the star player produce out to be a friend of the star and to motivate your star employees. Your team is going to go a lot further than otherwise if you are best employees are pushing along with you. Everyone strives to catch up. Because there is so much

regulation at the federal government, managers struggle to keep their head above water when it comes to the regulations, the things that keep them out of getting in trouble.

If we are concerned with maximizing the performance of our team, we are really concerned about how we coach employees. It is not just coaching the Kobe Bryants or superstars of our team aired it is also coaching those having problems. We coach both of those types of employees.

I'm curious on your end, in your experience up to this point come how do you typically use coaching in your team?

To help struggling employees?

To develop your best performers?

The ones that are future managers?

Or is it about equal? Just curious. I will show you guys the results. The overwhelming majority of you say it's about equal.

In general, in my experience, I believe more managers spend a lot of time with struggling employees. This is a fairly proactive group that you use it to develop your best performers. A lot of the feedback we give to our employees is coaching feedback. We will talk about the difference between performance feedback -- what is the difference between that and a coaching discussion?

There is a distinct difference that is important to understand. Coaching in the federal government -- as all good trainings have to have some good definitions, coaching can be defined as partnering with employees in a thought-provoking and creative process that changes them.

That changes how they feel, changes their motivation, maximizes their ability to meet their professional potential. This is not just feedback on how things have been done. This is about motivating folks, figuring out ways to do the work better, coming up with unique ways they can do their job using their skills. You did not pass your expense report in on time and according to protocol. That is a performance issue.

Good performance feedback, but not coaching per se. Coaching helps people identify the changes they think they will find beneficial. It helps you explore options with the employee on how to get there. The burden is not on the manager but on the employee. A good coach provides a situation and context for employees to triumph and allows failure if possible. You see from these bullets that coaching is about people, your employees figuring out what they can do.

It is not you telling them what they are going to do. It is you coaching them, providing them support and ideas and then figuring out ways they can use their skills to accomplish your mission. What you are going to find throughout this training is coaching, asking questions , not

about telling people what to do. You will see that exemplified in this slide. A lot of managers use the term "mentoring" and "coaching" interchangeably -tons of overlap.

The difference is that mentoring, you are more likely to tell people what to do. You are giving them advice, using your experience, your skills, your knowledge to guide them and tell them what it is they are to do.

In a coaching process, a coaching situation, you are helping them with a process. You are helping them develop skills. It is not just about telling them what they need to do. You are helping them develop their abilities. There is a big, big difference between these types of activities and I will illustrate it this way.

I don't know how many of you have kids, but I have a five-year-old son and daughter. My five-year-old loves to help -- at first, my wife and I were delighted by his insistence on helping us cook dinner, put away dishes. It is a great attitude to have for a kid and I hope it lasts. I'm knocking on wood that it will.

In the very moment that he asks to help us, his type of help only slows me down. When I am putting away the dishes, he's intent on helping and it slows me down. I can do the dishes twice as fast without his help. It can be very frustrating. We have places to go, people to see and letting my five-year-old take time to do the dishes with me can be frustrating. Especially with my wife, she is at home with the kids and there are things, errands and she needs to run and it can be frustrating.

If we were to passively, take this mentoring point of view and say you need to do this -- maybe we don't let him try but wait until he is 12. When he is old enough to understand what it is to do. We take this mentoring point of view and at 12 tell him exact guidance on what is needed.

That will not create the lasting change that coaching him will do at this age. We are in the long-term better off come if we want him to help us with the dishes and be good at it, we are better off letting him participate right now and allowing him the chance to fail, giving him the time to show and model the behaviors and try the processes of putting the dishes in certain spots.

It is a bit of a drawn-out analogy but it applies. Our employees in many ways are seeking to develop these new skills. They want to become better employees. It is a natural human tendency. We are motivated to get better at things. There is a lot of research backing that up. We want to coach employees, give them opportunities to grow and sometimes failed even if it makes our work less efficient temporarily. Both of those ways lead to employee maximizing. -- employees maximizing their potential.

One of the phrases I hear when I work with managers, people throw away -- a heavy guilt trip I don’t like. People don't leave back companies, they leave bad managers. -- bad companies, they leave bad managers.

I think developing good coaching behaviors and patterns that are usable and coaching skills can be one way in which managers are no longer an impediment to keeping people, but your skills will be a reason why your folks want to stay in the organization. They want to stay working for you because you are a person who seems to have a vested interest in their skills and working with them.

One of the things to note is that while we are talking here today -- here today is not formal coaching. There is nothing against formal coaching. It is a more intense process -- it is much more like therapy.

You sit down with someone and they build their life -- if you want to do this type of work, it is not a manager's responsibility. A manager would bring in someone -- when people talk about coaching, they talk about executive coaching. Someone works one-on-one with a coach, a coach sits down with an executive and goes through -- does a deep dive into their behaviors.

You are not expected to play therapist with all of your employees and try to figure things out with each of them. It is not possible. When you can do is ask good questions. When we ask good questions on the good open-ended questions, we can use the techniques we will talk about to maximize the potential of employees.

Now we will talk briefly about the benefits of coaching. Like I said before, coaching is not something managers are reinforced for. I want to ask you a question -- if you could use the Q and A function, you can type in answers to this.

My question for you is this -- what are the things that get in the way of you having coaching discussions with your employees?

What stops you from doing it more often?

Time. Time. Too busy. Workload. Time. Time constraints. Other priorities. Lack of time. Heavy workload. Time.

Everyone is giving me the same exact feedback. Part of the problem is that -- we prioritize the things we get reinforced for. If our supervisor says "I need this." Those are the things that are burning -- rarely is coaching burned -- it is never burning up on our plate. There is never a deadline. I will use another family metaphor.

I was recently reading a book -- I was reading this book entitled "how will you measure your life?" He talks about how, in a raising his family -- he talks about going to his Harvard business school reunion. After five years, everyone seemed very successful. After 10 years, there was some discord. After 15 years, some members of his class in prison.

He graduated with the CEO of Enron. He said there was an increasing amount of people struggling with family problems and estranged from their children. None of these good men and

women, when we graduated would have said their goal was to have these familial problems and raise children they did not have a relationship with or even like. We all execute a plan that accomplishes just that.

We spend tons of time with the things that are burning up on our plates because of priorities. If we don't put time toward these other things that do in fact matter, in the end, we become wholly dissatisfied sometimes with our family lives in a way we would have another -- never thought we would go down that path initially.

Similarly, I believe coaching employees is something everyone wants to do. I think every manager wishes their folks were fully engaged in bringing people in and it's something everyone wants to do if they have time. It's another one of these things -- if there is one thing I want you to take away from this, it is worth it -- once we talk about the benefits of it, it is worth it to consider -- how can I carve out some time for this?

If I may supervisor, how can I reinforced this format managers? -- for my managers?

One of the benefits of coaching is engagement. Engagement is one of the hot button topics. There are lots of new endeavors throughout OPM. You can look up the GEAR engagement process. OPM is trying different approaches to try to get employees more engaged. President Obama has mandated that OPM try to find out ways to have more employee engagement and the federal government.

Coaching is one of the ways to do this. It enables employees to develop new skills and becoming better at their job is something that makes a difference in the way people feel about work and how much they care. Another good book, material is Daniel Pink's book "drive." He talks about come in his book -- in his book, he talks about how people do irrational things like write Wikipedia articles or create free share programs over the Internet because they feel there is a higher purpose for it. They develop skills when they do it.

Human beings developing skills outside of being paid for it. I hear managers saying "I can't motivate my folks. I need to offer them more money." I understand where that is sort of coming from. Money is only one way in which some people feel motivated. A lot of people feel motivated by developing new skills.

As people develop new skills, we develop a pipeline of employees. Having a coaching program is an important part of secession planning. There has been this potential crisis that we have been told about four years. There will be a whole bunch of retirements in the not-too-distant future. Federal employees are a seasoned bunch. That is not a problem but an asset. We have a lot of skilled employees. If we don't develop the employees coming up behind them to do their jobs when they leave, we has managers are not able to do our jobs. If we don't have secession planning work done to make sure we are in a good place, we can be faced with a world of hurt in the not-too-distant future.

There are lots of dire predictions about how many employees are going to retire. Especially as the stock market gets better, a lot of potential retirees went back into the workplace because their stock portfolios were terrible. Now, the stock market is doing well again and people are considering retirement in ways they were not before. Eventually , you want to develop folks so more people have skills -- employees in the federal government has -- yes, human capital practices have improved but a lot of it has to do with the economy getting better.

We need to develop employees so we are not in trouble. We retain our best employees when we do these development and coaching activities. That people want to stay on teams where their skills are going to help them get to where they want in their career. There is a lot of research showing that -- I really don't like generational research very much. Human beings are human beings. Maybe that is because I am a relatively young consultant.

Some of the best research has shown that the incoming generation of employees have come of age in a job market where they know they have to earn their keep or they will be let go. They are always looking for opportunity with employers will develop their skills. They will be more likely -- they will be kept around.

People in generation Y and younger intensely look for opportunities to grow their skills. If you are bringing on new employees, you will keep them around when they feel like they are learning a lot being on your team that they can then apply -- maybe to apply to their other jobs. You will maximize keeping them as long as you can by developing them.

Other things to keep in mind in the next slide. Coaching is a different type of performance discussion -- it helps team s perform and gives managers relationships that enable them to deal with issues with their folks. If you have a good relationship, you are more likely to give constructive criticism to deal with problematic employees in a way that does not disrupt the whole team or work. Relationship building is critical in this. In the next slide -- what are the principles of effective coaching? I have been talking a fair amount and I think that is a mistake -- next slide.

One of the things I've always like to communicate to managers is I fully understand you have a lot on your plate. When I ask you what keeps you from doing coaching, you say I don't have enough time -- part of it is because you have so many acts. Managers are responsible to perform for their tapered they manage the performance -- for their team. They are the conduct police for their team. They make sure there is no harassment going on. There is training and development.

One of the big things my supervisor does is she is the political issue shield for our team. She acts as a buffer zone between the political hubbub that goes on at her level and above and makes sure we know what we need to know what don't get distracted from the work we are doing -- but don't get distracted from the work we are doing. There is another hat you need to where. -- you need to wear. You do need to consider yourself employee coach. It will stretch you adding another hat to wear.

It is not an OPM regulation that managers are coaches. However, it is something that managers can do -- it makes you were employees like working for you -- your employees like working for you. A difference between something you have to know and why management is different from coaching and why we want to emphasize coaching. Management is for employees, a passive process.

They are called what they have to do. -- cold what they have to do and what regulations to follow. They're given advice and guidance and these things are coming at them. -- told what they have to do and what regulations to follow. You learn so much more when the chain to implement comes from within. We see this principle a lot throughout the federal government. If you want people to change their behavior -- you are trying to change the minds of your work team.

One of the things you want to do come a sales tactic to use, try to convince someone it was their idea -- that your idea was their idea. That is part of the game you play. The ideas should come from them. Ask them questions so they feel self-guided as they try to develop their own skills and you help them set up the situation to use these new skills and follow-up with them. The changes should come from them and not from you. If it comes from you, long-term come the skills will be a lot less permanent.

Here is a compare and contrast -- managing is about immediate fires being put out. The immediate things on your plate. That is why it gets prioritized and rarely does coaching get prioritized. Coaching is helping people identify patterns. I remember the times I have been coached in my career.

A manager did not tell me the things I was doing wrong but talk to me about the patterns in which I did work and how that was affecting a lot of different results. Things like time management where we identify patterns and not just this one specific thing done wrong, you need to fix it. It was coming up with ideas about how to fix the time management issues I was having. Managing in general is more about problems and fixing problems.

Coaching come opportunities is about positive and negative things. Finding development opportunities. You don't only develop those who are poor performers. One of the overarching themes about managing employees, you are helping them adjust what they do in a moment to moment basis. Coaching is about how they think and their patterns of thinking. It is difficult to change how employees think about their jobs . The only way to do it is to ask good questions.

When we try to tell employees what to think, it doesn't have long-term results. It is not worth doing. As you put on your coaching hat , as managers, your job is not an either or relationship. It's not like when you manage you can't be coaching. When you are looking for opportunities to try to put on your coaching hat, look for these types of opportunities. When there is not a burning -- something burning on your plate. When you don't have an emergency or when the employee comes to you and says "hey, I have an issue with this."

Some things I have been coached on had been things like time management, being able to tell -- we talked about the process , coming up with ideas of how to improve virtual training. These were not emergencies but things I could do to improve my performance. There were things I had identified and some of her feedback. Also, in order to be a supervisor with an OPM, there are certain skills we have to have. My supervisor brings up things she wants to coach me on -- we have a once a year individual development plan discussion. I wish we had more, but we don't. We mutually come up with a development plan and talk about how things are going and what we can do to go forward it is about preparing for the next job with an OPM.

We are honest about even other opportunities. If you have an employee you are preparing for a tough assignment -- on our team, we are creating automated performance management systems for the federal government. In order to do that, we have people taking on agile Web development. HR consultants had no idea what agile development was. They had to be coached by other subject matter experts to help them develop the skills -- they had to prepare for this year beforehand, developing the skills, working with a coach to develop the skills they would need to do that work.

We are going to talk about how to coach -- first, we are going to take a 10 minute break. It is 2:43 Eastern time. We will get back on the training at 2:53. Feel free to take a bathroom break. I will talk to you then.

On my clock, it is 2:53 Eastern time. So far, we have talked about the principles behind coaching, why you would want to do it, why it is worth it, the positive effects of coaching for teams and employees.

Now, we will get into how to do it. You will notice how much of it involves asking good questions. I will start up this whole section by asking you to think -- take 30 seconds -- think of the leaders who transformed your career. As you moved up the ladder to become the fantastic manager you are today, how did they develop your skills? Use the Q and A function -- if you can use the Q &A function to answer that question.

Some people are signing in. Hands-on training. Other people saying they took the time to talk to them. Provided growth and new opportunities. Some people are raising their hand. That is fantastic. I cannot un-mute everyone until the end of the training. If you would type into the system -- provided growth opportunities. Served as a role model. They just took the time. Interesting. They had mentors in the financial services company. One by one, they lead by example. They gave me confidence to learn. Interesting. I think everyone had -- in order to become a manager, there is usually someone who doesn't step up -- does step up in our job histories and help us to develop our skills.

There are not too many born managers. People who have management skills almost inherently -- a lot of the people who come into an organization who might have a lot of the management skills that their other employees don't, they are lacking some of the subject matter expertise they need

or getting the work product done. They are motivating others and monitoring that. When it comes to getting the work done, that is sometimes not their strength. I hope as some of you thought -- next slide. Thank you for participating in that. Too far. Go back one. Research -- qualitative research, when people are asked that question, some of the principles that come out of that research shows people who transform others and develop others have other people's interests at heart.

They make people feel they were focused on them for that moment. They took the time to figure out what makes that person motivated. What makes them tick? I see this being useful, getting to New York employees, so you know what motivates them -- getting to know your employees. Whether it's only money that makes them motivated -- spending the time to figure that out. Lots of people who signed in said the people that developed them gave them the opportunity to do the work. Much like my example with my son , if I want him long-term to have the skills to do the dishes , I need to give him that opportunity. I have to let him sink or swim. Five might be a bit young. It is piecemeal. Employees, adults, we are grown up children. We don't have the same exact tendency, but in a lot of ways, human beings are human beings. If you want them to learn, you have to give them opportunities and give them patience.

We have to give people clear expectations of what we expect them to do. I hope if you participated in the training, you got that message loud and clear. In order for people to develop new skills, we need to clarify what it is that is important to the job. If we expect people to develop themselves without a solid understanding of what the job entails, it is not going to work. We have to be unafraid of giving good and useful feedback. Next slide.

I moved it to the one that says how to coach. So when it comes to how you coach, there is a process. Process is the wrong word. It is not like a linear process where you do the first things first and so on. Don't let the graphic on your screen throw you. The important part is these are the elements of effective coaching behaviors.

Of a coach that uses those principles. If you are going to coach your employees, you have to develop relationships of trust. Being able to have a coaching relationship where you ask good questions and have them solve problems. It takes a trusting relationship. Otherwise the discussions are not going to be efficient. And then you move on to giving feedback consistently. You want to make sure, especially this is not a performance issue, you can let employees, not give you excuses, but talk what it is like to be them, and why their performance is not as good as what they want.

And then, getting that information from them enables you to do the third in, challenge assumptions. You want to ask questions that get them to think of new ways of doing their work so they can do it better and then, as they speak, you listen. It is important to hear people and provide support and then one of the hard things for everyone involved is once you have identified the things we want to change, setting clear and measurable goals going forward.

So people don't change without setting good goals. That makes it sound measurable, and kind of a pain, but people rarely change who they are or anything about themselves without clear and measurable goals. So gaining trust for an employee is easier said than done. As I said, this -- I'm going to give you questions to ask your employees, so questions to ask include, what are the things you are dealing with I don't know enough about?

What do you think we can do so that we can better work together? Do you need more feedback for me in order to meet my expectations? And do you think I listened enough to you to get your message across? These are the questions you can ask and employees, when you are genuine, and you give them a chance to give you feedback, you are more likely to develop a relationship of trust. This is not easy. I have found trust not just about asking questions, but about doing something. Next slide. When it comes to doing things, we build trust, we build trust when you explain your role as a coach to an employee. When you tell them, OK. One of the goals I have is to develop my employees.

Sometimes when I give you feedback it's not because you are a terrible employee, but I think you can be better. I'm going to let you know when we are doing coaching sessions, this is about developing you professionally. Not because you are in danger of getting a poor performance. Nothing like that. You also move on, you express genuine interest. Not just asking questions, but you follow up on the goals you have set. You have to exude patience and let people fail occasionally and not lose confidence or your temper. You have to follow through on your promises.

If you say coaching is important, but you don't follow up, you lose all of the momentum when it comes to this work you want to do and people aren't going to respect you and they're going to say let's not have these discussions. Tell me when there is a problem. And you have to walk the walk. The things that you tell people that are important, you have to do those things yourself. Often times it is hard sometimes to develop other people's skills when it is something you struggle with.

The task, managers don't need to be perfect, but it is also important, if you want to help an employee with time management, it is going to be difficult to help them if you have not conquered it yourself. If the employees sees you doing behaviors you told them not to do, you are going to lose whatever momentum you had. Next slide.

Once you build a relationship of trust, and I would say it is an ongoing aspect of being a coach to your employees. It has to be. You are never done with that first step. You have to give feedback. And a lot of these things, the principle of coaching and performance are intertwined. If you can do these things, some managers tried to do them at the same time. I suggest as you are developing your abilities, I suggest separating your coaching conversation from when you have a performance discussion.

As you give feedback, often times how managers manage this is a give a performance discussion and reference it later as a coach. They will say in the midyear discussion, we talked about this opportunity to develop your skills. Do you remember that criticism?

OK. We did not have time to go as in-depth as I wanted to. I gave you what was going on. I would like to talk about how we going to go forward right now and what about that feedback surprised you and what was obvious to you? Since that time, have you thought about how you want to change your behavior? Have you learned anything? Can I help you? giving feedback is easier than asking open ended questions to explore what has happened and what they are going to do moving forward.

Appropriate, once you give people feedback, this is tied to asking questions, asking questions that challenge employees to think of new ways to assess how they are doing their work, what are you doing that is stopping you from doing your best work? I think asking tough questions, what is the cost to our agency and to you personally of not developing any new skills? Once you have imagined success, if we were in an ideal world, if we ideally, you told me we can't change this, but if we could, what might that look like? Say ideally, if I could help you, what could you do to get to that new skill? Ask probing questions -challenging them.

Let's say Tony is on your team and its having time management skills. He is not able to manage his time. You are working with him. You say I really would like to help you improve the way you manage your work and Tony says I don't know. I don't know if there is anything you can do. You ask, well, what ideally, how would your calendar look if it was ideally situated? Is it that way now? Tony would say it is kind of a mess. What would it look like if it was not a mess? And you ask again open ended questions. Tony would answer, and what are we going to do, you say I believe few have the skills to manage your time and Outlook better. What are we going to do to get there?

So, anyway. I want to make sure I'm on the right slide. These challenging questions. This is the crux of coaching. It is about asking people to come up with new ways to do their work and to think about their work in a different way. If there is a performance issue, if they don't know, you can deal with that issue by managing them, telling them you need to fix this. Coaching is about a development opportunity. It is about maximizing. Often you have to people -- help people get out of a pattern in order to do that, you have to ask, what do they think they can do to improve? it is very hard. Can we go on to the next slide?

Supporting employees also stems from good questions. You can't just leave people at asking challenging questions. You have to support them as they move forward. How can I give you support? do you have the resources to improve yourself? what might be a stumbling block? say you are having this conversation with Tony and you're asking him about what resources he needs. I kind of need, I need a way to delineate between my task and my meetings.

I have a tendency -- my meetings are on my calendar. There are important tasks. Essentially you could say I actually know how to do that. I can help you. Or I can explore, I can find somebody who knows more and maybe we can find a way to help you. Asking those questions and having him answer is going to lead toward something that is a permanent result as opposed to saying you have time management issues, I'm going to send you the e-mail of someone and Tony would say, sure. He is much more likely to change his behavior when he thinks it is his idea as opposed to you kind of dictating to him meetings he is going to have an steps in order to get better.

That is not going to lead to change. Finally, we are going to finish with this method, sending good goals. They are specific, aligned with things that you care about. They are realistic. That is the guideline for setting personal goal and to check the quality of performance standards. Again, as a manager, you do want to set the goals, you want to ask the employees questions to help them that will leave them to accomplish those goals. If you don't set concrete goals, you have -- even if you have asked all of the other questions in a good way, when we don't put in writing our developmental goals, there is a good chance no one is going to change their behavior.

A large percentage of you identified time is the biggest issue when it comes to having these developmental conversations and I understand. You are wearing many hats. You are doing a lot of things. If that is the case, I've seen a lot of success, I have done some coaching or consulting with managers and I have found this method can be timely, it can be more efficient. If you can do this, managers, I had one manager, she was getting really negative feedback from her employees, whether through 360 degree feedback, the survey, she was getting reamed and she was a bottom performer when it came to the other managers in the agency.

I was working with her on a different project and she asked if I had any suggestions. My suggestion was, I just read a book on the six question met at of coaching. -- method of coaching. She had been trying to develop her employees, but she said she didn't care. A lot of it had to do with potentially hurt tone of voice and unfair things. She and I practiced asking questions. So on a quarterly basis, and she was not having other discussions, she combined her performance and her coaching discussions. That is something you can consider. I don't always suggest it. You tell employees, OK, where do you think the going? Are we doing well? Where are we going? And you also say you think where the team is going. You don't have to agree. And then you ask, where do you, where are you going? Where do you feel you are headed? Do you feel like you are doing well?

Do you feel committed to the agency? Where do you think you are? And also the employee answers and the manager also gives their opinion. And then you talk about, you have not said anything about what is going well and then you go what is going well. As an employee, what are key suggestions? Anyway, these questions, having everyone go through these questions on a quarterly basis and again, she used some of the principles as she talked about. She wanted to hear from them and she felt like it was an opportunity to share where she felt the team was going. That was useful.

She said most of the time listening to them she went from the bottom fifth percentile of her agency when it came to her responses and she became a top performer. And so if you have limited time, combining your performance discussions in this way, especially if you don't have an immediate problem, using those planned discussions can really serve you well and then of course ending the conversation with, how can I help you and what do you have? What suggestions do you have that I can manage you better? all right. Next slide.

We have really cooked with gas here. Can you go to the take-home message on slide 33? my take-home message is this, most people want to be coached and not just to be managed. They want to develop their skills so they will become a better employee. Not for their own sake and so they can be a better asset to the organization. They are OK being a better performer and helping. Most employees like performing well. And managers are critical to that process.

They really can be a critical lever in creating these skills and asking questions. You notice the coaching process is all about asking the right questions and helping employees explore how they can do their job better. This is not because there is an them -- an obvious performance issue. Often times it is with our superstar employee that they can do things better. If it is their idea, especially our superstars, they are going to run with her own idea.

We take time to coach our employees, not because it is out of the goodness of our heart, but there are business reasons, there are costs to turnovers, associated with not returning our folks and people gain skills that allow them to grow. Those are things we care about as an agency. If you can go to the final slide .

I also want to go, I want to take the phone lines off of mute and do Q&A. People can ask questions via text, some people have raised their hands. I would like to take a phone off mute. If you would like to ask a question, plat -- press star one and record your name. One moment and it just so you know, I've had Internet issues. If you're asking me questions through text, there is a chance I'm not receiving it. Just so you know. If you are not seeing a response, it is not showing up on my screen. I apologize for that. Are there any questions?

None came in on the phone lines. It is what it is. The training went for one hour 20 minutes.

I really appreciate your time today. I'm not going to force you to stay on the line if there is no question. Again, this is behaviors you do not because there is a regulation for it, it is hard to measure someone else's coaching behaviors. It is something that will lead to satisfaction for you and your employees. Thank you for taking the time today and good luck.

This conclude your conference call. You may disconnect. Thank you for joining.