

The Insider's Guide to Coaching and Investors in People

How do you know (objectively) if you're an effective manager or not? Do you rely on gut instinct or is your performance measured against specific, relevant, quantitative and qualitative criteria?

This is where Investors in People comes in. Your knowledge of it might range from extensive to non-existent, but from my perspective it's a business tool that shouldn't be overlooked. For example, it prompts you to consider the following, in the context of the overall organisation, or your own team:

1. How clearly have you defined the vision and objectives?
2. To what extent did you involve people in this process?
3. What specific measures are you using to monitor progress?
4. How robust is this process?
5. How do your conclusions inform the future business and people planning process?
6. How clear are you on the development that your team members really need?
7. What are you doing about it?
8. How do you know that your investment in Learning & Development is paying off?
9. How do you calculate return-on-investment from Learning & Development?
10. How clearly defined are the capabilities that managers in your organisation need to demonstrate?
11. How effective is your performance management process?
12. How skilled are you at giving formal and informal feedback?
13. How do you ensure you are treating people fairly?
14. How do you recognise and value people's contribution?

We frequently get asked to develop and deliver management development programmes for our clients. We also help managers develop their leadership effectiveness through one-to-one coaching sessions. Whether working with groups or individuals, the Investors in People Standard provides a core framework of good management practice that we strongly support. Follow it, and you will automatically adopt a way of working that is planned, productive, inclusive, and appreciated.

Even better, when you adopt a coaching style of leadership, which fundamentally means listening more effectively, questioning more purposefully, and empowering

people to a greater extent, then you will be even better positioned to make the Investors in People Standard work beneficially for you and your team.

And let's return to my 14 questions. Can you honestly say that you are doing all of these things well? Do you appreciate, in the first instance, why they're important? Rarely do we come across anyone who is perfect (ourselves included). But what we're skilled at is helping you and your teams become even more effective, while at the same time, making your lives easier.

So, my recommendation is to tackle the points one by one. You'll be pleased that by taking action on one, you'll benefit from the positive knock-on effect this can easily have on another. Involve others in the process and work on it together. And, if you need any extra help, contact us on **01985 300877**, and look out for our imminent **Podcast** which addresses this topic in much more detail.

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Jennifer Hampson is a certified coach, inspirational trainer, and speaker. She helps organisations create a coaching culture with wide-ranging impact on all who work there. Her online newsletters for HR Managers, Learning & Development Managers and Line Managers is crammed with useful tips, strategies and 'How to...?' Guides, to keep you informed, enlightened and inspired about how you can use coaching to make a real difference to YOU and YOUR ORGANISATION. Sign up for it now at <http://www.creatingacoachingculture.co.uk>