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**FINDING  
BALANCE**  
**IN A CHANGING  
WORLD**

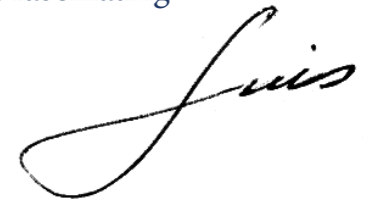
**LUIS J. ECHARTE**

I have always liked to engage in a constructive dialogue with people, and I have noticed that by asking questions people verbalize their reality and learn much about themselves.

One of the attitudes that made me grow professionally was my interaction with people. By asking questions and listening to the experts I learned many things I didn't know, and I realized the importance of having a relationship where people feel comfortable with me.

By reading and learning about coaching, I realized that what I had done before in my work life had been correct, that there are many people with good ideas that we need to hear from. That's when I offered my skills to people in the company and then to outside colleagues as well. I'm convinced that this drives growth for everyone - for people and companies alike.

This text is a collection of readings and experiences that I have had throughout my professional career and that I would like to share with those who are beginning the adventure of forming a solid work team, and to serve them as a guide in this fascinating process.

A handwritten signature in black ink, appearing to read 'Luis', is positioned in the bottom right corner of the page. The signature is fluid and cursive, with a large loop at the beginning.

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## 1. INTRODUCTION

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First and foremost, leaders who are coaches understand that when the team thrives, excellent results are achieved naturally. As Ricardo Salinas says, “There is no contribution that is made acting alone.”

**THE MAIN ROLE OF LEADERSHIP IN MODERN COMPANIES SHOULD BE TO MOTIVATE EMPLOYEES TO USE THEIR MINDS, SINCE THE AIM OF HAVING THEM PARTICIPATE IN COACHING IS TO CREATE A SPACE TO DISCUSS IDEAS, ACHIEVE THEIR PROFESSIONAL GOALS, AND PROMOTE THE COMPANY’S OBJECTIVES.**

Workplaces have changed significantly since the last century. Nevertheless, a large number of company executives still use techniques that have not been updated in years, and this can be clearly seen.

Decades ago, management’s main goal was simply to ensure that everyone performed their assigned tasks.

However, we can see that productivity does not increase when employees are pressured to work harder. In fact, direct pressure can degrade the quality of the work produced by increasing stress and decreasing motivation.

The main aim of the chain of command in modern business organizations is to motivate employees to perform their duties better. That is why we no longer need bosses, but rather team builders, in other words, leaders.

Motivation is essential for productivity. It is a fact that employees perform better when they are content and stimulated. In addition, highly motivated teams have lower personnel turnover, fewer security incidents, less absenteeism, higher customer satisfaction levels, and greater overall productivity.

As we can see, the main focus of good leadership should not be on the work as such, but rather the people who do it. If you can motivate them, you’ll get them to achieve better results.

**IN THIS SENSE, COACHING IS THE MOST APPROPRIATE LEADERSHIP MODEL TO MOTIVATE YOUR TEAM. IT PROMOTES THE RESPECTFUL TREATMENT OF INDIVIDUALS AND EMPHASIZES LEARNING AND DEVELOPMENT.**

## **COACHES SET THE TONE FOR A CLIMATE OF TRUST AND SUPPORT**

The coaching approach is better in the long run. This means providing team members with the time and resources they need to do the job, but there are also emotional needs that affect your employees' motivation.

Therefore, factors that have a positive influence on how an employee views him or herself should be taken into account. Some of these are the freedom to plan, the warmth and relationship with their workplace colleagues, and the need to feel like a valued member of the team. All this increases your employees' motivation.

**CULTIVATING A CULTURE OF WARMTH, TRUST, AND FREEDOM IN THE WORKPLACE IS ESSENTIAL FOR EMPLOYEES TO FEEL SECURE. REMEMBER THAT IT IS IMPORTANT FOR AN EMPLOYEE TO FEEL COMFORTABLE IN ORDER TO FREELY EXPRESS THEIR IDEAS.**

Furthermore, this doesn't have to be difficult, you just need to model the right behavior. When you convey confidence to team members, giving them responsibilities, they will begin to trust you as well. And when you give them the freedom to make decisions about their own work, they will also give you freedom, by not coming to you for constant guidance.

Security not only affects motivation, but also how team members communicate with each other. This means that if they feel confident, they are more likely to help each other resolve problems and share their ideas and successes.



## 2. WHAT ARE THE BENEFITS OF COACHING FOR MY TEAM?

- Improved productivity
- Encourages commitment to the company
- Takes advantage of the experience gained by senior executives
- Develops people's potential
- Improves relationships through effective communication
- Encourages leadership
- Strengthens the work environment, making it more participatory and reliable.

## 3. WHAT ADVANTAGES DOES COACHING HAVE FOR ME?

### LEADERS WHO COACH FEEL LESS STRESS AND WIELD MORE INFLUENCE

In my experience heading up teams, I have found that most leaders are overworked, so adding coaching activities to your list of responsibilities may seem like an extra concern. But in reality, leaders who coach have less to worry about because they delegate most of their responsibilities to their teams.

Your main concern as a coach is making sure your team is prepared to meet these responsibilities.

Of course, if you're a leader who always likes to feel in control at work, it can be risky to delegate responsibilities to others. However, if you are a coach who trusts your team and takes a step back from the small details of the job, you will be able to visualize the larger picture by noticing who is doing well and helping those in need.

**COACHING IS ABOUT SHARING POWER BY GIVING TEAM MEMBERS SPACE AND FREEDOM TO EXERCISE IT THEMSELVES. PARADOXICALLY, LEADERS WHO COACH EXERCISE POWER MORE EFFECTIVELY THE MORE THEY SHARE IT.**

Most importantly, when you delegate responsibilities to team members, you are telling them that they are reliable and valued. As a result, trust and respect for you will increase.

Therefore, while coaching focuses on team members and helps them to thrive and develop, it is also the best way to ensure that you thrive as a leader. Leaders who coach understand that when they help others succeed, they are also cultivating their own success

**BUSINESS ORGANIZATIONS THAT PROMOTE COACHING  
ENJOY A BETTER WORK CULTURE.**

I think we can agree that a bad boss is the most common reason why an employee leaves a company. By the same token, having a great boss facilitates people staying.

By this I mean that if you exercise the wrong management style, you can end up losing experienced employees unnecessarily and wasting a considerable amount of money on hiring and training new ones.

At the same time, rigid divisions discourage commitment and communication between different levels of an organization.

Employees who feel disconnected from their superiors at work are less likely to raise concerns or contribute their own ideas that could help improve the company. On the contrary, if you apply a coaching approach to leadership, you contribute to closing that gap between team members by emphasizing the importance of building meaningful and even personal relations among them.



## 4. HOW TO ACHIEVE THIS?

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**WE MUST MAKE THE FOLLOWING PRACTICES PART OF THE DAILY ROUTINE. SPECIFICALLY, COACHES DO NOT GIVE INSTRUCTIONS FROM AFAR; THEY SPEND A GREAT DEAL OF TIME COMMUNICATING WITH AND GETTING TO KNOW THE PEOPLE THEY LEAD. BY CULTIVATING A STRONG RELATIONSHIP WITH A MEMBER OF YOUR TEAM, YOU CAN PROVIDE THE POSITIVE ENCOURAGEMENT AND SUPPORT THAT AN EMPLOYEE NEEDS TO BECOME THE BEST AT HIS OR HER JOB.**

### **COACHING CONVERSATIONS ARE OPPORTUNITIES TO HELP TEAM MEMBERS THINK AND DEVELOP.**

The great artist, Michelangelo, once said, “I saw the angel in the marble and carved until I set him free.” You, as a coach, are like Michelangelo and your team is the marble. Your job is to see the potential in the team members and take measures to release that potential.

One of the main coaching techniques you should use is to program individual conversations with your team members. These give your employees the opportunity to express their ideas to you.

Once you hold such conversations, there are only two things you should do during these discussions, namely, ask questions and actively listen.

Questions are an essential tool for making connections. They communicate that you are interested in people, make them feel listened to, and they are also the best way to learn what challenges your team faces so that they can be addressed.

**AS A LEADER, THERE IS ALWAYS THE TEMPTATION TO PROVIDE DIRECT SOLUTIONS TO A TEAM MEMBER, BUT GIVING IN TO THIS TEMPTATION QUICKLY IS A MISTAKE. OF COURSE, YOU PROBABLY HAVE MORE EXPERIENCE THAN THE INDIVIDUAL IN QUESTION DOES AND YOU MIGHT SAVE YOURSELF SOME TIME BY GIVING HIM OR HER THE ANSWERS. BUT WHEN YOU DO THIS, YOU DEPRIVE THE PERSON OF THE OPPORTUNITY TO FIND SOLUTIONS FOR HIMSELF THAT MIGHT SURPRISE HIM.**

At the same time, an employee may actually need your help. But instead of giving advice, as a coach you can guide a person’s thinking in the right direction by listening carefully and asking important questions that help them reflect on past developments and behaviors.

For example, you can ask, “How do you think it went?” or “What could you have done differently?” You can encourage that person to think creatively about possible solutions with questions such as “what



are your options?” or “what would X do in this situation?” And you can indicate that he or she should take action by asking “how could you implement this?” or “what steps could you take to carry it out?”

**BY ASKING RELEVANT QUESTIONS YOU FORCE PEOPLE TO ACTIVELY THINK ABOUT SOLVING THEIR OWN PROBLEMS AND COME UP WITH NEW IDEAS**



### **FEEDBACK SHOULD BE FREQUENT, POSITIVE, AND FOCUSED ON FUTURE IMPROVEMENTS**

Another important lesson I would like to share with you is that most people think they don't get feedback or comments that are useful and that motivate them in their work. This goes a long way to explain why thinking about feedback makes many people afraid.

This aversion often makes company executives and managers uncomfortable in offering feedback and team members uncomfortable in asking for it. But when your team members do not receive effective feedback, they miss opportunities to grow and prosper.

Another reason your employees may not like or find feedback useful is that you present it as criticism or judgment and they feel they only receive communication from you when something goes wrong.

Many times we seem to forget the importance of providing feedback on tasks that have been performed properly, just as we do on what has gone wrong. Good behavior needs to be reinforced and we should not assume that an employee knows what he or she is doing right.

**POSITIVE FEEDBACK ALLOWS EMPLOYEES TO KNOW THAT THEIR CONTRIBUTIONS ARE RECOGNIZED AND THAT THEY ARE VALUABLE MEMBERS OF THE TEAM.**

In fact, we should give more weight to the positive than the negative. It turns out that people spend much more cognitive and emotional energy processing negative information.

So what can we do? Ideally, negative feedback should be formulated in the context of considerable positive feedback. Or, better yet, all negative comments should be reformulated as a positive opportunity for learning and development.

On one occasion, coach and author Marshall Goldsmith suggested that we should rethink the concept of feedback as “feedforward. While with feedback comments tend to focus on what someone did wrong in the past, feedforward highlights something that a person can do better in the future.

In this way, the focus on feedback can help you improve the skills needed for future potential roles in your company.

**BY PROVIDING LONG-TERM FEEDBACK, YOU HELP YOUR TEAM MEMBERS CREATE AN OUTLOOK CONCERNING THEIR FUTURE IN THE COMPANY. THIS IS A POWERFUL MOTIVATOR FOR THEM TO WORK HARD AND IMPROVE**

### **CREATING GOALS AND RECOGNIZING PROGRESS HELPS MAKE THE WORK MORE MEANINGFUL**

In the daily life of different companies, I have seen that what motivates employees most is what is known as intrinsic motivation; for example, feeling that their work is meaningful and enjoyable.

You, as a coach, can encourage a person to value their work more by placing it within a framework of learning and development. This is done by setting goals and regularly reminding employees of the progress they are making toward achieving these aims.

You also need to discuss and define personalized goals with the members of your team, giving them something to work for. These goals should be achievable and specific. A coach should point out the progress the employees are making toward achieving their goals at regular intervals.



**REMEMBER THAT IT ONLY TAKES A SMALL GESTURE OF APPRECIATION TO HAVE A BIG IMPACT ON A PERSON'S MOTIVATION. YOU SHOULD MAKE THE MOST OF EACH BRIEF ENCOUNTER WITH YOUR TEAM MEMBERS TO PROVIDE POSITIVE ENCOURAGEMENT.**

In addition, reminding your employees of their successes and progress does not have to be put off “for the right time”. It should come naturally in your daily interactions with your team.

## 6. GROW MODEL

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**THERE IS A METHOD THAT I USE TO GET THE BEST RESULTS IN COACHING SESSIONS, THE GROW METHOD. THIS IS A VERY USEFUL GUIDE FOR YOUR CONVERSATIONS WITH YOUR TEAM MEMBERS.**

Below is a brief description of each stage of this model:

### **GOAL SETTING**

In each session you should determine the goal to be achieved at the end of the session and this should be framed within the corporate goals.

It is possible that the goal will be discussed and worked on over the course of several sessions. However, it is important to mention that the clarity with which this goal is established will be key to the success of the following steps of the model.

### **REALITY**

This involves establishing the starting point for what we seek to achieve; that is, where we are now and where we want to go.

Objectivity and consideration of facts, information, and feasible data is very important, rather than the coachee's subjectivity of what he or she perceives.

### **OBSTACLES AND OPTIONS**

**THIS REFERS TO WHAT PREVENTS THE TRANSITION FROM THE CURRENT REALITY TO THE GOAL SET BY THE COACHEE. IT ALSO INCLUDES THE OPTIONS, POSSIBILITIES, ALTERNATIVES, AND POSSIBLE COURSES OF ACTION TO ACHIEVE IT.**

The creative process and analysis is indispensable at this stage. Rather than making many suggestions, an effort should be made to rationalize and raise awareness of innovative solutions.

### **WHAT, WHEN, WHOM AND WILL**

What actions must be taken, when should they be implemented, who is responsible for carrying them out, and what is the individual's will and commitment to materialize the plan of action to achieve change.

Here it is essential to choose the preferred solution and to verify that there is a high level of commitment to its implementation.



## QUESTIONS

The GROW model establishes the sequence of questions to be posed in the development of a coaching session with the intention of creating awareness of the problem and individual responsibility for it.

It is considered a dynamic and continuous process, where the issues raised in the different questions can change what has been previously determined at each stage.

It is possible that when the coach asks questions, the ideas of the coachee will change because he or she will take ideas from the unconscious to the conscious state.

Below are some guiding questions for each of the stages:

## (G)OAL

**Goals must be realistic, specific, measurable**

What do you want to achieve?

Why do you want to achieve it?

Are you passionate about what you want as a goal?

Does your goal fit in with the company?

What would change in your life if you reached your goal? How would you feel?

## (R)EALITY

What is your current situation?

Where are you right now with respect to your goal?

What have you done so far to achieve it?

What results have you achieved thus far?

What do you think you still have to do that you have not yet done?

What do you need to do to achieve it?

What is your greatest obstacle?

What barriers are you willing to break down?

What are your strengths and weaknesses?

What have you gained and lost by not achieving this goal?

How do you feel in relation to your goal?

### **(O)PTIONS**

What are your options?

What options do you prefer?

What are the advantages? And the disadvantages?

What else can you do?

And if plan A fails, what would be plan B?

What can you do to narrow the gap between yourself and your goal?

What impact would those options have? If you didn't face this obstacle, what would you do?

### **(W)ILL WHAT, WHEN, WHOM**

What are you going to do to achieve the goal?

When would you like to achieve it? When are you going to start?

What's the first step? And the second?

Who are you going to share it with? Who can help you?

And who else?

How will you know you've reached it?

How do you turn these responses into a plan of action?

What will you do if you don't fulfill the plan of action?

Are you really committed?

## CAREFUL WITH THE EGO

Throughout my career, I have noticed that self-centered company executives and managers do not shape the behavior they expect from their team. Nor do they care much about the well-being or development of their people.

This type of management is counterproductive and contributes to the modern epidemic of toxic work culture.

I want to share with you a very interesting short article on this subject; you should read it:

[ego-is-the-enemy-of-good-leadership](#)



## CONCLUSION



Coaching is the most appropriate form of leadership for modern business organizations. It is a model that prioritizes building strong relationships and developing a culture of support. Teams guided by this philosophy are generally happier and more motivated.

**ALWAYS KEEP IN MIND THAT THERE ARE THREE USEFUL TECHNIQUES THAT YOU CAN USE TO MOTIVATE YOUR TEAM: TRAINING SESSIONS, CONSTRUCTIVE FEEDBACK, AND DESIGNING LEARNING GOALS.**

**IN THE END, THE BEST WAY TO LEARN COACHING IS TO ENGAGE IN IT.**

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**“Being a leader involves knowing how to get the best out of your workers, because without them you are a director without an orchestra.”**

**- Luis J. Echarte**





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