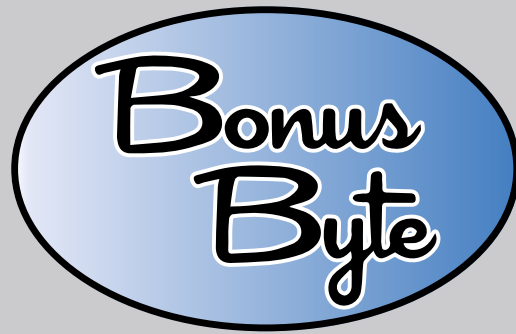


**BUD**

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**Five Ways to Create Greater Ownership with Coaching**

# FIVE WAYS TO CREATE GREATER OWNERSHIP WITH COACHING

by Guy Harris

## 1. Involve your team in the goal setting process

As Kevin and I said in one of the Remarkable Principles in the performance evaluations chapter, effective performance reviews must be focused on *performance*. If performance is about results, impact and accomplishment, then the basis for discussing performance lies in the goals and objectives you use to evaluate it.

Goals not only serve to provide a standard for measuring performance, they also create energy for task accomplishment – when the person pursuing the goal sees and feels the importance of the goal. There is seldom a situation where a goal served to motivate someone to high achievement when the goal was mandated by someone else. Mandated goals can drive bare minimum performance. However, they rarely, if ever, create high-level performance.

Before you begin the coaching process, have a goal-setting discussion with the person you will be coaching. Listen to his/her perspective about what is and is not reasonable. Engage him/her in a conversation about what the goals should be with regard to business/organizational results.

When you work with people to set performance goals rather than assign goals to them, you increase the likelihood that they will be engaged in and motivated by the opportunity to accomplish the goal. When they are engaged and motivated, you have created ownership.

## 2. Connect their work to something that is important to them

Few people can consistently work towards goals or objectives that have no personal meaning for them. Most people who are engaged and motivated by their work, find something of personal interest to them in their work accomplishments.

I once met a man in his 70s who expressed some frustrations with his work environment and openly said that he only came to work for the pay. Upon further conversation, I learned that he had been with his employer since before I was born. It became clear to me, that something deeper than money kept him engaged. As the conversation continued, we spoke about his depth of knowledge and the legacy he was leaving in the organization. Eventually, I realized that his legacy, not his paycheck, was the real driving factor for keeping him engaged at work.

If I could connect with his deeper purpose and encourage him to perform at a higher level, is it possible that someone who knows him well, like his supervisor, could do the same? I think so.

When you get to know the people you lead, you will learn what is really important to them. To create greater ownership of the coaching process, connect their work to the things that are important to them. When people see the connection between what is important to them personally and the work they do, they generally feel greater ownership for their results and behaviors, and they normally participate more fully in the coaching process.

### 3. Show them how their performance is part of something larger

This idea is similar to #2. It's different because you are connecting their work to a bigger purpose rather than to their personal purposes.

One common story to illustrate this point is the story of two bricklayers on a major construction project. One said that they were laying bricks. This person moved and spoke with little enthusiasm. The other said that they were building a great cathedral where many people would get to worship and sing together. This person worked with enthusiasm and energy. The first person saw the job as a job. The second person saw the job as part of a larger mission.

If you can help people see how their activities fit into a larger purpose or mission, you can create greater ownership, engagement and enthusiasm.

### 4. Focus on future behaviors

When we wrote about feedback, we mentioned feed forward as one of the types of feedback you can provide.

While it is true that your coaching conversations will contain feedback on past behaviors, we suggest that you focus on the future as much as possible. When you focus on the past, you focus on what cannot be changed. Whether it is positive or negative, too much focus on what has already happened creates little, if any, real engagement and enthusiasm for the future.

When you primarily focus on the future, you can create more hope, energy and enthusiasm. Hope, energy and enthusiasm will lead to greater ownership.

### 5. Recognize what people are doing right

In their book *Switch*, Chip and Dan Heath report on a study done by a psychologist of English language words that describe emotions. Of the 558 words he found, 62 percent of them were negative. This observation points to the ease with which we turn towards, focus on and speak about the negative.

Sometimes it is necessary to point out mistakes, errors and bad behaviors. When it is necessary, do it and do it quickly. Just beware of the tendency that most people have to notice and comment *only* on the negative aspects of a person's behaviors.

To create more ownership and energy in your coaching conversations, consciously make a point to recognize, comment on and reward the positive things people are doing for the organization. When you are willing to recognize what people do right, you improve the odds they will take ownership for any negative behaviors or shortfalls that might be their responsibility. When they take ownership for their contribution, they will then take ownership of the plans for improving them.

# ABOUT BUD TO BOSS

*Bud to Boss* provides new leaders and organizations looking to develop new leaders with insight, resources and powerful learning opportunities designed to specifically address the challenges of successfully transitioning from peer to leader.

To speak with someone about how we can help you or your organization, send a note to **info@BudtoBoss.com** or call the number on this page.

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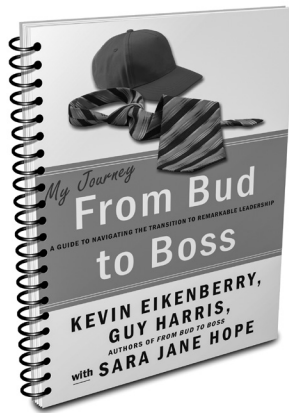


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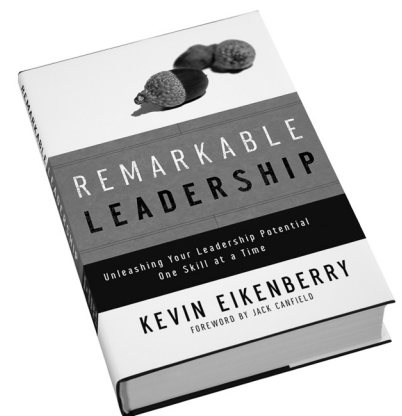


## My Journey From Bud to Boss

A companion volume to the From Bud to Boss book, the Journey is a workbook designed to help you apply the knowledge gained to actual work experiences. It includes activities, questions, and exercises designed to take you beyond the concepts introduced to you during the Workshop or the book. And while this book is completely designed to be written in, all of the templates and tools are available in both PDF and Word document form so that you can use them over and over.

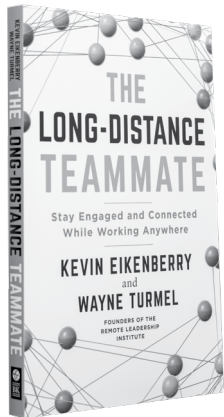
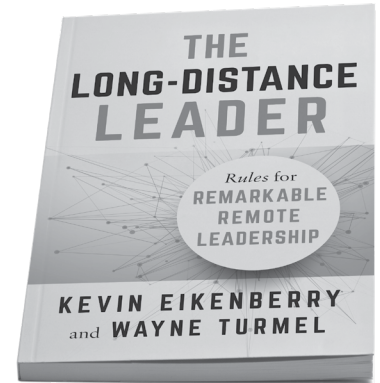
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is a practical handbook written for anyone who wants to hone the skills needed to become a remarkable leader. This book outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way. It explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.



## The Long-Distance Leader

is a practical, candid look at what it takes to lead people, projects and teams in today's dispersed workplace. The book showcases 19 rules for being a remarkable remote leader, and offers practical models, tools, and best practices to tackle the real-world challenges from how we work and communicate virtually.



## The Long-Distance Teammate

Written by the founders of the Remote Leadership Institute, this book is the most authoritative single resource for helping remote workers get work done effectively, build relationships that are both productive and satisfying, and maintain a career trajectory when they are not in constant close contact with their leader, coworkers, or the organization in general.

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