Coaching Leadership

• Leadership that uses coaching approaches and behaviours as the standard way of working together

• Leadership is seen as collaborative, relational and conversational
Our lives succeed or fail, one conversation at a time.

‘Fierce Conversations’ Susan Scott
The plan...

- Getting started
- Coaching & mentoring defined
- Tools for coaching & mentoring conversations
  - Listening for the heart of the matter
  - Using the power of positive feedback
  - Questions not answers
  - WHOA to GO - 4 step tool for coaching conversations
“Life is too short to make all your own mistakes yourself.”

Winston Churchill
Getting started – 2 mins each in pairs

🌟 Name & role

🌟 Choose a picture that says something about how you have been in your role lately

🌟 What made you choose this workshop?
- 70% of development occurs through on-the-job experiences, tasks and problem solving.
- 20% of development occurs through feedback and from observing and working with mentors, coaches, and leaders.
- 10% of development occurs through formal training like classes, eLearning, or books.
Traditional understanding of leadership
Leaders are seen as:

- Decisive
- All knowing
- Heroic
- Self assured
- Confident
- Competent
- Certain
Coaching

Coaching is the process of equipping people with the tools, knowledge and skills they need to fully develop themselves and be effective in their role.

Oxford School of Coaching
“Coaching is unlocking a person’s potential to maximise their own performance; rather than teaching them, it’s helping them learn.”

Sir John Whitmore
Mentoring

- Broader
- Development Driven
- Longer term
- Benefits the individual
- Voluntary
- Relationship oriented
Mentoring is...

A brain to pick, an ear to listen and an occasional push in the right direction.

John Cosby
Which of these do you do?

**Coaching for skills**
Focuses on the skills needed for the current task/role

**Coaching for performance**
Focuses more broadly on effectiveness in the current role

**Mentoring for development**
Transformational coaching that focuses on potential, future role, career... or the development of leadership competencies

**Taking a coaching approach to leadership**
- Being a learning leader
- Helping people focus on what is important
  - Setting up good learning processes in groups and teams
- Encouraging learning not assigning fault or blame
Ruthless with standards and Gracious with people
Listening Exercise

• What is really important to you about your work and doing your work well? Why is this important to you?

• Person A – speaks about this for 2 – 3 minutes

• Person B just listens, with full attention, without interrupting, asking questions or making comments.
Listening
Caring
Empathy

Assessed in the
first 9 - 30 seconds
Listening Exercise 2

• Person B - speaks for 2 – 3 minutes about what is really important to you about your work and doing your work well.

• Person A listens with full attention and reflects back the essence of what they hear as they are listening.
Clarifying Questions

In what way?
What specifically...?
What makes you say that?
Can you give an example?
How do you know that?
What do you mean by...?
Which ones particularly?
Who exactly? How does...?
“I don’t think I am picking this up.”

“That new machine is really difficult to get the hang of.”

“I am not sure if I am ‘fire fighter’ material.”

“People don’t follow the procedures.”

“They are not really getting along.”

“I don’t know if I can still meet the obligations of being a volunteer.”
Coaching in Action 1

1. **Coachee** Tell a story of a recent success – either a situation that went unusually well or had a positive outcome or an aspect of your work that is going well. What was your role in it and how come you think it turned out well? *(2 or 3 minutes uninterrupted)*

2. **The group** listens, jots notes and gives positive feedback on either
   - what they feel contributed to your success
   - what has genuinely impressed them about your approach, actions or attitudes
   - a positive response to your story

   *What I think made that effective was...*  
   *I liked hearing you say that...*  
   *What impressed me was...*  
   *What really stood out for me was...*

**Coachee listens in silence**

3. **Coachee** Comment on what feedback stood out for you, any new perspectives, insights, learning or anything else to finish the conversation for now.
Use the power of positive feedback

3-5 positives to 1 negative
Don’t try to teach a pig to sing.

It wastes your time and just irritates the pig.
Are you an anti-coach?
What’s happening now?

How would you like it to be different?

Options

Action