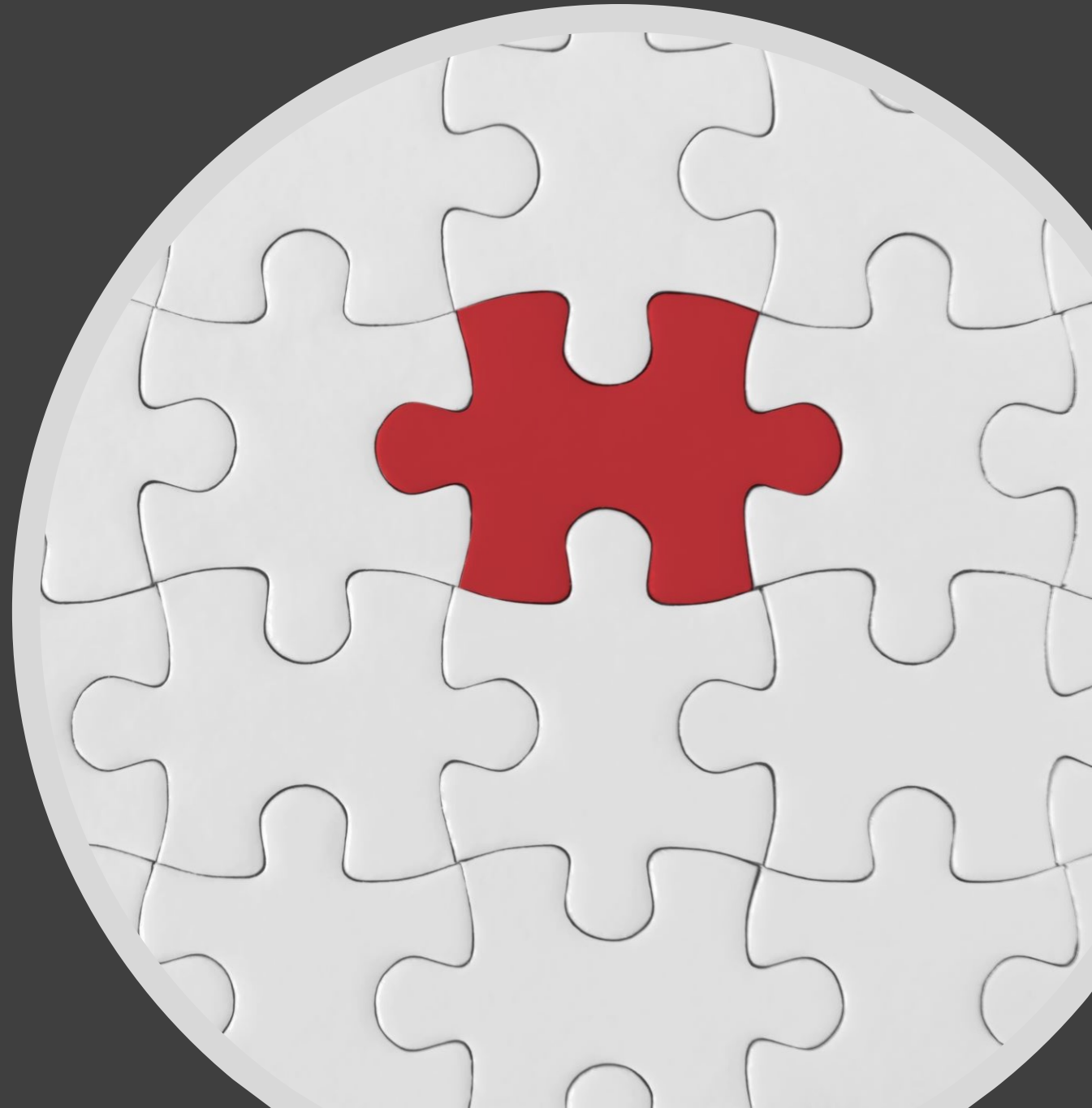


The Wise Manager

1.Coaching Up

2.Counseling Out



The Wise Manager

1.Coaching Up

2.Counseling Out

Why these?

Life-Giving

- Doing ministry with people you respect and are competent
- Doing ministry with people who take the ball and run with it and own their work
- Doing ministry with people you learn from and make you better
- Doing ministry with people you want to invest your time in mentoring, developing, and even challenging people to be all they are meant to be.
- People stay when they feel you are investing in them.

Life-Giving.....

- This person is a **good fit** for the church, its culture, the team, your leadership and where you want to lead the church.
- But we avoid, corrective feedback.

Quiz (research by The Struder Group, book, Results that Last). 3 Categories of employees:

A. Give corrective feedback, they get clarity, implement and improve. 10%, 20%, 15%, 45%

B. Give corrective feedback, they get clarity, they improve according to consequences, praise and reminders 60%, 80%, 79%

C. Give corrective feedback, they never change. 20%

Quiz Answers

- A. Give corrective feedback, they get clarity, implement and improve
- B. Give corrective feedback, they get clarity, they improve according to consequences, praise and reminders
 - C. Give corrective feedback, they never change **8%**

Quiz **Answers**

A. Give corrective feedback, they get clarity, implement and improve **33%**

- B. Give corrective feedback, they get clarity, they improve according to consequences, praise and reminders

- C. Give corrective feedback, they never change **8%**

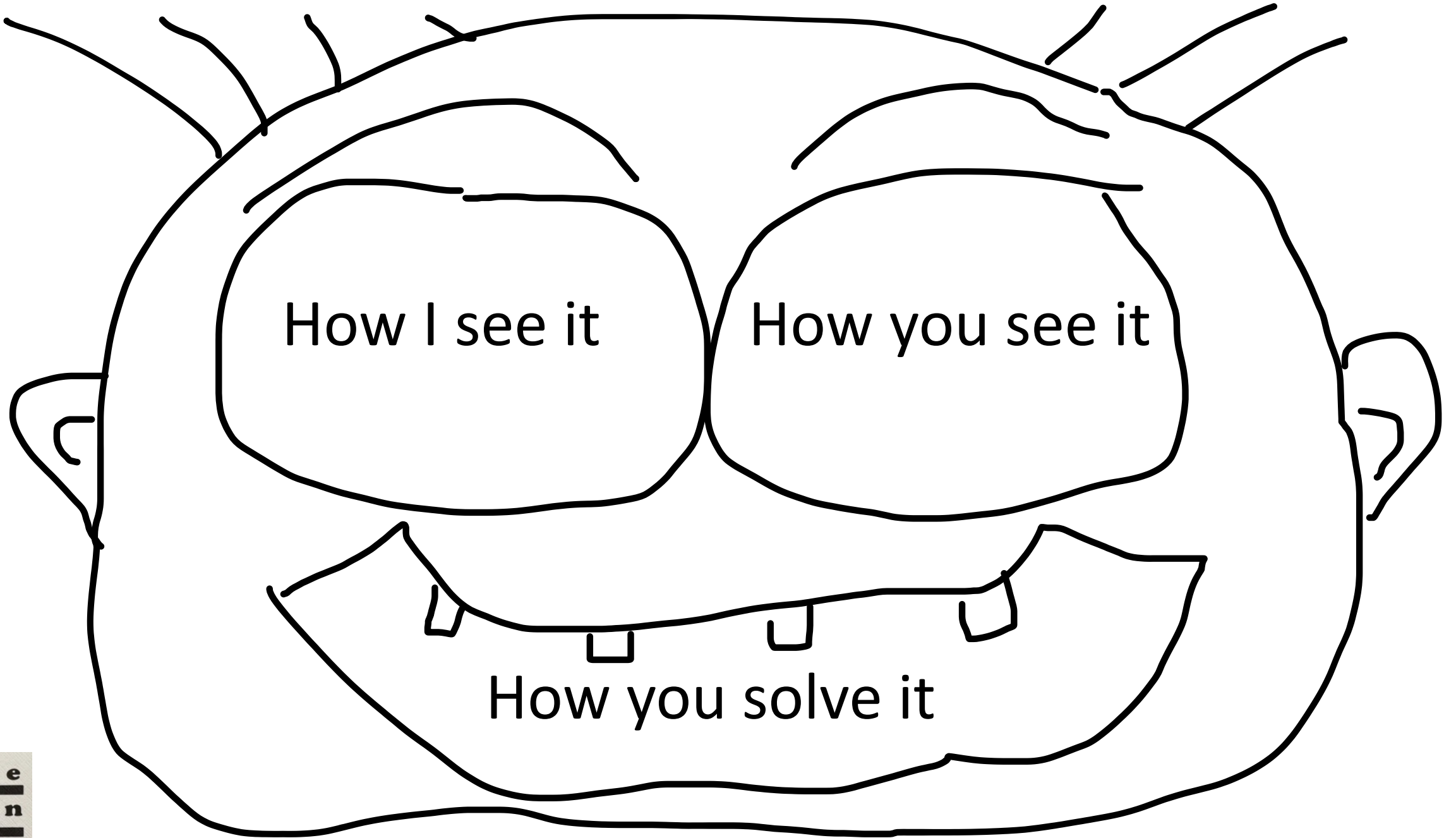
Quiz **Answers**, (according to the Struder Group)

- A. Give corrective feedback, they get clarity, implement and improve **34%**
- B. Give corrective feedback, they get clarity, they improve according to consequences, praise and reminders **58%**
- C. Give corrective feedback, they do NOT change because they are in a bad fit position and culture. **8%**

Coach Up (who are we hoping for...a,b,c?)

- 3 Steps: Prepare on #1.

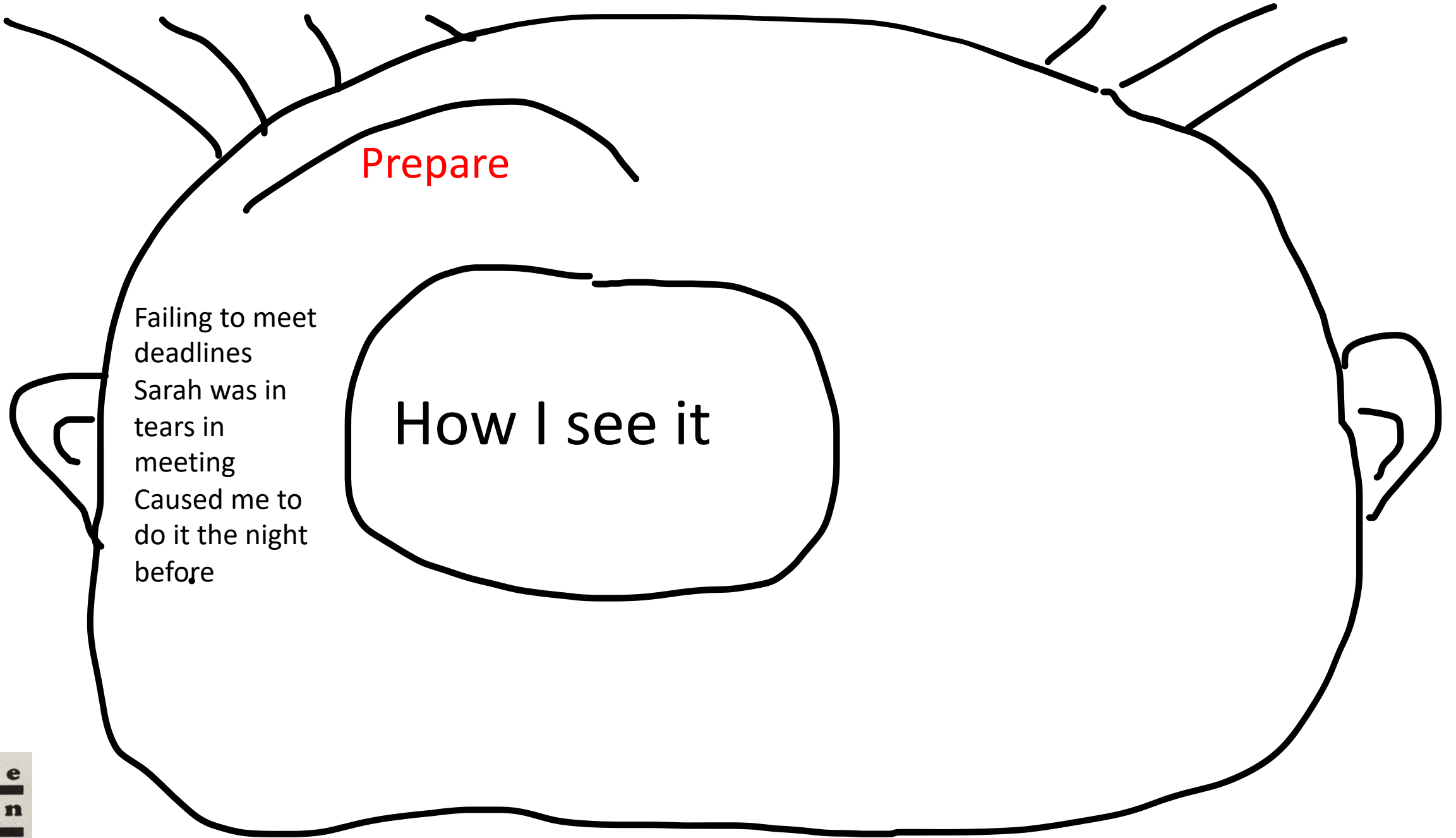
- 1. How I see it.
- 2. How you see it?
- 3. How you solve it?



How I see it

How you see it


How you solve it

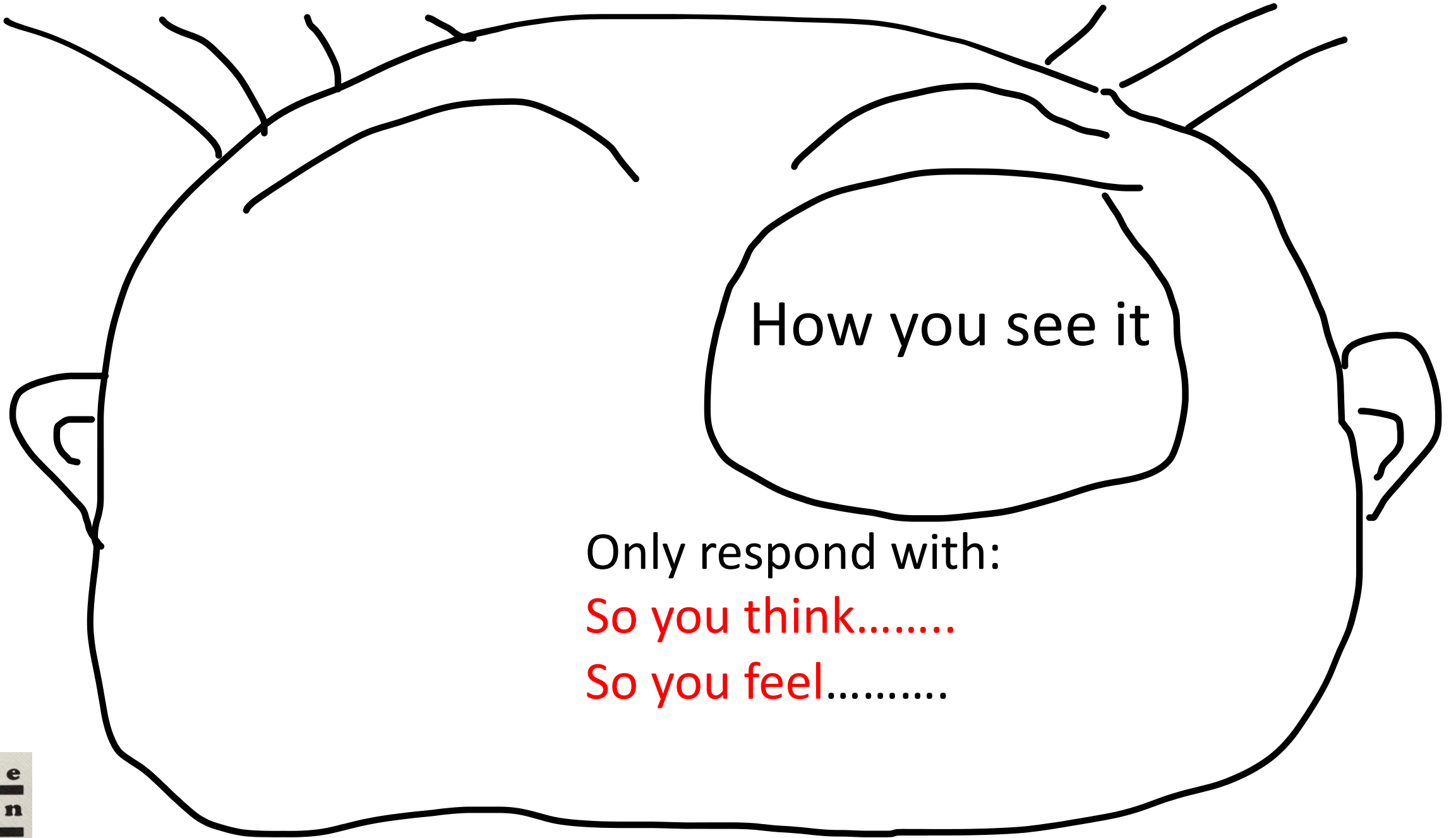


Prepare

Failing to meet
deadlines
Sarah was in
tears in
meeting
Caused me to
do it the night
before

How I see it

- 
1. Share 4 sentences
2. Shut up. Then
Ask.



How you see it

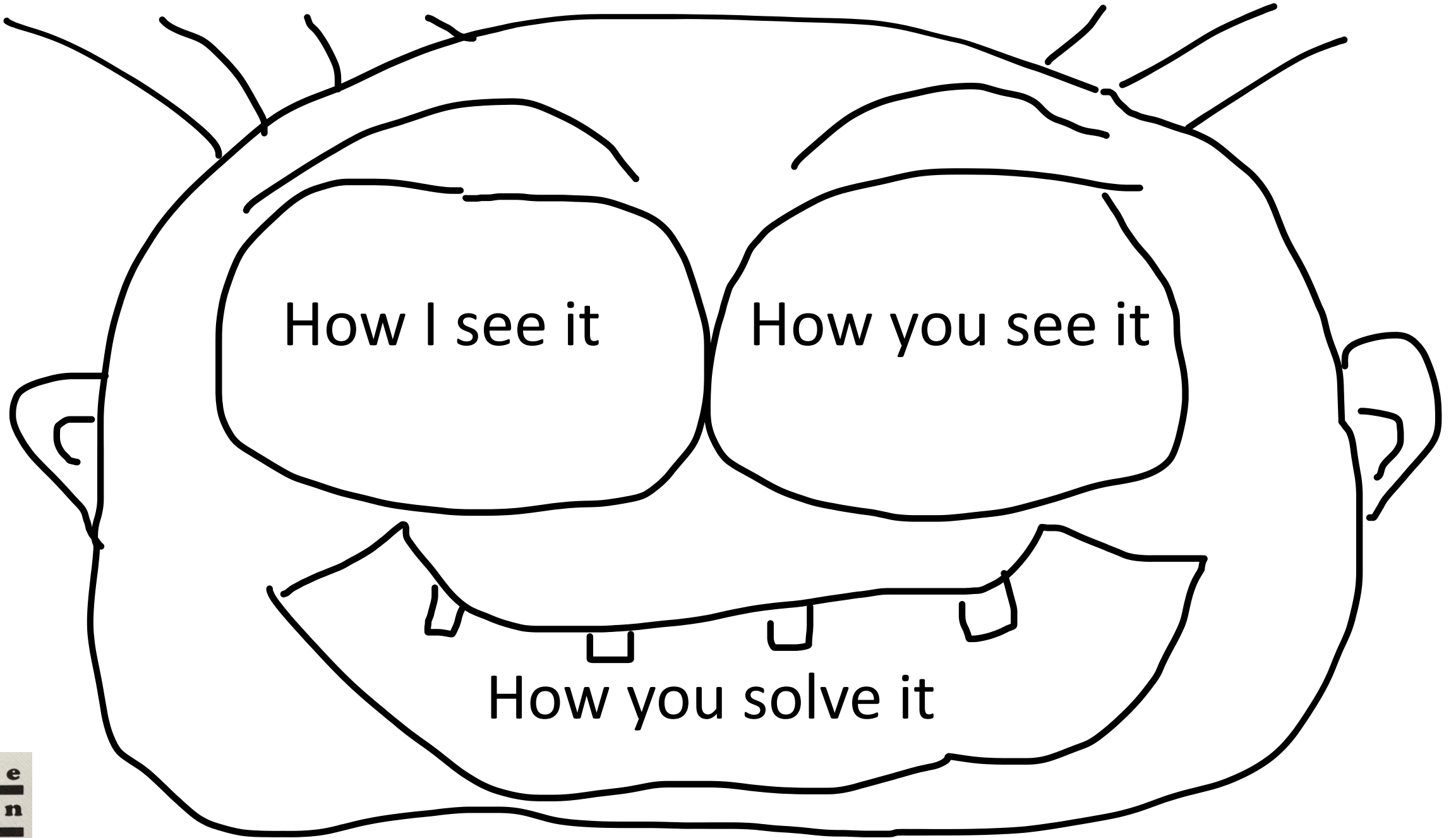
Only respond with:

So you think.....

So you feel.....

ALERT!

At any point, you can pause
this meeting,
and re-schedule for the next week.



How I see it

How you see it

How you solve it

How might the discussion go

after they share and you actively listen with “so you think.....”

Steps: “Counseling Out” after Attempting to “Coach Up”

- 1. The **direction this church** is going to fulfill our mission
- 2. What I **need from your position** to help make that happen

- 3. How I see your gifts
- 4. How I see your Un-Gifts

- There is a bad fit. You are a good person, someone I care about, but I have you in the wrong job and I don't have something which uses your gifts.

Direction the church
is going to fulfill our mission

What I need in **your position**
to help us get there

I NEED:

-Supervisory
skills

-Up-front
strategic

Problem solver

-Develop rel.
with parents

-Proactive
communicate

Direction the church
is going to fulfill our mission

What I **need** in your position
to help us get there

You. (your
gifts and
un-gifts)

Steady and loyal
Caring to the children
Sharer of space resources
---Independent worker vs. supervisor
---Reactive communication
---children focused vs. parents collaboration

Direction the church
is going to fulfill our mission

What I need in your position
to help us get there

The Gap

Direction the church is going to fulfill our mission

What I need in your position to help us get there

•
You and your gifts and un-gifts

Steady and loyal

Caring to the children

Sharer of space resources

---Independent worker vs. supervisory

---Reactive communication vs. proactive

---children focused vs. parent collaboration

How this may go?.....

- 1. They agree with you.
- 2. They disagree with you and tell you why.
- 3. They blame others.
- 4. They get upset.

How this may go with you.....

- 1. You listen with compassion.
- 2. You give them tissues for their tears.
- 2. You say how sorry you are.
- 3. You offer to help them search for a new job?
- 4. You ask what might work for a last day to work?

Praise. The #1 motivator.

- **If you stop giving correction feedback, you** tend to stop giving praise. This especially impacts (B)58%. They get insecure. They assume. You tell yourself “well, I don’t want to send the wrong message.”
- **Praise is positive, but respectful manipulation** in the best sense of the word. People want to keep doing whatever you praise them for doing. Now you’ve let them know.