



Timely Information for Personal Success

## We Need High-Performance Coaches, not Bosses

By Jim Clifton

While the world's workplace is going through extraordinary changes, the practice of management has been frozen in time for more than 30 years. The majority of managers simply have not been prepared to coach the new workforce. Instead, they have been trained to fill out forms rather than have high-development conversations.

### Millennials Want a Different Kind of "Boss"

While most people want a job in which we are engaged and productive at work, this is particularly true for Millennials – often defined as those born between 1980 and 1996. Most Millennials are coming to work with great enthusiasm, but the old management practices – forms, gaps, and annual reviews – grinds the life out of them.

Baby Boomers like me wanted more than anything in the world to have a family with three kids and to own a home – a job was just a *job*. Having a family and owning a home was the great American dream.

Millennials, on the other hand, place "my job" equally or even ahead of "my family" as their dream. So because their life is more focused on work, they need to draw more from their work environment. They have their best friends at work, including best friends who are customers.

They want meaningful work and many of them will remain with an organization that helps them grow and develop. If it doesn't? Forget it, they're

out the door faster than you can say, "What happened to Alex? He was a good employee."

### High-Performance Coaching is the Way to Go

Everything has changed. To summarize Gallup's analytics from 160 countries on the global workplace, our conclusion is that organizations should change from having command-and-control managers to high-performance coaches. The change will immediately save massive costs by wiping out the wasteful practice of filling out forms and checking management boxes.

Why "high-performance coaches"? Because Millennials demand development over satisfaction. They demand ongoing conversations over annual reviews. They demand strengths-based discussions over weakness-based "gap" discussions that produce zero results.

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## Healthy Recipe: Lemon Salmon Fillets

### INGREDIENTS:

- 4 six-ounce salmon fillets
- 1 teaspoon kosher salt
- ¼ teaspoon ground black pepper
- Juice of one lemon
- 1-1/2 tablespoons olive oil

### NUTRITIONAL VALUE:

- Calories per serving: 244
- Protein: 34 g.
- Carbohydrates: 1 g.
- Sodium: 585 mg.
- Fat: 11 g.
- Saturated fat: 2 g.

### DIRECTIONS:

- ➊ Season salmon fillets with salt, pepper, and lemon juice, drizzle with olive oil.
- ➋ Preheat oven to 350 degrees Fahrenheit.
- ➌ Place an oven-proof sauté pan large enough to accommodate all the fillets *on a stove* over medium-high heat.
- ➍ Add salmon and sear fillets for 3 minutes per side.
- ➎ Place *in oven* to finish cooking, about 5 to 10 minutes more, depending on the thickness of the fillet.

Serving size: 1 six-ounce fillet.

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 Email: [info@impacttrainingcenter.net](mailto:info@impacttrainingcenter.net)

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### High-Performance Coaches...

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### Workers Worldwide Aren't Engaged Enough: Coaching can Make a Difference

I sometimes wonder: What if, among all the good full-time jobs in the world – approximately 1.2 billion – we doubled the number of engaged workers from 180 million workers to 360 million? How hard could it be to triple this figure to more than 500 million engaged? What if we delivered a high-development experience to 50% of the one billion full-time employees around the world?

This is actually very doable. It begins by changing what leaders believe. And then changing *how* they lead. Millennials don't just want, they NEED different types of bosses. Moreover, world productivity has been in general decline for far too long. After THIRTY years, isn't it time for a change? ■

*Jim Clifton is Chairman and CEO of Gallup. He is also the author of "The Coming Jobs War" (Gallup Press, 2011).*

### Questions and Answers

## RIFS can be Tricky to Navigate

**Q:** *The company I work at was recently bought out, and we're told layoffs are coming in October. We've been given some good information about severance pay, insurance changes, and so on. But people aren't working as hard – a co-worker of mine in particular does little work. What can be done?*

**A:** Situations like these, known as RIFs or reductions in force, are often tricky to navigate. The decline in productivity makes a certain amount of sense. Think about it: If *you* didn't know if you were going to have a job tomorrow, how hard would *you* work? One thing you don't mention is the degree in which productivity has dropped. Is it the "over and above" type of effort that isn't as

common – the kind of work that occurs when employees feel appreciated, rewarded, and relatively secure in their positions?

This part is bad enough. But if the "day-to-day" tasks and responsibilities aren't getting done, that is *much worse*. You mentioned a co-worker who doesn't do much work. What about other colleagues? If this person is the *exception*, this isn't *quite* as bad.

However, if you've noticed that many co-workers' daily tasks seem to be declining, then your managers have a giant problem on their hands. In any case, whether big, small, or in between, this issue needs to be brought to the attention of your immediate supervisor. *If these avenues don't work, contact your EAP*, which should be involved during the dicey RIF transition period anyway. ■