

# How Effective Leaders Use Coaching

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# Objectives

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- What is coaching
- Being an effective coach
- Key coaching skills



# What is Coaching

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Experiential approach to helping others increase their effectiveness and recognize their potential.

- Is open and curious
- Reveals possibilities
- Supports change

# Coaching Compared...

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## **Managers**


- Are interested in performance
- Focus on task
- Foster accountability
- Are concerned with productivity
- Tell, Give answers
- Work on Manager's agenda
- Create structure & process

## **Coaches**

- Are interested in development
- Focus on individual
- Foster self-insight
- Are concerned with personal growth
- Ask questions
- Work on Coachee agenda
- Create vision

# Benefits of coaching

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- Increases self-awareness.
  - Helps learner recognize possibilities.
  - Improves productivity and performance.
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- Empowers learners.
  - Facilitates interpersonal relationship.
  - Has a trickle down effect.

# When to Use Coaching

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When a manager wants:

- Person to arrive at their own answers.
- Person to grow overall.
- To provide an opportunity to reflect.



# Effective Leader-coaches...

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- Are open & curious.
- Can let go of needing to know the answer.
- Are focused on coachee's needs & goals.
- Believe in the coachee's resourcefulness.



# What Does a Coach “Do?”

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- Listens
- Asks powerful questions
- Reflects
- Reframes
- Provides accountability



# Powerful Questions

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- What do you want?
- How do you feel?
- What does that do for you?
- Are you sure?
- What other possibilities are there?
- What is the opportunity?
- What does \_\_\_\_\_ mean to you?
- Such as?



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Learning is not attained by  
chance, it must be sought for  
with ardor and diligence

*Abigail Adams*