

The fine art of managing people:

How coaching can help you get the best from your staff.

Unlike most other resources, an organisation's Human Resource cannot be maximised purely by implementing policies and procedures: the management of people is definitely an art, not a science and, as such, is very hard to get right using traditional methods.

In recent years, the use of coaching, originally associated with improving performance in sport, has crossed over into the world of business as a way of supporting key members of staff.

Tracey Turmel, director of C. I. Executive Coaching, has worked with local companies since 2002, pioneering the use of external coaching in Channel Island businesses.

"When I first started, much of my time was spent explaining what coaching is all about, and how it differs from consulting, mentoring and counselling. Thankfully, coaching is now widely recognised as an effective business tool. It's a double edged sword though, as it's currently fashionable to call yourself a coach, without any rigorous training. Lots of organisations offer coaching as an add-on service. I'm proud of the fact that I'm a specialist, and dedicated to business coaching because of the amazing results I've seen over the last seven years, not because it's the latest fad."

Part of coaching's appeal is that it's entirely tailored to the specific needs of the individual.

It can be used to proactively assist with the professional development of key staff, for example in supporting senior associates in the step up to partnership, or new managers working with a team. It is an effective way of investing in (and therefore retaining) rising talent during turbulent times.

Equally, a coach can be brought in to help address sensitive issues. Ask anyone about their biggest headaches at work and the answer will undoubtedly include fellow human beings!

Until relatively recently, 'soft skills' were rarely addressed effectively. Unfortunately, it's still common to find senior people in supervisory roles, with little or no specialised training. Despite being highly effective technically, such managers can wreak havoc in terms of motivating and empowering others.

In instances such as these, one to one, confidential coaching really can have powerful results.

"The coaching relationship often starts with a phone call from a senior manager or director, who has struggled, alone, with an issue in their team, or relating to their own performance, for some time. I'll ask lots of questions to get to the root of the problem, and listen carefully, before deciding whether I'm the best person to help. It's amazing how useful it is, just talking through an issue with someone whose only agenda is to support the best interests

of the individual and the organisation. Every conversation is confidential, so it's a safe environment for someone to offload their real concerns. Very often, the more senior the role, the more lonely the individual feels in being honest about what's worrying them."

Typical scenarios which coaching can address: a manager who can't or won't delegate, thereby disempowering their direct reports; a clash of personalities which hinders their (and others') performance; concern over work-life balance / stress; lack of self-confidence; poor communication skills etc etc etc ...

After the initial discussion, it's important to establish what the desired outcomes are in terms of behaviours. "I help the client get clear about what it is they want to be different as a result of coaching. Goals have to be SMART and behaviour-related. It's vital that at the end of a coaching programme (usually 6 x 1 hour discussions, over three to four months) we can measure whether it's been worthwhile. This is important in terms of quality control, for the client as well as for me! I firmly believe that, for those in business, simply talking about issues isn't enough. They need action and visible, tangible results. Coaching certainly does that!"

Despite the ever-growing body of evidence in support of coaching, it takes a certain amount of bravery to allow an outsider access to the intimate workings of a business. Perhaps not surprisingly, a number of local entrepreneurial IT companies (including the award-winning organisations, Foreshore and Virtualize IT, now Virtustream) rank among Tracey's clients. "In the fast-moving world of IT, risk taking is essential. Entrepreneurs by nature tend to be forward thinking and are often happy to consider unusual options, and different tactics, such as coaching, to solve a problem."

The bespoke nature of coaching, however, means that it is not sector-specific, and other local organisations who have benefited from Tracey's coaching over the last seven years come from a wide variety of industries. The testimonials on the CIEC website are an inspiring indication of the power of coaching – a relatively new concept which is clearly, if Tracey's passion and enthusiasm are anything to go by, here to stay!

For more information about coaching and how it can improve the performance of your business, visit www.ciec.co.uk or call Tracey on 01534 629479.



Tracey Turmel

"Tracey has helped me in a number of ways over the last few years. In my opinion, she is everything an executive coach should be. I never hesitate to recommend her to others."

Kevin Keen, past President of Chamber of Commerce, ex-MD Jersey Dairy, September 2009.

Past and present clients include:

IT companies: I-Consult, Webreality, Foreshore and Virtualise IT (now Virtustream)

Global finance and legal: HSBC Private Bank, UBS, RBC, Mourant

Retail: the Room hairdressing salon, English and Mulley Opticians, Pentagon, Jersey Post, States of Jersey, Jersey Dairy

Tracey's profile

- Educated at FCJ, Beaulieu and Hautlieu.
- B Ed degree in Business Studies, with English, Trinity and All Saints College, Leeds University.
- Local Secondary School teacher before retraining in coaching in 2002.
- Introduced business coaching to Jersey through various media.
- Interviewed by BBC Radio Jersey.
- Articles featured in Jersey Evening Post.
- Writing published in various local magazines.
- Interviewed on Channel Report.
- Featured on Channel TV's "Life Makeover" series as the resident "confidence coach".
- Co-organiser of the 746 Breakfast Club, a business networking club.
- Runs workshops for small business owners on management skills and work/life balance.
- Qualified career coach and is the Channel Island Associate of Fairplace, a talent/career management and outplacement specialist.
- Married for almost 20 years, with two boys aged 10 and 12 and a very large dog, aptly named Chaos.
- Keen traveller, sea swimmer and dog walker. Enthusiastic but not stylish skier.



The Directors of Foreshore with Executive Coach, Tracey Turnel.



Channel Island Executive Coaching

The Islands' only organisation dedicated to coaching within business

Everyone's talking about the benefits of coaching ... why not find out for yourself?

Visit www.ciec.co.uk or call 01534 629479 or 07797 844558