

SHEEP-DIP

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The BRIGHTON GROUP

Partners^{Inc.}

The Brighton Group/OI Partners Inc. is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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In order for an organization to change, the behavior of the people within the organization has to change. That sounds pretty simple, and basically it is, if two questions can be answered:

- Which behaviors will lead to the outcomes and results we're seeking?
- How do we change to the correct behaviors and assure they will continue as an established "way of working" in our organization?

There are some very interesting methods available which are effective in identifying the behaviors that drive performance and produce results. We'll highlight those in future newsletters. Our focus for now is on the second question and the matter of behavior change.

Bluntly stated, individual coaching is one of the most effective mechanisms for behavior change and reinforcement of correct behavior. The power of coaching to change behavior and improve the performance of individuals, and thus of organizations, makes it a very compelling tactic for all levels. Ask any behavioral psychologist: true behavioral change requires motivation, learning, practice, and reinforcement over time—all things which are found in a well-designed coaching effort.

Ideally, all the managers and supervisors in an organization would be strong coaches, competent in their ability to change and reinforce performance behaviors. Organizations, for whom this is not the case, may very well want to consider engaging external coaches to expedite the process of behavioral change. A great way to develop a coach is to use an exemplary coach to coach the coach!

Inexplicably, some firms only see coaching as a kind of expensive executive perk. But coaching is effective at all levels of an organization and isn't as expensive as you might think. Often, the same money used to send someone to "sheep-dip training" (so named from the practice of "dipping," or treating, a whole flock for ticks, even if only a few sheep actually have them) can instead secure a significant period of quality individual coaching for a considerable number of people.



As the power of external coaching becomes more prevalent, there are a lot of "coaches" popping up. Some coaches are better than others, to say it kindly, and thus, some coaching experiences are better than others. Coaching fit is critical. Like anything else, when it comes to coaching, it pays to go with quality and proven experience to find the best fit. Make sure to work with coaches who are competent in dealing with all the variables of human performance and behavior. Coaching at all levels in an organization can be extremely effective in producing the desired business results. Do it, and do it right.

"A better human experience...for a better business outcome"

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