

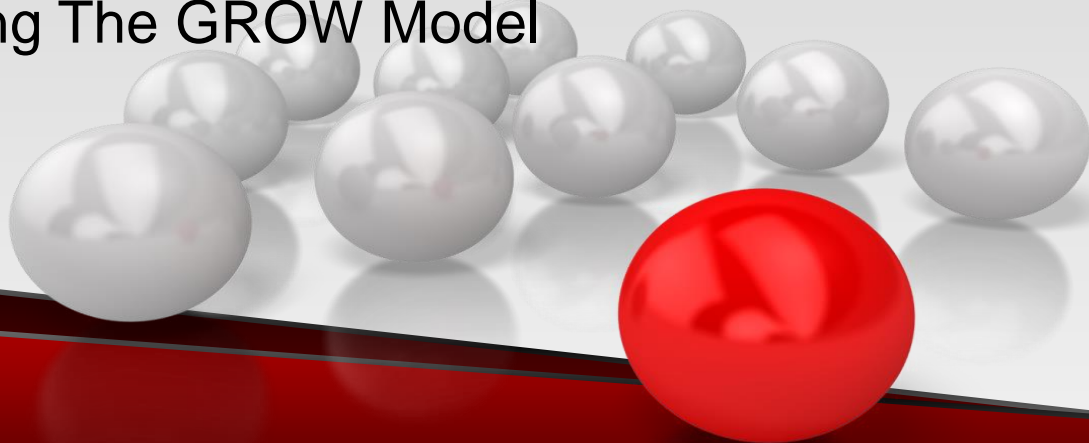
**Becoming The Coaching Leader
You Always Wanted to Be**



Coaching As A Part of Your Leadership Repertoire

Agenda

- Leadership Styles Defined
- What Coaching Is and Is Not
- Trust and Intention = The Team Foundation
- Coaching for Employee Engagement & Performance
- Exercise Using The GROW Model



Leadership Styles

3

See handout for definitions:

- **Coercive Style**
- **Authoritative Style**
- **Affiliative Style**
- **Democratic Style**
- **Pacesetting Style**
- **Coaching Style**

Definitions

- **Mentoring**
- Skills focused (networking, negotiation, getting a promotion, etc.)
- Gives experience based advice and direction vs. fostering self-discovery
- **Coaching**
- Forward future orientation
- An interactive dialogue between manager/leader and professional, focused on individuals maximizing their own performance, potential, and strengths resulting in improved execution and business outcomes
- **Coach Approach for Managers and Leaders**
- Uses coaching skills
- Has an agenda
- Is attached to the outcome of the coachee (employee)
- Promotes self- discovery and empowerment

Definitions continued

5

Professional Coach

Has no agenda of their own because they hold the coachee's/client's agenda
Unattached to the outcome which allows them to be more objective
Supports self-discovery and empowerment

Therapy

Looking back at past experiences
Wants to do something about how past experiences may be impacting present/future

Counseling

Focused on corrective action to fix an identified "problem"
A supportive process by a manager to help an employee define and work through personal problems or organizational changes that affect job performance.

CHALLENGES TO BUILDING TRUST IN WORKPLACE RELATIONSHIPS

6



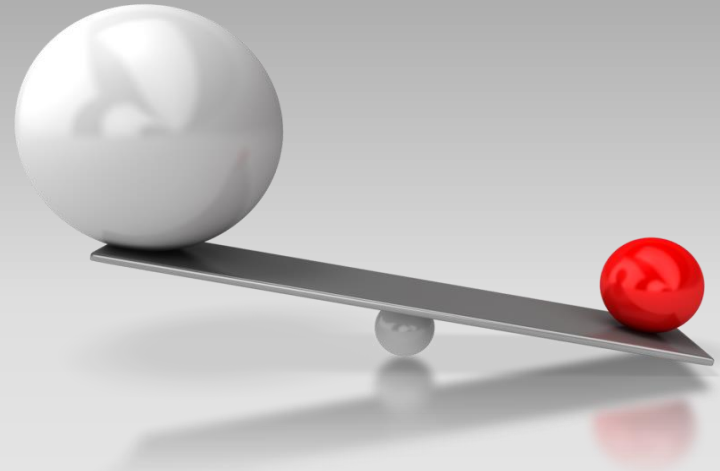
Trust is a highly complex topic; it means different things to different people.



Trust is emotionally provocative in both the positive and negative sense.

Trust as a value is communicated in the abstract while it is built and broken behaviorally.

THE TRUST ENVIRONMENT



In order to trust, people must feel:

- **Safe** – physically, socially, emotionally
- **Informed** – if they aren't informed they will speculate
- **Respected** – treated fairly, as one would like to be treated
- **Valued** – don't condone behavior that doesn't make an employee feel valued (Ex: eye rolling when employee talks)
- **Understood** – make a genuine effort to understand them

Are you a leader who makes employees feel Safe, Informed, Respected, Valued and Understood?

COMPETENCE TRUST

8

“Trust of Capability”

- Acknowledge people’s skills and abilities
- Allow people to make decisions
- Involve others and seek their input
- Help people learn skills



COMMUNICATION TRUST

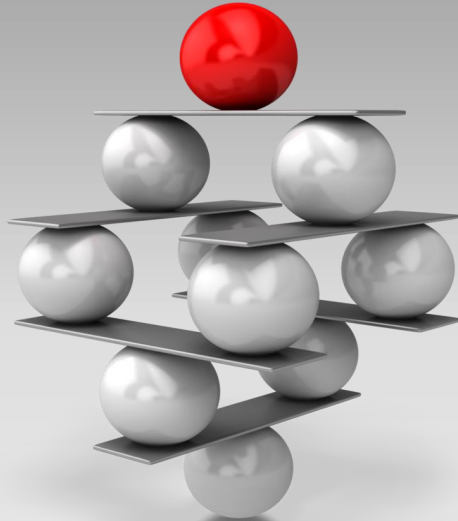
9

“Trust of Disclosure”

- Share information
- Tell the truth
- Admit mistakes
- Give and receive constructive feedback
- Maintain confidentiality
- Speak with good purpose



CONTRACTUAL TRUST



“Trust of Character”

- Manage expectations
- Establish boundaries
- Delegate appropriately
- Encourage mutually serving intentions
- Keep agreements
- Be consistent

TRUST QUOTES

“It basically boils down to these four issues: your integrity, your intent, your capabilities, and your results.”

“The first job of a leader is to inspire trust. The ability to do so, in fact, is a prime differentiator between a manager and a leader. To inspire trust is to create the foundation upon which all truly successful enterprises- and relationships-stand.”

Stephen M. R. Covey, *Speed of Trust*

Benefits of Coaching

12

Why Coaching Works

How has coaching grown so rapidly? **Because it works!**

99% are satisfied with the overall experience.

In fact, 96% indicated they would repeat the process given the same circumstances that prompted them seeking a coach in the first place.

There are an estimated **47,500** professional coaches across the world bringing in an annual income close to **\$2 billion** each year.



Increased Productivity

Professional coaching explicitly targets maximizing potential and in doing this unlocks latent sources of productivity and effectiveness. At the heart of coaching is a creative and thought-provoking process that supports individuals to confidently pursue new ideas and alternative solutions with greater resilience in the face of growing complexity and uncertainty.



Improved Work Performance



Improved Business Management



Improved Time Management



Improved Team Effectiveness



Positive People

In the face of uncertainty caused by workforce reductions and other factors, expectations remain very high. Restoring self-confidence and self-trust to face the challenges is critical to meet organizational demands.



Improved Self-Confidence



Improved Relationships



Improved Communication Skills



Improved Life/Work Balance



Return on Investment

The coach-client relationship generates learning and clarity for forward action with a commitment to clear measurable outcomes. Coaching offers a good return in investment for individual clients and offers a significant return on investment for companies.



Individuals that made back at least their investment



Companies that made back at least their investment



coachfederation.org
1.855.219.3580 info@coachfederation.org

Source: 2009 ICF Global Coaching Client Study

Formed in 1995, today the International Coach Federation (ICF) is the leading global organization, with more than 20,000 members, dedicated to advancing the coaching profession by setting high professional standards, providing independent certification, and building a network of credentialed coaches. We exist to support and advance the coaching profession through programs and standards supported by our members and to be an authoritative source on coaching information and research for the public.

The **GROW** Model

13

Goals

Reality

Options

Will (Action)

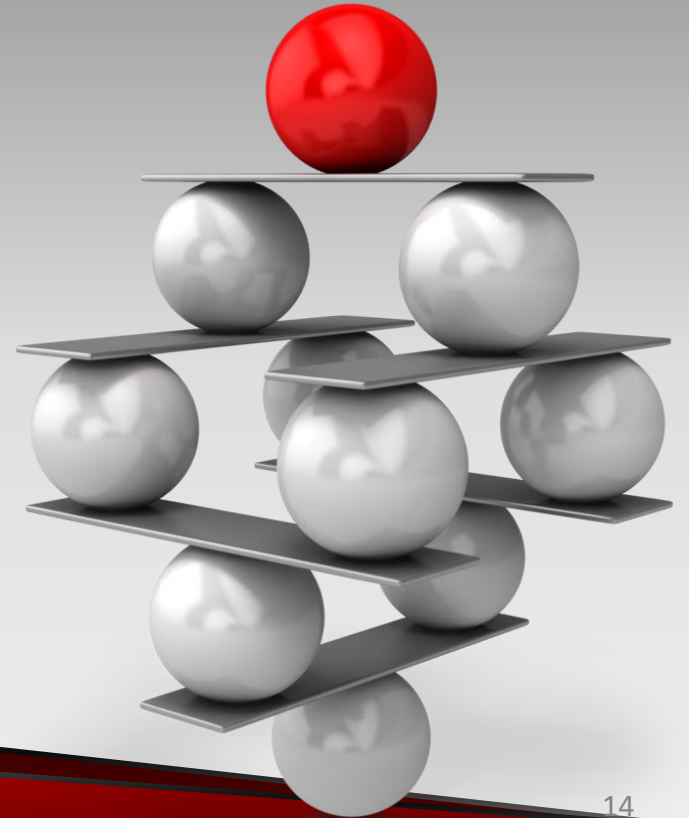


Coaching Exercise Topics

14

Growth Points

1. Customer Service (Internal & External)
2. Leadership
3. Accountability
4. Communication



14

Marshall Goldsmith Video

15

Play Video here

<https://youtu.be/FYhws73vm0c>

WHAT ACTIONS WILL I TAKE?

16

What will I **START**?

When will I **START** it?

What will I **STOP**?

When will I **STOP** it?

Who is **RESPONSIBLE**?

How will I **MEASURE** success?



LEADERSHIP Insight

17

Questions for reflection:

- What is the current culture and climate of my team?
- Is it conducive for building and maintaining trust?
- If so, how do I forge ahead towards maintaining trust?
- If not, how do I improve our culture, climate and ultimately trust?

Summary Note

18

- You have what you need to become the coaching leader you always wanted to be NOW!
- Identify one action you will take in the next 30 days to move closer to your leadership goals.
- Ask for help when needed. Leaders are not required to have all the answers.
- Lead in a way that others want to follow you.
- “Be a good ancestor” Marian Wright Edelman
- Light the leadership path for others.

Your Turn



Additional Resources

20

- “Trust is the lubrication that makes it possible for organizations to work.” – WARREN BENNIS
- Speed of Trust – Stephen MR Covey
- Trust & Betrayal In The Workplace – Dennis & Michelle Reina, PhDs
- Rebuilding Trust – Dennis S Reina
- The Manager’s Coaching Handbook – David Cottrell
- Unlocking Potential - Michael K Simpson
- <https://youtu.be/XLF90uwII1k> Video Bill Gates – Everyone Needs A Coach



RIGHT
CHOICE
GROUP



Live consciously. Live courageously.

Live in Choice!

www.wrightchoicegroup.com

