



The Consulting Team, LLC  
Facilitating Positive Change

650-965-3663

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## Leadership Tips June 2021: Coaching Success Stories *Part 1*

### Message from Dr. Marilyn Manning



Hi Friends,

In our last issue we made recommendations of when to use coaching and when to use training and how they can complement each other.

In this issue, we want to take you behind the scenes with The Consulting Team's coaches to share some of their transformative stories. This is a unique opportunity to hear about each of their specific approaches and successful outcomes.

Over the past 25 years, we've facilitated positive change for individuals and organizations through coaching, consulting, training, facilitation, mediation, assessments, writing, and other services. Our clients often ask us, "Where does coaching fit into the mix?" We have found that coaching is at the core of growth and transformation for individuals, teams, and organizations.

Here are examples where coaching was successful by addressing an individual's specific needs and unique situation, where training tends to give a broad picture.

Best,  
Dr. Marilyn Manning

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*(Above is my direct email — please remove M@MManning.com from your address book.)*



seemed to be checking the boxes on his to-do list.

He had no other focus, nor did he value human relationships, so he paid no attention to them.



Because of some incidents related to his poor interactions he was given a choice – coaching or discipline, which might have had some big career implications. He requested coaching.

We began with a call to have him understand our coaching process and to get him comfortable. We believe the agreement between the coach and coachee is a great way to frame the engagement and articulate, among other things, a vision of what wants to be accomplished, what will be done to get there, and how success will be measured.

After we reached agreement on the way to proceed, we gave him a set of resources for reading and made a strong business case for the importance of relationships. We also discussed the specific behaviors he needed to begin practicing. He was a great learner.

After only a few coaching sessions, the client reported that a new world of personal relationship and connection had opened up for him. His productivity, happiness and job satisfaction increased greatly. His colleagues, direct reports and family all reported that it was like having a new friend.

## Dealing with a New Promotion



A senior technical analyst was promoted to management with a significant increase in responsibility.

He was seen as highly competent and responsible. However, his challenges included being seen as someone who overworked himself with too much focus on details, and the lack of a leadership mindset.

At the same time, the department had been through years of turmoil, and its mission was significantly expanded.

He selected a TCT coach because of our experience moving people through this kind of transition. We developed an agreement expressing his vision for success in this new role, including what he needed to do and who he needed to work with to be

to be successful. We gave him a short summary of what to consider as a new manager and made suggestions on how to proceed.

One critical step was coaching him to let go of the old job and boldly assume his new leadership and management role in terms of working through others, process improvement, leadership presence, delegating, coaching, and mentoring. He has received high praise for results and has a promising long-term career in management.

## Delivering Bad News Directly, Yet Kindly

An experienced manager scheduled an evaluation of someone on her team which always included a self-evaluation by the team member.

In this case, the team member filled out her part of the evaluation and gave herself "Outstanding" marks in areas that the manager thought should have been "Improvement Needed."



The manager knew she would get push-back from her employee and anticipated an unpleasant confrontation. We coached her to be "direct and kind" and to prepare for the push-back in advance, thinking of all the things the staff member might say in her defense. The email we received after the coaching session said it all. The evaluation went smoothly, and her team member accepted reality and the need for improvement. The coaching client said, "Coach, I couldn't have done it without you."

## From Between a Rock and a Hard Place to Rock Star



A team leader received a recent internal promotion to a new high-level position that was full of challenges.

In particular, one of his new direct reports had also applied for the job and resented the new manager. There was a steep learning curve, a heavy workload, and the new manager's current position couldn't be filled for six months so the client was doing two demanding jobs simultaneously.

We provided coaching on Emotional Intelligence approaches, which helped him significantly in all areas. Many of his staff members now see the new leader as "a rock star;" where they used to find him intimidating. His challenges continue in some areas, but applying the tools of EI has made a real difference in his approach and

success. The client can't believe how much progress has been made. Hooray.

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As you can see, coaching plays a pivotal role in helping coachees transition into new roles, new environments and new expectations. The partnership can build skills, illuminate blind spots, chart paths to success and build confidence too.

*Stay tuned to next month's edition for Part 2, addressing more ways in which our 1:1 and team coaching provides coachees with paths to success. [In the meantime, click here to learn more about our coaching services.](#)*

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Register for this free 30-min. online mini-training in mid-June

**FREE 30-min. online event Tuesday June 15, 1PM:  
"Managing Projects Remotely"**



*Facilitated by Senior Associate Susan G. Schwartz, PMP*

Managing projects is like juggling. People must constantly keep so many balls in the air while paying attention to quality, budgets, and schedules.

Attend this complimentary program to learn how to:

- Enhance project communication
- Review remote tools and manage projects

**Tuesday, June 15  
1:00-1:30PM Pacific**

Limited space: confirm your seat and receive log-in details when you register using the button below.

Click here to register for our free June 15th mini-training

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Click here to register for our free July mini-training

FREE 30-min. online event Tuesday July 13, 1PM :  
**"Managing Difficult Behaviors  
at Work and Home"**



*Facilitated by Senior Associate Kathye Citron*

Managing difficult behaviors is an art and takes emotional intelligence. Learn some quick tips to manage anger and other difficult behaviors.

- Manage passive-aggressive behaviors
- Learn tips for calming yellors and angry people
- Be creative with controllers and bulldozers

**Tuesday, July 13  
1:00-1:30PM Pacific**

Limited space: confirm your seat and receive log-in details  
when you register using the button below.

Register for this free 30-min. online mini-training July  
13

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[www.TheConsultingTeam.com](http://www.TheConsultingTeam.com)

The Consulting Team, LLC  
Facilitating Positive Change

Facilitating positive change by increasing the effectiveness of leaders, teams, and organizations through facilitation, coaching, conflict mediation, and training.

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### Best Practices for Managing Remote Workers and Teams

Would you like help communicating one-on-one with direct reports working from home? This program offers tips for conducting crucial conversations remotely, helping coach your staff in prioritizing timeliness and self-management, and strategies for increasing online engagement and motivation.

### Managing Crisis and Change: Surviving in a State of Flux

This session provides the tools you need for transitioning through change and self-care to embrace the new reality. Learn how to proactively navigate and smoothly embrace uncertainty by using the stages of processing change to know where you are and what's next.

### How to Stay Fresh and Relieve Stress

More than ever, employees, supervisors and managers are experiencing disruptions, frustrations, and stress from illness, technical challenges, economic pressures and the uncertainties of this current pandemic. Learn techniques for self-care, stress reduction, creating a nurturing and soothing environment, and how to look out for each other to remain healthy, productive and upbeat, while future-focusing.

### Applying Emotional Intelligence in Uncertain Times

During times of uncertainty people look to their managers to provide clarity that will enable them to deal with chaos, overcome challenges, and achieve shared goals. Emotional Intelligence equips managers to recognize their own and others' behaviors and make choices to improve workplace performance and productivity.

This session provides you with easy-to-implement tools you can apply immediately.

### [Listening Amid Endless Distractions](#)

During shelter-at-home we're more distracted than ever. This training helps you pay attention to paying attention. Learn to avoid common listening mistakes, deepen your ability to "go deep" as a listener, discerning what is being said, implied, unspoken and more. You will learn to understand the "listening gap" and how to overcome it, and how better listening leads to increased trust, enhanced credibility and better team cohesion.

### [Managing Multiple Demands and Priorities While Working From Home](#)

Learn proven techniques for prioritizing your projects, time and energy while working remotely. Receive help managing distractions, remaining focused, dealing with internal and external pressures while getting back into your flow state while having your out-of-office experience. Discover ways to optimize your environment to increase productivity and peace of mind.

*For information contact [Dr. Marilyn Manning](#)*

*You can also reach us by phone: (650) 965-3663*

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## Our Team of Trainers, Facilitators, and Coaches



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*Contact The Consulting Team to learn more about our online training, group and one-to-one virtual coaching, and consulting assistance for leaders and employees.*

## The Consulting Team

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