

SELF-COACHING EXERCISES

This self-coaching sheet aims to help you spot the organizational malfunctions that are caused by either yours or your partners' (project team, management, suppliers, customers, etc.) human behaviors and lack of interpersonal skills.

Exercise 1

The aim, at this stage, is to define the criteria of the skills necessary to the success of your mission (whatever its range).

Start with criteria linked to the know-how. We can consider, for example:

- *A very good command of the ERP, for any person who works on the production flow.*
- *A good command of business plans, in order to be able to set up relevant processes for organizational flows.*

Your own list:

Once this list of know-how criteria has been set up, you can further it with criteria linked to behavioral skills.

We may consider the following examples:

- *A greater customer-orientation (for both internal and external customers). This consists of getting all s to develop a customer-orientation spirit.*
- *Being able to rely on a human factor that benefit from a developing well-being in order to mitigate the existing stress.*

Your own list:

Exercise 2

Continue considering these two categories of skills. Now you can assess the actual level of your human factor at the moment. This could yield results such as:

- *Only production unit managers and two foremen out of 20 master the ERP.*
- *The business plan scares all the s who will have to integrate it, with the exception of the CEO and of three Managing Directors.*
- *The organization has been partitioned to such an extent and organized into a hierarchy until then, that the new customer-orientation worries a good number of s who are more used to carrying out orders.*
- *The last relaxation seminars have been fruitful for salespeople. Managers are still experiencing an excessive level of stress, which puts the company and themselves at risk.*

Your own list:

Exercise 3

Synthesize the discrepancies you observe between the skills that are displayed by the human factor and those that are required by the organization. The lacks observed are a source of organizational malfunctions. They have the power to induce stress and uneasiness, with a sense of incompetence...

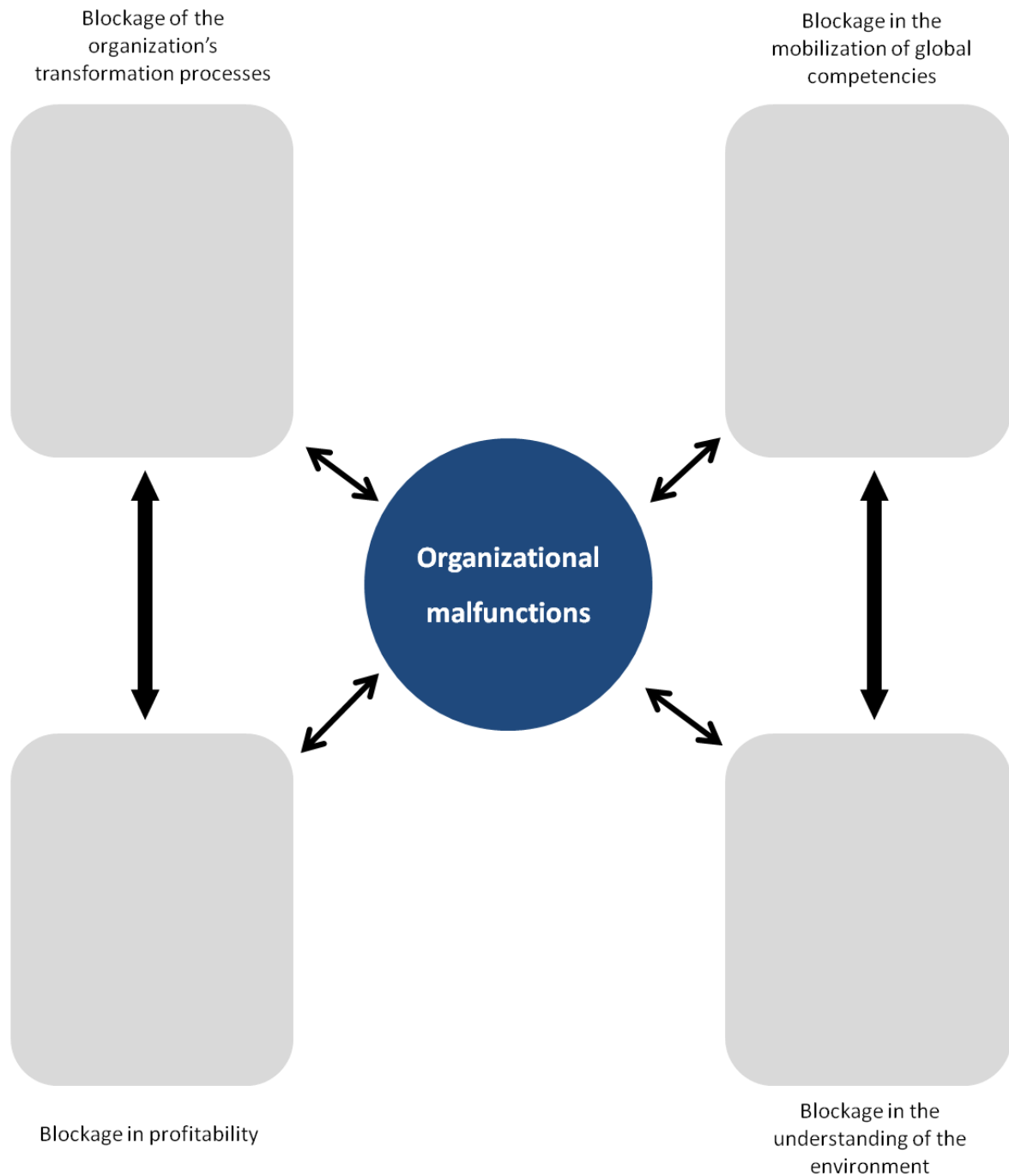
| Skills requirements | Skills available (level) | Lacks |
|---|--------------------------|-------|
| <p><i>Know-how:</i></p> <ul style="list-style-type: none"> - <i>Good command of the ERPs</i> - <i>Use of Business Plan</i> - ... - ... - ... - ... - ... - ... - ... | | |
| <p><i>Behavioral skills:</i></p> <ul style="list-style-type: none"> - <i>Strong customer-orientation</i> - <i>Optimal health of the person in question</i> - ... - ... - ... - ... - ... - ... - ... | | |
| <p>...</p> | | |
| <p>...</p> | | |

Exercise 4

Let us consider the schema we have seen in the previous sheet.

In the blank squares, write:

- In red the issues that cause the blockages, and
- In green the assets that compensate for them.



What do you conclude? Which is the most critical issue?