

THE THREE ESSENTIAL COACHING HABITS FOR THE TIME-CRUNCHED MANAGER

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Loads of people have written about “manager as coach”, and most get it wrong. The faulty thinking is the belief that managerial coaching is successful when you convince, cajole and manipulate your staff to do what you want them to do. Michael has got it right. He knows that the goal is not to control your staff, but to empower them to think and to act. Michael has created a simple, elegant three step model for how to do this, built on the most foundational coaching skill of all: asking questions. And drawing on research on habit formation, he’s created an approach to making these coaching techniques be something you can use every day.

Paul Wyman, Director, People Development, Children’s Hospital Colorado

The three Essential Coaching Habits for the Time-Crunched Manager was well worth my time. It is brilliant in its simplicity and is packed with key learning around coaching effectively and how to build new habits more easily than you could imagine. As a truly time-crunched manager, I want quick, practical and effective solutions that any employee can put into practice immediately and this learning delivers.

Marie Crea, Director, Talent Acquisition and Talent Management, Horizon BlueCross Blue Shield

If you are looking for a formulaic, step-by-step “how-to” manual for coaching (yawn!), you are out of luck. If, however, you are looking for an accessible and actionable guide to being a better manager, get out of your own way, and unlock greater potential in your team, this coaching guide is it! Based on the latest from neuroscience, psychology, and management research, this guide holds deceptively simple tactics to help you become a managerial powerhouse.

Jessica Amortegui, Director of Global Talent Development, VMWare

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01 THE THREE VICIOUS CYCLES OF THE MODERN MANAGER

WORKING TOO HARD & HAVING TOO LITTLE IMPACT

Could that be a description of the managers and leaders in your organization?

It's a common curse. We've never been more overcommitted, over connected and overwhelmed.

At Box of Crayons we want to flip that, so that people can work less hard and have more impact. And we think helping managers develop some solid, practical coaching habits is a proven and powerful strategy to do just that.

But before we get to the essential habits for the time-crunched manager, we need to understand the three core dynamics that are keeping our managers stuck.

OVERDEPENDENT

OVERWHELMED

DISCONNECTED

THE FIRST VICIOUS CYCLE: OVERDEPENDENT

THE MORE MY TEAM NEEDS ME



THE MORE I GIVE THEM THE ANSWERS

Perhaps you've watched those BBC wildlife documentaries, the ones with David Attenborough quietly whispering in the background as another intimate moment of animal behaviour is revealed.

You probably know the image of the nest crowded with baby birds. As the mother arrives with food in her beak, the chicks blindly push forward, eyes shut and mouths wide open.

In an instant the food is gobbled down. And you can almost hear the parent bird heaving a heavy sigh, before flying off to go find the next morsel.

Sometimes, that's exactly what it's like to manage a team. Without quite knowing how it happened, **the team has become overly dependent on the manager**. Any sense of self-sufficiency has gone, and every decision has to be provided, checked and double-checked.

At the same time, **the manager has likely become the bottleneck to the team**. The pace of work has ground to a halt as the team waits for the manager to provide the answer and make the call.

THE SECOND VICIOUS CYCLE: OVERWHELMED

THE MORE WE LOSE FOCUS



THE MORE WE GET OVERWHELMED

A good part of my misspent youth was supported by my job at Pizza Hut. I slowly worked my way up the ranks, from washing up to making pizzas to finally manning the ovens, flipping the pizzas out of the pans, cutting and boxing them.

On busy nights the pizzas came fast; and on bad busy nights the pizzas stuck to the pans, so that I couldn't keep up with the demand. I started having dreams where I eventually vanished under a pile of pizza pans, crushed by the relentlessness and unceasingness of the flow.

It turns out this was perfect training for the modern workplace. Emails ping never-endingly into our inbox. We hustle from meeting to meeting. "9 to 5" has dissolved into **All Work All The Time**.

The courage to have focus – which is actually the courage to say No to the things you want to say Yes to – **is elusive**.

The consequence is a deep sense of distraction and overwhelm.

THE THIRD VICIOUS CYCLE: DISCONNECTED

THE LESS IMPACT WE HAVE



THE MORE WE GIVE UP

In 2009 an unexpected book hit the NY Times best-seller list: *Shop Class as Soulcraft*. Author Matthew Crawford shone a light on the pleasure of doing work that actually resulted in something, a visceral connection between input and output.

That's a stark contrast to what many of us experience in our working life. Overwhelmed and stretched too thin on too many projects, the sightline between what we're doing and why it matters has been lost.

In his book *Drive*, Dan Pink uncovers the three factors that science tells us truly motivate people: mastery, autonomy and purpose.

When we lose connection, it's hard to understand the Why of the work we're doing.

When we lose that Why, it's hard to see the impact of what we do.

And when we stop seeing any impact in the work we do, **we lose motivation**.

BREAKING THE VICIOUS CYCLES

Research tells us that if managers can build new and effective coaching habits, they will break these vicious cycles. And if they break those cycles, there will be an increase in engagement, in creativity and in impact.

The Leadership Gurus agree. Whether you're asking Dan Pink (*Drive*) or Marshall Goldsmith (*What Got You Here Won't Get You There*) or the Heath Brothers (*Decisive*) or Teresa Amabile (*The Progress Principle*), they all suggest coaching is an essential skill for the modern manager.

So yes, there's a reason every organization of any size is trying to get their managers to be more coach-like.

But **that impact happens only if the coaching is done well.**

Recent research from Zenger Folkman showed that the difference between manager-coaches ranked at the 50th percentile and those at the 90th in driving commitment was almost double; and as a corollary, employee retention was approximately 50% higher.

However, the number of managers coaching well is too small.

A study from Blessing White indicated that less than 25% of employees who receive regular coaching saw a significant impact on their performance or satisfaction. To put that more bluntly, **at least three out of four coaching moments are having little or no impact.**

Footnote: Jack Zenger & Kathleen Stinnett, "Bringing Science to the Art of Coaching" (2012)

Footnote: Blessing White, "The Coaching Conundrum" (2009)

**BOTTOM LINE:
IF YOUR MANAGERS HAVE
STRONG COACHING HABITS
YOU'LL HELP THEM & THEIR TEAMS
WORK LESS HARD AND HAVE MORE IMPACT**

02 HOW DO YOU (REALLY) BUILD NEW HABITS?

THE SCIENCE OF HABIT BUILDING

There's a lot of tosh about building habits out there in the world, the most pernicious and probably least accurate being "do something for 21 days and you build a new habit."

This explains why your New Year's Resolutions are so depressing and elusive ("This year, once again, I pledge to eat less, exercise more, learn a new language, love my kids, etcetera, etcetera, etcetera.")

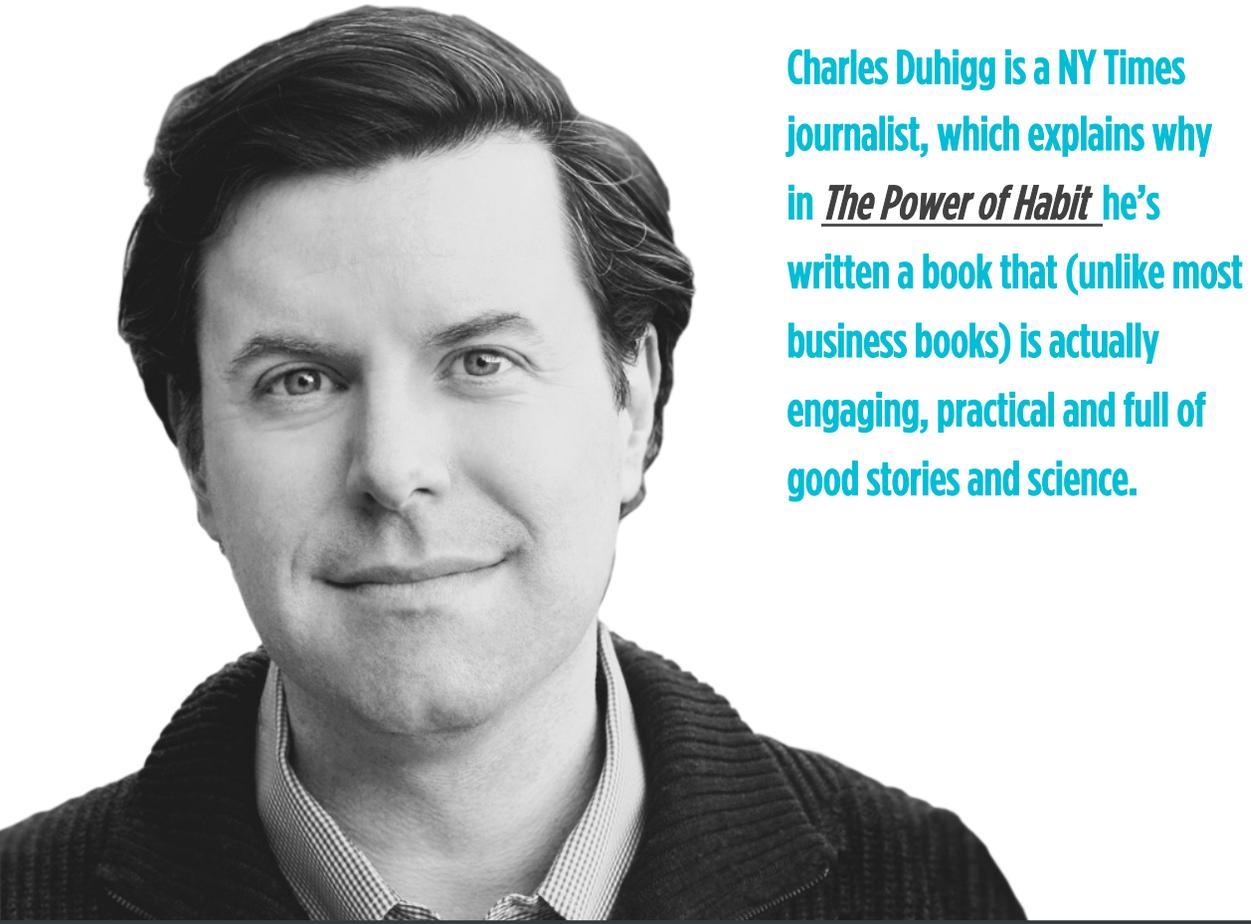
And also why January 21st is considered one of the most depressing days of the year. (Not only are your resolutions broken, but you just received December's credit card bill...)

The good news is that in the last few years, there has been some deeply practical work done on what actually builds habits, based on research and neuroscience.

At Box of Crayons we've created The New Habit Formula™, **a simple and powerful way for you to define and embed a new habit you want to develop.**

It draws deeply from the thinking of two writers in particular, Charles Duhigg and BJ Fogg.

THE SCIENCE OF HABIT BUILDING: THE HABIT LOOP



Charles Duhigg is a NY Times journalist, which explains why in *The Power of Habit* he's written a book that (unlike most business books) is actually engaging, practical and full of good stories and science.

One of Duhigg's key findings is that a habit is not simply a behaviour, but rather a three-part system which he calls the habit loop: a trigger (the situation that sets it off); the behaviour; and the reward (why your brain says: next time, do this again.)

Understanding what you get from the old habit you're seeking to replace – the reward – matters, because you've got to ensure that you get something similar or better from the new habit you want to develop.

And becoming very clear on the circumstances that trigger the old habit is critical, or else you're always going to find yourself half way through a tub of Haagan-Dazs coffee ice cream wondering, yet again, how did this just happen...

THE SCIENCE OF HABIT BUILDING: MICRO-HABITS



The second writer is BJ Fogg, an academic at Stanford where he is Director of the Persuasive Technology Lab and is also creator of the TinyHabits.com website.

BJ has focused deeply on how to change human behaviour, and one of his most powerful contributions is a simple solution to how we can stop sabotaging our own best efforts to build new habits.

His insight is that as soon as we create a broad habit – let’s say, going for a run in the morning – our big brains immediately start finding ways to “hack” our well-meaning plan. It doesn’t take much, as you’re lying in your warm bed, to think of all those excellent reasons why today (just today, tomorrow I’ll be good I promise) you can’t go for that run.

Fogg says that the secret is **to define a first step that takes less than sixty seconds to do.**

This aligns strongly with *Getting Things Done* productivity guru David Allen’s insight that you can’t do projects, you can only do “the next action.” What Fogg is telling us is that we need to define the first step – the micro-habit – of the larger habit we want to build. Don’t try to build a habit to go for a run in the morning. Build a habit to put on your running shoes as soon as you get out of bed.

You can listen to an interview with BJ Fogg and Michael Bungay Stanier here:
<http://www.boxofcrayons.biz/2013/04/bj-fogg-tiny-habits/>

THE SCIENCE OF HABIT BUILDING: YOUR ONLINE BONUS

AS WELL AS DUHIGG AND FOGG, THERE ARE
THREE OTHER AUTHORS WHO CONTRIBUTE
POWERFULLY TO THE IDEA OF BUILDING
STRONG HABITS.

If you'd like to learn who those three authors are, listen to interviews with them, and see three entertaining short videos on how to build new habits, go to the exclusive and hidden web page here

www.BoxOfCrayons.biz/HabitSecrets



03 THE NEW HABIT FORMULA™

THE NEW HABIT FORMULA™

When you combine some of the key insights from Charles Duhigg's book together with BJ Fogg's work, a simple but powerful formula for building new habits begins to emerge.

WHEN THIS HAPPENS...

Identify the triggering event or context. Be as detailed as possible, so you know exactly when it happens and what it looks like.



INSTEAD OF...

Articulate the old and default behaviour you want to change. For an added bonus, seek to understand the “reward” you get from doing this.



I WILL (IN 60 SECONDS OR LESS)...

Clarify the micro-habit, a behaviour that takes less than a minute to do and is perhaps the first step of a bigger habit.

THE NEW HABIT FORMULA™: EXAMPLES

WHEN...

I'm brushing my teeth at night,

INSTEAD OF...

ignoring the dental floss and thinking I'll do it "next time",

I WILL...

floss one tooth.
(This is BJ Fogg's favourite example, with his bigger goal to build a habit to floss regularly.)

I get a craving for something to eat any time after 8pm,

heading to the kitchen and finding myself munching down on a piece of good Canadian cheddar,

drink a big glass of water.
(I know thirst often feels like hunger. This stops my cheese craving.)

I wake up in the morning,

turning on my gadget and checking my email,

sit on my meditation cushion for one minute.
(This has helped me build a habit that, after 15 years of failure to get any traction, is now 108 days strong.)

THE NEW HABIT FORMULA™

- ▶ WHEN THIS HAPPENS...
- ▶ INSTEAD OF...
- ▶ I WILL....

So what are the three essential habits for the Time-Crunched Manager?

04 THE THREE ESSENTIAL COACHING HABITS FOR THE TIME-CRUNCHED MANAGER

THE FIRST HABIT: TRY NOT TO “BE HELPFUL”

We are all so keen to help.

To jump in.

To fix things.

To “add value”.

**To provide the solution, the answer,
the next step.**

There is a good reason for that. You have a good heart. You’re genuinely trying to help. And there are times when that’s exactly the right thing to do.

And this is an overdeveloped muscle. As the answer to everything, the default habit for every situation, it’s exhausting and debilitating. (See “Vicious Cycle #1.)

The new habit is not actually a refusal to help. It’s a process for getting clear on exactly how they’d like you to help, so you can in fact be less busy but more useful.

Someone once defined an adult-to-adult relationship as, “Being able to ask for what you want, knowing the answer may be No.”

That’s much harder to do than it sounds. It’s hard, often, to know what you want. It’s hard, often, to ask for it. And it’s hard to realize you have a choice to say Yes or No or Maybe when somebody makes a request of you.

The First Habit is to ask what exactly they want from you before you start providing it.

You help them get clear on what they really want. (They don’t often precisely know.)

You stop yourself over-delivering solutions they likely don’t want or need.

You break the cycle of overdependence and bottlenecking.

THE FIRST HABIT: TRY NOT TO “BE HELPFUL”

WHEN...

someone seems to need my help



INSTEAD OF...

assuming I know what help they need and jumping in with the solution, the answer, the action plan, the next steps ...



I WILL...

ask them, “How can I help?” or (more bluntly) “What exactly do you want from me?”

THE SECOND HABIT: SLOW DOWN THE ADVICE MONSTER

Have you ever been in a school with young kids filled with enthusiasm? The teacher poses a challenge and hands shoot up into the air, straining, almost dislocating, in the eagerness to answer the question.

Sure, we learn how to affect a coolness to all of that as we progress through the school system, but in truth it never leaves us.

As someone starts describing a problem to you, even though you don't really know them, or the other party, or most of the details of what's going on, or any of the context ... you're pretty sure you know exactly what they need to do.

Welcome to The Advice Monster.

It lives within us all. And it probably wouldn't be a bad intervention to have most of us sitting around a circle and admitting our addiction, saying things like, "Hi, my name is Michael, and I'm an Advice Giver."

Not that advice is always a bad thing to offer up.

But **the Second Habit is all about slowing the rush to offer up your ideas.** If you can delay that "You should ..." or "Have you thought of ...?" moment by even a minute, your impact as a manager and a leader changes.

Your goal is simply to hear their ideas first.

People will almost always show up with some initial thoughts and ideas to solve the challenge they're wrestling with. You'll be surprised and delighted at how often your job will be to simply agree with the idea they have and to encourage them to do it. And they'll be surprised and delighted at how smart and empowered you make them feel.

THE SECOND HABIT: SLOW DOWN THE ADVICE MONSTER

WHEN...

someone asks me
“how do I...?”



INSTEAD

OF...

telling them exactly how to
do it...



I WILL...

ask them, “That’s a great
question and I’ve got some
ideas which I’ll tell you ... but
let me ask you, what are your
first thoughts on how to do
that?”

THE THIRD HABIT: CREATE THE LEARNING MOMENT

Of the very many definitions of coaching that exist in the world, one of the most powerful comes from Sir John Whitmore's book

Coaching for Performance, in which he says coaching is, "unlocking a person's potential to maximize their own performance. Helping them to learn rather than teaching them."

As a manager and a leader, your job is to help them learn.

Unfortunately, people don't learn when you tell them something.

They don't even learn when they do something.

People only really start to learn when they reflect back on what just happened and ask themselves, "What did I learn just now?"

Winston Churchill once said, [people] "occasionally stumble over the truth, but most of them pick themselves up and hurry off as if nothing ever happened." That's true of learning moments as well. We're so busy just trying to do stuff that we miss the opportunity to learn all the time.

The Third Habit changes that.

It creates a brief moment at the end of any conversation, a private "one on one", a public team meeting, and everything in between, to articulate what was useful, what was valuable, what needs to be learned.

The Third Habit creates the A-ha! Moment for them.

That helps you, as it tells you what's working (and what's not) so you can do more of that the next time.

THE THIRD HABIT: CREATE THE LEARNING MOMENT

WHEN...

I finish a meeting, whether it's one to one or with a group, whether it's internal or with external partners...



INSTEAD OF...

wrapping things up and hustling on to the next thing in your calendar...



I WILL...

ask them, "What was most valuable for you from this meeting?"

MAKE THIS YOUR LEARNING MOMENT

At Box of Crayons we see the impact of coaching as a simple and powerful cycle: insight leads to behaviour change leads to positive impact.

Let's practice what we preach. Before you go, let me ask you this:

WHAT WAS MOST USEFUL OR MOST VALUABLE ABOUT THIS REPORT?

WHAT WERE YOUR KEY INSIGHTS?

WHAT WILL YOU NOW DO DIFFERENTLY?



**HABIT #1:
STOP TRYING TO “BE HELPFUL”**

**HABIT #2:
SLOW DOWN THE ADVICE MONSTER**

**HABIT #3:
CREATE THE LEARNING MOMENT**

FINDING THIS USEFUL? WHO ELSE MIGHT LIKE TO SEE IT?

THANKS FOR SHARING IT.

HERE ARE THREE WAYS TO SPREAD THE WORD



EMAIL THIS LINK TO A COLLEAGUE OR TWO, SO THEY CAN DOWNLOAD THE REPORT

[HTTP://BIT.LY/10CLJF8](http://bit.ly/10CLJF8)



TELL YOUR LINKEDIN COLLEAGUES YOU'VE FOUND SOMETHING COOL

[HTTP://BIT.LY/10CLJF8](http://bit.ly/10CLJF8)



SHARE SOME TWEET LOVE AND THIS LINK

[HTTP://BIT.LY/10CLJF8](http://bit.ly/10CLJF8)

BOX OF CRAYONS

BOX OF CRAYONS

If you understand the importance of having your managers be more coach-like and are frustrated with solutions that haven't worked, then contact us now.

Box of Crayons is a training company that gives time-crunched managers the tools to coach in 10 minutes or less.

Headquartered in Toronto, Canada and with faculty in North America and Europe, we offer these three programs:



COACHING FOR GREAT WORK®



THE COACHING HABIT®



LAST FEEDBACK WORKSHOP®

OUR CLIENTS INCLUDE


softchoice

RICOH
imagine. change.

 **Manulife Financial**

 **TD Bank**

SHOPPERS
DRUG MART 

NOKIA

"The feedback I received from the team was that this wasn't your typical training session. They didn't receive a large binder of course material or be subject to Death by PowerPoint. It was simple, easy to understand, easy to use concepts and a lot of interaction during the course itself. Our Sales Management Team is made up of individuals with varying backgrounds and tenure. There wasn't a single participant that came back and said that the training wasn't relevant or that they didn't see where they could use it on a daily basis working with their own team. This will become part of the way we manage the business going forward."

Peter Ronan - VP Direct Sales, Ricoh Canada

"What participants said was, "I now have something I can put in practice this afternoon." You know, the challenge sometimes is the concept is good in theory... but I have no idea what to do with it. With this program, I can go to my next meeting and use these new skills and I will probably get a different result."

This is not your grandmother's coaching workshop. People said that it felt fresh and contemporary. It felt different and simple and practical and relevant. And they honestly didn't expect that"

Stacey Porter - Director Talent Development, Intuitive Surgical

MICHAEL BUNGAY STANIER



Michael is the Senior Partner and Founder of Box of Crayons. Box of Crayons helps organizations around the world do less Good Work and more Great Work. Their training programs give time-crunched managers the tools to coach in 10 minutes or less.

Michael is the author of a number of books, including the best-selling *Do More Great Work*. His book and philanthropic project *End Malaria* collected essays by thought leaders around the topic of Great Work, and through its sale raised \$400,000 for Malaria No More.

He's also a popular speaker, and as well as speaking at such organizations as Google, GSK and TD Bank is constantly top ranked at conferences such as HRP, Evanta, The Conference Board of Canada and CSTD.

As an Australian, he's surprised to find himself living in Toronto, Canada. However, as a Rhodes Scholar at Oxford University his only real success was falling in love with a Canadian (and now wife of 20 years). So that explains that.

George Orwell said, "an autobiography is only to be trusted when it reveals something disgraceful." Bearing that in mind, Michael was banned from his high-school graduation for "the balloon incident", left Law School being sued by one of his lecturers for defamation, and managed to knock himself unconscious while digging a hole as a labourer.

THANK YOU

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