



LEADER AS COACH

Coaching Skills for Leaders

- What is coaching?
- What is the value in using coaching as a leader?



Defining Coaching

A Collaborative Problem-Solving Process that enables an individual to fully own both the problem AND the potential solutions.

What is Coaching is	What Coaching is Not
Helping others solve their own problems and realize their potential	Telling the coachee what to do
Focused on improving future performance	Focused on past performance
Aspirational and inspirational	Punitive
Listening 80% and talking 20% as a coach	Lecturing, telling, selling
Asking open ended questions so the coachee can learn to think for themselves and take greater ownership of outcomes	Answering questions and solving problems for the coachee
Relational, built on trust and rapport and the individual coachee	Transactional, focused solely on issues and outcomes

Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential

-International Coach Federation 2017

How is Coaching Different from...?

	Mentoring	Consulting/ Training/ Teaching	Therapy	Coaching
Purpose	An Unequal Relationship where the more experienced person imparts knowledge, skills, and experience	Expert and Novice Relationship. Providing expertise in a given field to advise and inform a client how best to solve a problem	Professional and Client or Patient Relationship. The process of healing past hurts and resolving personal pain. Focus is to fix what is broken	Relationship of Equals working in Partnership. Facilitates growth and unleashes potential to perform at one's peak through questions and exploration; Assumes individual is healthy and whole.
Thought	My experience is... I know how...	I am an expert. This is what you are paying me to tell you.	I will help you heal from the cause.	How can I support your learning? Where would you like to go from here?
Message	"This is how I would do it..."	This is how to do it. This is how you should do it."	Tell me about your past. What was it you went through?"	What have you tried? How has that served/ disserved you? What else is possible?
Process	Guidance & Advice	Direction, Method, Technique, Information	Probe, psychoanalyze, deep reflection, come to terms	Explore, experiment, learn new ways of working, thinking, doing personally and professionally

GROW Coaching Model



What Approach to Develop to Use and When

Formal, Long Term Coaching Engagement	Impromptu/Informal/ Everyday Coaching	Advising/Directing/ Training/ Mentoring
Coaching engagement with a set duration, clear development goals, and meeting cadence	Coaching in the moment between leader and employee or colleague to colleague	Sharing of expertise or direction from leader or other expert to employee
<ul style="list-style-type: none">• Long Term Development for identified High Potential employees• Focused on advancing capabilities and enabling career growth• Preparation for new challenges• Uncovering and addressing blind spots• Leveraging strengths	<ul style="list-style-type: none">• Immediate, unscheduled development opportunity for employee• Increase problem solving capabilities Develop confidence and increased autonomy• Decrease dependence on leader for every day decision making	<ul style="list-style-type: none">• New skill development• Corrective action• Performance gaps• Performance management• Career guidance

Situational Adaptations of GROW for Leaders

GOAL *So what are you hoping to achieve? Ideally, what outcome are you looking for? What is your goal here?*

REALITY *Tell me about what has been going on. Fill me in on the situation. What are the obstacles? What have you tried? What happened?*

OPTIONS

1.

They need my expertise:
Legal/Compliance/ Policy;
Subject Matter Expertise

Here are your options...and here is why....

WAY FORWARD

Here are the next steps... Here is what you need to do next...

2.

I Have Key Info/Knowledge:
They Need Help
Generating Ideas

Let's think through the options together...

What would you like to try...? How can I support you...?

3.

They need feedback: Blindspot/
Development Opportunity

*I'd like to share an observation/concern...
Situation-Behavior-Impact*

What are your thoughts about that? (Might move to options from here)

4.

They can figure this out:
Build Confidence & Capability

*So what are your options...
What else... What else...
What else...? I have an additional idea...*

So what are you going to do? How can I support you?