

## How to align the individual's motivation and personal needs with business objectives

### Key learning points

- The importance of aligning the deepest motivational desires of the individual with the business objectives
- Goal-setting models to meet the needs of the individual and the business
- Three keys to success in aligning personal objectives to meet current business needs and objectives
- Using effective coaching questions to keep the focus on both the individual needs and current business objectives
- Remaining focused on, and yet at the same time emotionally detached from, the business objectives

### The importance of aligning the deepest motivational desires of the individual with the business objectives

In any life coaching situation the focus is always purely one the coachee's personal agenda.

Yet with any business coaching situation where a manager/coach is coaching a team member, the business objectives must be taken fully into account. After all, a manager would not want their team members to be focused on personal objectives that have no impact on the success of the team and overall business performance.

It is against the manager's best interests to have people in his team 'going through the motions' of trying to achieve business objectives without engaging their hearts as well as their minds. People become de-motivated and less productive in a short space of time and in many cases look for alternative roles that will give them more satisfaction.

It can however be easy to agree objectives that inspire people to focus on the business performance by taking into account more of their personal desires, guaranteeing more success for the individual, the team and the organisation.

So, how can you use coaching to make sure that the objectives agreed are highly compelling for the individual AND meet the needs of the business at the same time?

### Goal-setting model to meet the needs of the individual and the business

Goal-setting models are useful in structuring the start of any coaching session because they provide a framework that guarantees complete clarity in the mind of the coachee as to the specific results they want to achieve. Also, it ensures that the coach and the coachee both have the same crystal clear understanding of the target.

Let's take the SMART goal-setting model. By simply adding two further criteria you can ensure that the objectives are *fully agreed upon and are focused on the current needs of the business*.

**S – Specific**

What specifically do you want to achieve?

**M – Measurable**

What is the measure by which you will know that objective has been achieved?

**A – Agreed**

What level of 'buy-in' do you have with the coachee?

**R – Realistic**

How realistic is this objective?

**T – Timed**

What timescale is being held in mind?

**E – Ethical**

Are these objectives 'right' for the team, the individual and the organisation?

**R – Relevant**

How relevant is this objective to the current needs of the organisation?

You may be familiar with the SMART model that recommends the objective be 'Achievable'. But isn't 'Achievable' the same as 'Realistic'? What if you replace this with 'Agreed' to ensure that the *full* 'buy-in' of the coachee is obtained every time? You can then use the next step, 'Realistic', to calibrate the coachee's level of belief in achieving the objective.

Should you find that an objective does not meet every one of these criteria you can ask questions that raise the coachee's awareness as to the missing element(s) and coach them to include that element as part of the objective-setting process.

If actions discussed do not contribute to keeping the overall performance on-track with the high priority objectives then you must bring this to the attention of the coachee immediately. The more you bring the coachee back on-track the more they will notice themselves going off track in the future and be able to bring themselves back 'on-track' without any coaching at all.

For example: If your coachee states an objective that is not relevant to the current business needs, simply ask:

“How does that contribute to the current needs of the business?”

“What would be an objective that you feel compelled to achieve and is relevant to the current business needs?”

With practice, you can use this model as a template from which to create your own coaching questions that align the objectives to meet the needs of the business AND the individual.

### **Three keys to success in aligning personal objectives to meet current business needs and objectives**

There are three keys to success in ensuring alignment of the coachee's personal needs with the business objectives. This information allows the manager / coach to structure the entire coaching interaction in a way that allows that alignment to happen naturally. These three keys are:

- Know the key business objectives and stay on-track
- Know the coachee's values

- Know the coachee's purpose

Let's now take a closer look at each of them.

### **Know the key business objectives**

Both you and the coachee must be aware of the specific key business objectives and their order of priority. This will ensure that the coaching can be focused wholly on the areas that will be of more value to the team performance.

### **Know the coachee's values**

Our values tell us what is most important to us in business and, indeed, in life.

We have already subconsciously prioritised our values, based on our life experience to date. The order of these values can change overnight if we experience a significant emotional event such as the sudden death of a loved one; instantly, our family becomes more important to us. Family may suddenly appear higher on our order of values.

As a coach it is vital that you know what your coachee's *currently* value the most at any one time. We will explore later how we can use this information to ask more effective coaching questions.

Money is a 'means' value. How money makes a person *feel* is known as the 'ends' value. This distinction between two types of apparently linked values relates directly to discovering what feelings people prefer to experience on a daily basis.

Knowing what your coachee values will give you powerful insights with which you can structure your coaching questions to ensure that achieving the business objectives meets their deepest emotional desires. This will keep them more naturally focussed on the objectives, motivated and fulfilled effortlessly until the objectives are achieved.

The following lists show examples of means values and what end values they may serve:

#### **Means values – what is important**

Money  
Health  
Relationships  
Family

#### **Ends values – what feeling the value delivers**

Freedom, security, control  
Well-being, relaxed  
Love, connection  
Love and connection

To ascertain these 'ends' values of your coachees simply ask, 'what is most important to you in work?' on a regular basis. Ask them to list five things – and be sure you identify the 'ends' values and not the 'means' values.

If they offer a means value, eg, family, then ask the question, 'How does having family make you feel?' until they provide you with the feeling they get from having it. An answer might be love and connection.

These five feelings are what the coachee is naturally driven towards experiencing on a daily basis. How much more effective will your coaching be if you are enabling the coachee to find ways to consistently satisfy those values through their work?

### **Know the coachee's purpose**

Knowing someone's purpose is about knowing their deepest and most personal *reasons* for the decisions they make. These reasons are what drive their behaviour.

Whether the objectives are of a business or personal nature the reasons the coachee has for following through to completion are always personal to them. The secret of aligning business objectives to meet personal needs lies in having enough compelling personal reasons to follow through with all of the actions they need to take.

Discover those reasons personal to the coachee as to why achieving a business objective could be of the highest importance to them. If these reasons (purpose) connect them to their highest values, they are much more likely to do whatever it takes to achieve the objective. If they don't then you need to assist the coachee in finding ways that do.

For example, if your coachee's highest values are connection with people and security, your coaching questions must pay attention to ways in which these values can be met *and* the objectives achieved.

'What will achieving this business objective mean to you personally?'

If their reasons are not putting them in touch with their highest values, then you are less likely to produce results through your coaching.

In this situation, you can either ask them how achieving the objective will give them more connection and security or consider another business objective that will meet more of their personal values.

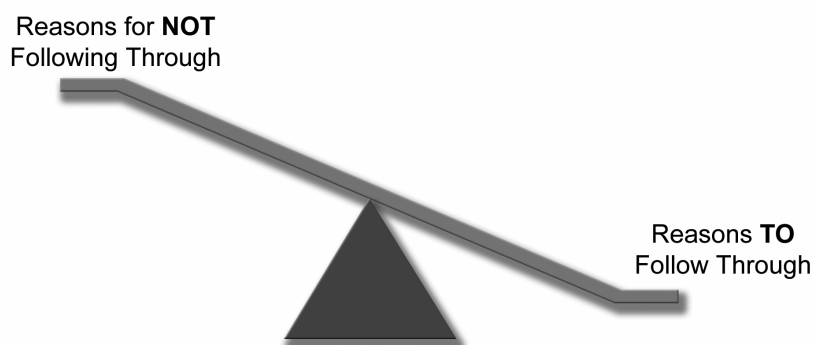
Everyone is happy. The coachee feels a true sense of wanting to take action and the organisation benefits from more productivity because of their naturally higher levels of commitment.

### Top tip

We make decisions for emotional reasons and justify them with logic. The coachee's reasons may make sense to the conscious mind but unless they give the coachee good feelings inside then their reasons becomes 'lip service' to your coaching.

Pay close attention to how your coachee is feeling and encourage them to listen to more of what their heart is saying than their head. As the coach, you need to ask yourself whether those *feelings* are strong enough to *guarantee* that they will do whatever it takes to achieve the goal.

Their personal reasons for taking action must significantly outweigh any other reasons they have for not following through with actions to achieve the business objectives.



You could say that your role as a manager / coach is to facilitate the process of allowing the coachee's conscious mind to 'sell' the ideas successfully to their subconscious mind.

Your skills in rapport and empathy will guide you as to whether those feelings really do out-weigh any possible resistance. For you to know whether or not you are connecting them to their true sense of purpose you need to be entirely open to your own and the coachee's feelings.

## **Using effective coaching questions to keep the focus on both the individual needs and current business objectives**

What we focus on determines our thoughts.  
Our thoughts determine how we feel.  
How we feel determines what actions we take.  
And what actions we take determine the results we get.

Your role as a coach is to focus on questions that produce thoughts in the coachee which produce good feelings inside them, thus determining the action they subsequently take and the results they are likely to get.

As a manager / coach your focus, in most cases, needs to be on aligning individual needs to meet the business objectives and as such your questions must remain focused on both, eg:

'Where does the focus for you need to be in order for you to really enjoy this project and help exceed the current needs of the business?'

'What objectives can we agree now that will benefit both you and the business?'

'What specific business targets interest you the most?'

'Which of the business objectives do you feel least comfortable with?'

'How could achieving these objectives actually benefit you personally?'

At first you may want to consider carefully planning some questions that allow you to do this in the context of your people and the specific business needs. With practice you will find yourself effortlessly creating questions 'in the moment' that focus on what everyone wants in the team.

## **Remaining focused on, and yet at the same time emotionally detached from, the business objectives**

The role of manager / coach can be emotionally challenging because the performance of the manager / coach is dependent on the team and individual performance.

Emotional issues often surface within the manager / coach of wanting to control people's actions, experience and results. This can often impact negatively on the business coaching process, which turns into giving direct instruction, thus destroying people's self-esteem and ultimately lowering productivity.

Keeping focused on business results and remaining emotionally detached from whether or not they are achieved often releases and frees suppressed frustration that is often obvious to the coachee.

This may seem a paradox. On the one hand you have business targets to meet, which can often engender stress. On the other hand you are supposed to let go and detach from whether they are achieved or not? This is not a position of 'not caring' – this is a position of 'What is the best frame of mind from which to approach the actions I need to take to achieve these objectives? Is it from a place of stress or from a place of relaxed awareness and objectivity?' By holding in mind how we can motivate the coachee to produce the desired result instead of focusing how much we can control the outcome, we naturally produce a better result.

Pay attention to *your* highest intentions for the people in your team. If your focus is more on what achieving this business objective means to *you* as the manager / coach as opposed to the coachee, then at best you can switch your focus to helping the individual for *their* benefit and notice how much more open they are to you and how much more willing to be coached.

## Summary

It is absolutely possible to align individual needs with current business objectives and *vice versa*. These are the most important points to remember:

1. Use goal-setting models that maintain the focus on ethical and relevant objectives.
2. Substitute 'Achievable' for 'Agreed' within the SMART model to ensure you have buy-in from the coachee.
3. Always be aware of the current business objectives and their order of priority.
4. Know the most current and highest personal values of the individuals you are coaching.
5. Know their true reasons for wanting to achieve the goal, making sure they meet their highest values consistently.
6. Use effective coaching questions that focus on both the personal needs and the business objectives.
7. As a manager / coach, focus on the results that are important for the business and the individual whilst remaining emotionally detached from your personal need to produce results through others.

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*This article is based on Anne and Amarpal's book, 'Results Coaching in 60 Seconds'. The book arose from their outstanding coaching skills training courses – click [here](#) for details of the core programmes.*

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