

## Leadership Coaching

As a coach, I assist individuals in clarifying and achieving professional, personal and organizational goals. Coaching supports leaders as they develop their unique leadership style, build better relationships, communicate more effectively, take clear decisive action and begin to recognize patterns and systemic issues for continuous learning.

### **The following four models guide the partnership I build with clients:**

1. The theory of **Differentiated Leadership** is based on assisting leaders and their organizations to hone and develop three skills:

- The ability to take a clear stand, even if it is counter to popular opinion
- The ability to stay connected to key stakeholders, even during periods of dissention and resistance
- The ability to stay calm and proactive while managing reactivity in times of stress and change

2. **Emotional Intelligence** is based on a body of research that shows that the most effective leaders have developed specific skills in the following four areas:

- Awareness of self
- Managing self
- Awareness of others
- Managing others

3. **Systems Thinking** is a way of viewing organizations through the perspective of relationships, patterns and structures. This viewpoint helps leaders to:

- Recognize systemic patterns
- Use personal influence to impact various parts of the organizational system
- Problem solve with other team members
- Address barriers to affect change

4. The **Waterline Model** helps with organizational diagnosis when work is not getting done efficiently. The basic tenets of the Waterline model are to avoid blaming individuals first, but rather:

- First, examine the clarity of goals
- Second, establish clarity of roles
- Third, clarify processes and work flow
- Fourth, support effective interpersonal relationships
- Fifth, support the effectiveness of individuals

# Six Steps to the Typical Coaching Engagement

## 1. Kick-Off and Goal Setting

- Develop an understanding of the coaching process
- Define expected outcomes and critical success indicators
- Clarify specific issue areas and focus of coaching
- Gain support and commitment of Client's direct manager, if appropriate

## 2. Information Gathering

- Identify key stakeholders
- Determine tools to use for information gathering (one-on-one interviews, 360 assessment, behavioral profile, etc.)

## 3. Feedback and Action Planning

- Review and debrief feedback
- Identify priority development areas
- Clarify productive/unproductive behaviors
- Develop individual action plan
- Define critical milestones and timeframe

## 4. Alignment Meeting with Client's Manager (if appropriate)

- Confirm alignment of goals and action plan items
- Discuss system-wide issues relevant to coaching engagement or Client's success
- Ensure leadership support for changes

## 5. One-on-One Coaching Sessions

- Clarify "trigger" situations and interactions
- Identify, practice and implement new behaviors
- Assess progress and stuck points
- Develop and commit to strategies for improvement
- Share relevant tools, skills, models and/or readings to increase knowledge and skill base

## 6. Six-Month Review

- Survey key stakeholders ("mini-survey")
- Review progress and key successes
- Identify areas for on-going development

## Optional: Observation and/or Real-Time Coaching

### (examples: team meetings, performance reviews, one-on-ones, etc.)

- Observe Client's behaviors and stuck points
- Identify patterns, strengths and challenges that surface in specific interactions
- Provide immediate feedback and suggestions
- Support Client in utilizing new behaviors and skills