



Leaders as Coaches

Developing people and performance through one to one coaching

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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. Whilst no single conversation is guaranteed to change the trajectory of a career, a business, or a life, any single conversation can.

‘Fierce Conversations’ Susan Scott



“Life is too short
to make all
your own
mistakes
yourself.”

Winston Churchill

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

Sir John Whitmore

The Director of Emotional Safety

- Why? The quality of your information goes up
- Focus on solutions rather than mistakes
- Mistakes are potential leadership opportunities
 - Is this a learning opportunity – or is it laziness, negligence or recklessness?
 - Does this represent a breach of a key principle or value?
 - Is this issue/incident more or less important than the relationship?



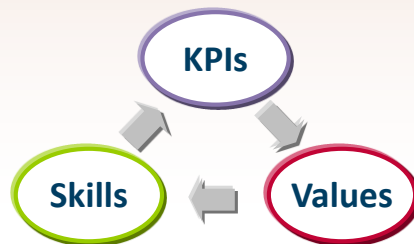
Types of Coaching

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



Coaching for development

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

Coaching for the coachee's agenda

Transformational coaching that focuses on the coachee's larger work or personal agenda

People do the
best they can
with the
resources
they have.



Voluntary Principle

- ✓ People are self directed
- ✓ Motivated from within



OK to make mistakes



Learning Edge

Unskilled

Incompetent

Vulnerable

Format for a monthly coaching session

- How's it going? What's working well? What issues are there? *Issue - anything that is getting in the way of optimum performance or service delivery*
- Give credit for effort and provide genuine positive feedback
- Identify a focus for a coaching conversation
- Use coaching tools and skills to facilitate in depth reflection and learning
- Make plans for the future

What's happening now?

How would you like it to be different?

Options

Action

Clarifying Questions

In what way?

What specifically...?

What makes you say that?

How do you feel about that?

Can you give an example?

How do you know that?

How many...? Which ones?

Who exactly? When was this?

How does...? What do you mean by...?





Microskill : Reflective Listening

- Restating the essence of what the other person has said in your own (and fewer) words, while you are listening to them.
- Focus on putting words to their feelings and the meaning that their story has for them.
- Listen for themes, possibilities, ways forward...

'Feedforward' instead of feedback

- Focuses on the future rather than the past
- Reinforces the possibility of change
- People don't take it as personally
- Especially suited to successful people
- *Suggestions for the future*
 - *What makes you effective is...*
 - *What would make you more effective is...*