WORKING WITH A LEADERSHIP COACH: ENHANCE YOUR SUCCESS

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Defining Leadership Coaching: First, Define Leadership?

The ability to distinguish between matters of short term urgency and long term significance.

Management: getting results through hard work.
Leadership: getting results that matter.

Authentic influence that creates value.
Requirements from the Organization of their Leaders: Generic Leadership Practices

• Framing a vision, mission, and strategy
• Developing and managing through systems
• Setting and agreeing on expectations, priorities, and direction
• Delegating work and decisions
• Communicating and effective messaging
• Influencing
• Providing and seeking feedback
Generic Leadership Practices - continued

• Recognizing and rewarding
• Building teams
• Developing people
• Building and maintaining relationships
• Recruiting talent
• Problem solving and decision making
• Using political savvy
• Creating meaning
Goal of Coaching is to Accelerate the Leader’s Development in these Practices/Skills

• Two objectives; first, that the leader recognizes the importance of each practice/skill, and second, to learn to use the skill that is congruent with the leader’s unique personality style.

• Effective leadership combines these competencies (skills) with authenticity (leader’s personality, character, and values). When leaders can communicate the feelings that accompany the situation, they can change people’s mindsets and lead them into new, more connected places.
Coaching is Not Consulting: Creating an Environment for Growth

The leader and coach develop a unique relationship. It needs to be both comfortable enough for the client to trust and understand the coach and different enough for the coach to interrupt the client’s normal thinking patterns.

The greatest skill of a good coach is active listening. Coaches act as a mirror, observing and listening intently to the client. The coach also serves as a creative guide, a teacher, thought partner, practice partner, and political consultant assisting the client to interpret power dynamics in their organization and plan how to exert influence within them.
The greatest discovery of our generation is that human beings can alter their lives by altering their attitudes of mind. As you think, so shall you be.

~William James
The Phases of Change

- **Precontemplation**: Largely unaware of the need to change, or have no intention.
- **Contemplation**: Aware of the need or opportunity.
- **Preparation**: Plan to take action. Planning new behaviors.
- **Action**: Take concrete steps to change their behavior.
- **Maintenance and termination**: Work to consolidate their gains, reinforce new behaviors, and prevent relapse.
The Coaching Process

• Building rapport and planning the development process.
• Building self-awareness, the assessment process. (several tools may be used to do this: DiSC, EQi, PeopleBest leader competencies) 360 feedback.
• Building “other awareness” and how to modify approach to best engage others for more effective communication and behavior results.
• Determining behavior change goals; creating the leadership development plan.
• Goal alignment with supervisor to make sure plan is on track.
The Coaching Process - continued

• Enlisting key stakeholders to support efforts during and after coaching engagement.

• Work the plan, introduce learning activities and reading materials. Practice the new behaviors.

• Action and maintenance. Evaluation meeting with supervisor, assess coaching process, and assess if growth and behavior change occurred.

• Generally meet two hours a month for six months, and the structure is agreed upon between client and coach. Sometimes extends to another six months.
Leadership is not simply something we do. It comes from a deeper reality within us; it comes from our values, principles, life experiences, and essence. Leadership is a process, an intimate expression of who we are. It is our whole person in action…..we lead by virtue of who we are.

~Kevin Cashman
Bibliography


Thank You!