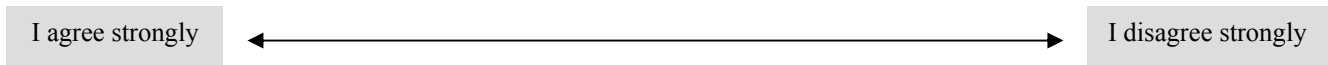


Coaching

Coaching is a growth business. How much can managers learn from hiring a personal coach, from business books or from management gurus?

1 Put a cross (X) on the line at the point which best represents your opinion about the following statement: 'The most important member of a team is the leader'. Explain your viewpoint to a partner.



2 Read the following leadership tips. How might you complete them? Scan the article to find the answers.

- ‘Understand the _____ in your team’
- ‘Surround yourself with _____’,
- ‘Evaluate yourself before you _____’,

Learning about leadership

Can business managers learn from football managers? That’s the intriguing idea outlined in the book ‘The 90-Minute Manager’. After all, football managers have to attract and keep the best people – and get the most out of them individually and as members of a team. Football managers are now called ‘coaches’. One successful US sports coach, Pat Summit, gives after-dinner speeches to business audiences. Summit has certainly been successful in her career as a basketball coach, and successful leadership is something that all business managers pursue. However, would your company pay \$40,000 to hear her words of wisdom?

Just what does Summit say? She believes in identifying potential in people. She thinks it is important to really understand the individuals in any team. What does she look for in a team? ‘Passion’ and ‘loyalty’ are key words in her business philosophy. So are ‘enthusiasm’ and having a ‘positive attitude’. When creating a team, she suggests you

surround yourself with people better than yourself. Is any manager brave enough to do this? By doing so, Summit claims, you are challenged. If you surround yourself with ‘yes-people’, then there’s no advancement. Young, talented people, she says, generate fresh ideas and options. She argues that leaders must be self-critical: ‘evaluate yourself honestly before evaluating others’.

Employing a personal coach is a current trend in the business world. What value is there in hiring a coach? It is certainly cheaper to buy a book, such as ‘The Living Dead: The Shocking Truth about Office Life’ which describes many office workers as bored, demotivated, and poorly managed. But will you actually read it, or will it join the dusty pile of other books – from the ‘90-Minute Manager’ to ‘Be Your Own Life Coach’ – lying unread on your shelf. Next time your favourite football team wins a match, think about inviting the manager (sorry, coach) over to give your staff a pep-talk – if you have a spare \$40,000!

3 Read the whole article. Summarise the key ideas mentioned.

4 Complete the missing parts of the table.

NOUN	ADJECTIVE	VERB
(a) wisdom		–
(b)	successful	
(c)		to evaluate
(d) enthusiasm		

NOUN	ADJECTIVE	VERB
(e)	loyal	–
(f) advancement		
(g) philosophy		
(h)		to lead

5 Work in small groups to complete the following two tasks. Be ready to present your ideas to the class.

- (a) Evaluate the effectiveness of the following: a self-help business book, hiring a management guru as an after-dinner speaker, employing a personal coach.
- (b) Create your own tip, like those in Ex 2, which you think would help managers.