

Managers into Coaches Made Simple

**How To Turn Ordinary
Organisations Into World
Class Leaders like GE, SAS
and Semco...**

*Seven Steps To An
Empowerment Revolution in
YOUR Organisation*

***“To be vital, an organisation has to repot itself,
start again, get new ideas, renew itself.”***

Jack Welch, CEO General Electric

Voted by Fortune magazine as the Century’s Ultimate Manager

***“ Empowering Employees with real responsibility and authority
requires a radically different organisational structure..”***

Jan Carlzon, President and Chief Executive of Scandinavian Airlines.

Jan Carlzon, Jack Welch, Herb Kelleher, Ricardo Semler, Ralph Stayer are all great leaders who have led their organisations to great performances by adopting Coaching and Empowerment strategies.

We need more coaches and less managers!

Early in the New Millennium it’s now almost 20 years since these leaders began to demonstrate the amazing power of coaching people towards Empowerment. Yet still most organisations struggle to implement the blueprint they have outlined.

In a 12 month period during the early 80’s Jan Carlzon worked with his people to turn Scandinavian Airline Systems from a company on the verge of losing \$20 million to a \$54 million dollar profit.....

Over his 19-year period as CEO Welch increased the market capitalization of General Electric from \$13.9 billion to \$410.8 billion... almost 3000%.

How did these Managers use the Manager to Coach process?

And more to the point... How can you take their lessons on leadership, coaching and empowerment and apply them to your organisation?

As many will know, the answers are outlined in Carlzon’s now famous book "Moments of Truth". In fact, James Strong based his turnaround of Australian Airlines in the 1980’s on Carlzon’s experience.

Strong then used the same principles to make Qantas an international success in the 1990’s where it went on to exceed prospectus projections and led many of its competitors on all major performance indicators.

The theory on leadership through the coaching of front line empowerment and Self Managed Teams works just as well in Australia as it does overseas with businesses like Semco, Disney, South West Airlines, Dell, Saturn and many others as long as you follow the blueprint.

So what is the Manager to Coach blueprint?

***‘If I have seen
so far it is
because I
have stood on
the shoulders
of giants.’***

- Isaac Newton.

REVOLUTION - TURN THE COMPANY ON ITS HEAD

Carlzon quickly recognised where the real business is done. Not in corporate headquarters with spreadsheets and Board meetings but at the front line, dealing with customers, in their thousands.

He realised that company success is based on the millions of "Moments of Truth" determined by the "front line staff". Those interactions with baggage handlers, ticketing offices, air stewards and stewardesses, receptionists....all those people who deal with paying customers...

"In a customer driven company, the distribution of roles is radically different. The organisation is decentralised, with responsibility delegated to those who until now have comprised the order-obeying bottom level of the pyramid. The traditional, hierarchical corporate structure, in other words, is giving way to a flattened, more horizontal, structure. This is particularly true of service businesses that begin not with the product but with the customer.."

In turn, front line staff are supported by middle management and internal support staff who in turn are supported by senior management.

In the traditional structure, senior management dictate and control middle management who in turn dictate to and control the front line staff (like the Comet ad on TV..."Smith, get this parcel to Melbourne by tomorrow morning or its YOUR job").

In traditional structures, front line staff are the least trained, least experienced and least acknowledged part of the organisation.

Jan Carlzon changed all that.

POWER TO THE FRONT LINE

Carlzon said :

"To the frontline employees the leader must pass along the authority to respond to the needs and problems of the individual customers.....frontline employees must be trained properly so they become empowered to respond to customers unique needs with speed and courtesy.."

The interesting thing is, that if the front line have not had power or responsibility in the past, they may not know how to use it when they get it.

We see this in organisations setting up Workplace Change groups, Industrial Democracy, Quality Circles etc.

People don't know how to make decisions and manage their new found power if it has been withheld from them for many years.

There is often a fear, a reluctance, a lack of trust.

We even see it on a Global scale as the former U.S.S.R thaws out and begins its democratization process.

Those who hold the power are often reluctant to hand over the skills, information and financial control required to empower and the front line workers often don't know how to take responsibility to use new found power.

Seven Tips For An Empowerment Revolution

1. All change begins in the mind. First, senior management must have a paradigm shift away from old style command and control bureaucracy based leadership toward an empowerment revolution
2. Senior management need to be fully committed to the process...to back off at the first mistake will quickly send employees recoiling back to the old ways...
3. Senior management must also be aware what this new style means for them as leaders in the New Game of Empowerment and Self Management – letting go, coaching and individual learning plans for all management and employees.
4. People at all levels of the organisation need to be trained, coached and mentored in the new ways of doing business using a **Individual Learning Program Strategy**
5. You can't have empowerment until you hand over budgets. You must manage the paradox of letting go of the purse strings but maintain tight financial control. This means training all staff to a high level of Business Literacy. How does business work? How does this business work?
6. If you hand over budgets, you must also set up a 'pay for performance' remuneration system. Paying only for attendance is a sure fire pathway to mediocrity. Set up a win/win team based pay for performance system.
7. You often need a coach to help you implement the process. The old culture can be like a festering wisdom tooth. You may need some professional help to do the extraction.

"We've empowered the front line and they still won't make decisions..."

Often we hear managers saying.. "We've empowered the front line and they still won't make decisions..."

That's because front line staff:

- * Don't know how to make decisions
- * Don't trust that it's okay to make mistakes
- * Think the power will be taken away from them the first time they make a mistake

Mistakes As Learning Experiences

Turning any organisation on its head is a trauma.

Mistakes will be made.

As long as people from all levels are involved in the decision making process; as long as people are kept informed of decisions; as long as mistakes are not seen as major catastrophes but as learning experience to benefit from, and as long as you keep moving forward and learning from each step....you will get there...

Set The Vision Then Communicate It

The first step is to set a vision that inspires people. Easier said than done.

Carlzon said *"we chose to become known as "The best airline in the world for the frequent business traveler."*

Welch said: *"To be the world's most valuable company... and if you can't be Number One or Two in an industry shut it down."*

Saturn set the Vision *'To become a 100 year company.'*

Carlzon then recommends (We've put in the numbers.):

- " 1. You must devise a business strategy tailored to your goal.*
- 2. You need to communicate the goal and strategy to the board of directors, the unions and all the employees.*
- 3. You have to give greater responsibility to people at the front line and then*
- 4. Create a secure atmosphere where they will dare to use their new authority.*
- 5. You must build an organisation that can work to achieve the goal and establish measures that guarantee you are moving in the right direction.*
- 6. In short you have to create the prerequisites for making the vision a reality."*

Paradigms Of Respect

Underpinning all this is something rarely spoken of yet often missing in efforts to turn companies around. Respect for the front line. We'll say it again because its so important.

Respect For The Front Line.

You can often hear it in the tones of voices, listening to the unsaid in between the lines, of management communication. The unspeakable but loudly spoken. A common link amongst non-front liners... "They're really a bit simple down there at the front line.....we'll let them think they're having a say...but really.. We're the ones who really know what's going on...!!"

This paradigm is the backbone of the cancerous, divisive "them and us" wall.

A wall that divides department from department, head office from field, office staff from trades, management from service deliverers...

For the organisation to really ignite; for the potential at the front line to be truly tapped into.....

Everyone in the organisation who is not at the front line needs to understand that their job is to support the front line troops deliver what the customer wants, how the customer wants it to be delivered...and if they're not doing that, they're a blockage, in the way.

Everyone not at the front line, especially managers and head office staff are support staff, not the main players in the game.

It's only when people operate from this paradigm do organisations truly turnaround and realise the unlimited potential to create wealth and prosperity for all - including customers.

As Carlzon says: *" Giving someone the freedom to take responsibility releases resources that would otherwise remain concealed."*

Future Business Leaders will be harnessers of potential.

If you want to accelerate your growth in a way like no-one before you, free up your most powerful hidden resource - your front line staff.

More power to the people....

On with the Revolution.

**That's what the Manager to Coach
program is all about.**

The Empowerment Revolution.

Your Facilitators

Grant Donovan PhD:

A doctoral graduate from the University of Western Australia, Grant has worked extensively as a corporate coach of Self Directed Teams throughout Australia, the United States and Eastern Asia. He has conducted “Manager to Coach” programs in Australia and the United States for the past ten years with over 5000 managers from nearly 400 companies.

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Leigh Farnell is an international author, speaker, business development consultant and entertainer who has worked with some of Australia’s largest corporations and succeeded in helping them make and save millions of dollars. With highly developed expertise in sales, marketing and innovation, Leigh is one of Australia’s leading corporate coaches.

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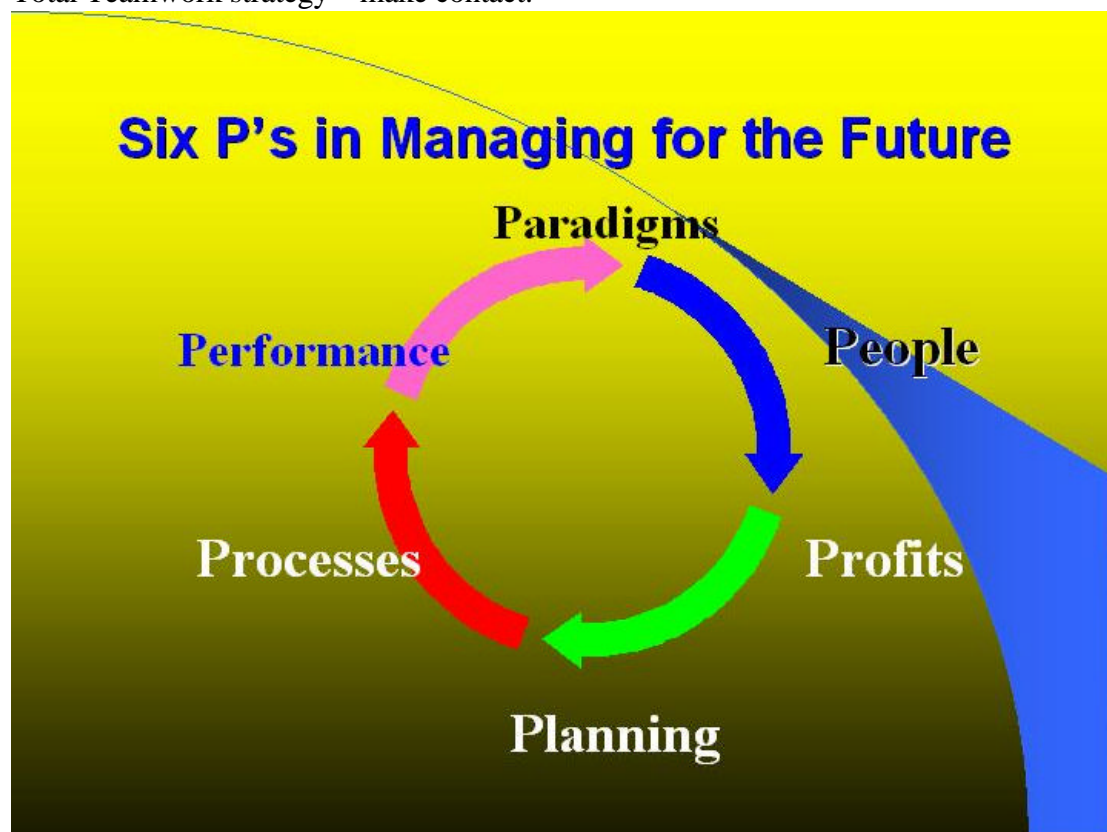
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The Process in Overview

This is the 6-step model we work through in the Manager to Coach Programme.

There are 9 components in this process. If your organisation is ready for an Empowerment Revolution then you'll want more information and a description of our Total Teamwork strategy - make contact.



**For more information on the 5 day
Manager to Coach in house training
programme conducted by Leigh Farnell
and Dr. Grant Donovan hit the 'contact
us' button or email
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