

THE DIFFERENCE BETWEEN MANAGING AND COACHING AND WHAT IT MEANS FOR YOUR BUSINESS

Most managers focus on producing results, such as finishing projects on time and on budget, scheduling crews, ordering materials, managing subcontractors and suppliers, winning new contracts, getting paid, hiring good employees — all the many things necessary to keep a company functioning properly. They're constantly telling employees what to do, how to do it, and when to do it.

The problem with focusing 99% of their attention on the work is that they are not dedicating proper attention to developing and building great employees. People are the No. 1 asset in every construction company, but most managers never have enough time to focus on mentoring, training, and coaching people to help them improve, grow, or gain responsibility. In some cases, people are treated like machines; tools that do the work. But people require much more maintenance than machines, including coaching, support, training, and help to improve.

Managing and coaching people to perform are two different roles, and focus on different aspects of a person's needs. A manager achieves results by overseeing and organizing the work, and holding people accountable to perform. A coach develops, builds, improves, and drives performance to help talent perform at their highest level.

PEOPLE PERFORMANCE

Most contractors do a good job of managing systems, processes, and production, but what about focusing on the factor that produces results? People produce results. Coaching and building a team must be a major focus. If you study the NFL, you might note there are two important roles required to build a winning team: manager and coach. Both are equally

important. The difference is that the manager focuses on the process, while the coach focuses on the people.





DO HA O M

Doing what doesn't come naturally is uncomfortable, like holding regular sessions with your direct reports. Most construction business owners have an entrepreneur's mindset and don't enjoy regularly scheduled meetings, holding people accountable, reviewing details, and pushing people to perform at higher levels. Unfortunately, they may have to dedicate the time required to act as the construction operations general manager or another unfilled position on their organizational chart. But to achieve great results, someone must be responsible to manage and coach your company's key players. Therefore, if there isn't a manager overseeing every employee, the manager must be you. 🖋️

