

# InsideOut Coaching

George Knight

George Knight served as a human resources director for Hercules Aerospace Company and was a research assistant to Steven R. Covey, an internal training consultant to Franklin Quest Corporation and project manager for the American Quality Foundation's "Stuff Americans Are Made Of" quality and innovation initiative.

InsideOut is one response to staff reductions, increased competition, work redesign, changing skill requirements, the loss of familiar ways of doing things, loss of power or authority, and "never enough time." Coaching is needed to eliminate fear due to low trust, low morale, uncertainty, resistance to change, a sense of powerlessness and an unhealthy focus on self rather than the work at hand. Sports is a good analogy for this syndrome because it simplifies the complex—no excuses.

When pressure mounts, we have three responses: fight, flight or what Knight calls "hyperperformance." The first two put blame on others, but the third response is fun (exhilarating, actually), fast (quick) and focused. Most of us can recall a hyper-performance experience in sports, school, business or family. Wouldn't it be great if we could operate in this mode more often?

Czikszentmihali calls it "flow," that marvelous state of mind between anxiety and depression, worry and boredom, a state of peak performance. InsideOut

Coaching "takes valued people from where they are to where they want to go" by getting them to G.R.O.W.

G.R.O.W. Stands for Goal, Reality, Options and Way. The coach encourages the project member to focus on a S.M.A.R.T. (Specific, Measurable, Agreed to, Reality-based and Time-phased) goal. If the goal is complex, the coach will "chunk" it down into manageable and achievable objectives.

Reality sets in when the team member tries to explain why earlier attempts failed and what the obstacles were. Is the goal still realistic? Smart?

If so, you can explore your Options. There are usually more than you realize at first. A good coach can help you brainstorm them. Finally, coach and player select an Option and develop a plan of action within a realistic time frame. In other words, the Way forward should also be S.M.A.R.T.

Then it's a matter of practice. Like any good coach, the InsideOut coach tries to get the personal best from the player for breakthrough hyperperformance.

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