



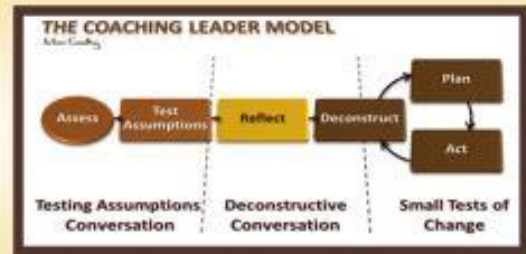
THE COACHING LEADER

The coaching leader is concerned with promoting the professional development and maximum potential of others. This tool describes the coaching leader model and the differences between coaching and managing. It outlines the criteria for who is coachable, opportunities for coaching, and types of coaching.

PROCESS MODEL

The coaching process rigorously follows these steps:

1. Listen & observe
2. Share assessment of listening & observations
3. Validate both parties' assumptions
4. Allow time for mutual reflection
5. Share reflections
6. Discuss possible actions
7. Commit to action through small test of change



OPPORTUNITIES

The following openings provide opportunities to initiate coaching:

- | | | |
|--|---|---|
| <input type="checkbox"/> Performance assessment/review | <input type="checkbox"/> Broken promises | <input type="checkbox"/> Need for new skill |
| <input type="checkbox"/> Breakdowns | <input type="checkbox"/> Request for coaching | <input type="checkbox"/> Business need |

COACH OR MANAGE?

Coaching is appropriate when there is:	Managing is required if:
Mutual relationship of trust, respect, & inquiry	The employee is not open to relationships
An employee who is open to improving	The employee does the minimum, avoids responsibility
A new employee	The employee has a long history of working the system
A track record of being coachable	The employee has a history of power struggles

TYPES OF INTERVENTIONS

Intervention	Objective	Outcome
Manage Performance	Tell what to do	Desired outcome
Manage Behavior	Threaten or reward	Desired action
Teach	Provide information	Information transmitted
Coach	Offer new perspective	Emergent learning

COACHING SITUATIONS

Types of coaching situations:

1	Situations that can be resolved in a single conversation.
2	Situations that require several conversations, running several times through the small tests of change loop.
3	Situations that require a profound relationship, long-term commitment, outcome measures, and milestones.

Adapted from: Flaherty, J. (2010). *Coaching: Evoking excellence in others*. Oxford, UK: Elsevier.

