

The Coach-Approach Leader

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Opening Exercise: Best Leader

- Who's the best leader you ever worked for?
- How did s/he make you feel?

Leadership Styles

- Command & Control
- Fixers
- Coach-Approach

Coach-Approach Leaders

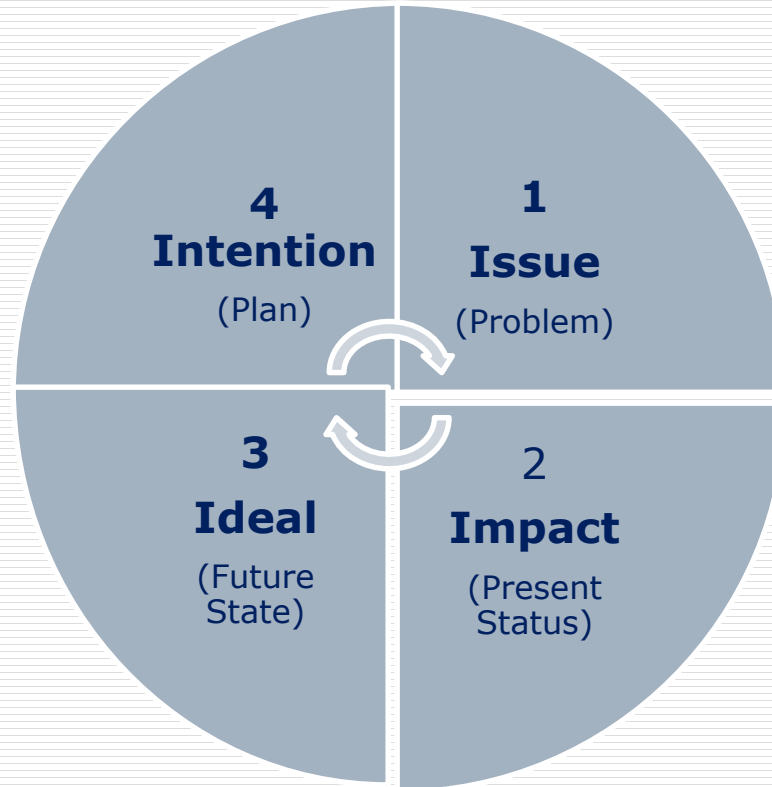
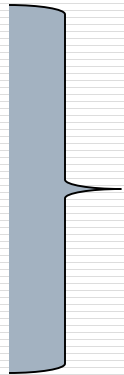
- Are nonjudgmental
- Don't know all the answers
- Ask questions, don't give advice
- Listen more, talk less (80/20 rule)
- Allow others to discover their own solutions

The Big Questions

- What?
 - Who?
 - How?
 - Open-ended?
-
- NBC Reporter Exercise**

The Coach-Approach Model for Leaders

What?
Who?
How?
Open-
Ended?



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The “Coaching Clock”

The Coach-Approach

- 1. Issue:
 - Identify the issue or problem to discuss.
 - What's the most important thing to discuss?
 - What's an example of the problem?
 - Who, what, and how are others involved?
 - Paraphrase the problem for agreement.
 - Coach listens & states understanding of problem.
 - Discuss it further until agreement on the issue.

The Coach-Approach

- 2. Impact—of the Present State
 - What's the impact this issue is having on you?
 - On others? Anyone else?
 - On a scale from 1 to 10 (1=low), what's the impact of the problem on you?
 - What are the consequences of continuing on the current path?

The Coach-Approach

3. Ideal State

- Understand the vision for success.
 - If a miracle occurred, what would the ideal state look like?
 - What else?
- Set goals
 - What do you want to accomplish?
 - What are some approaches you might take?
- Identify possible resistance.

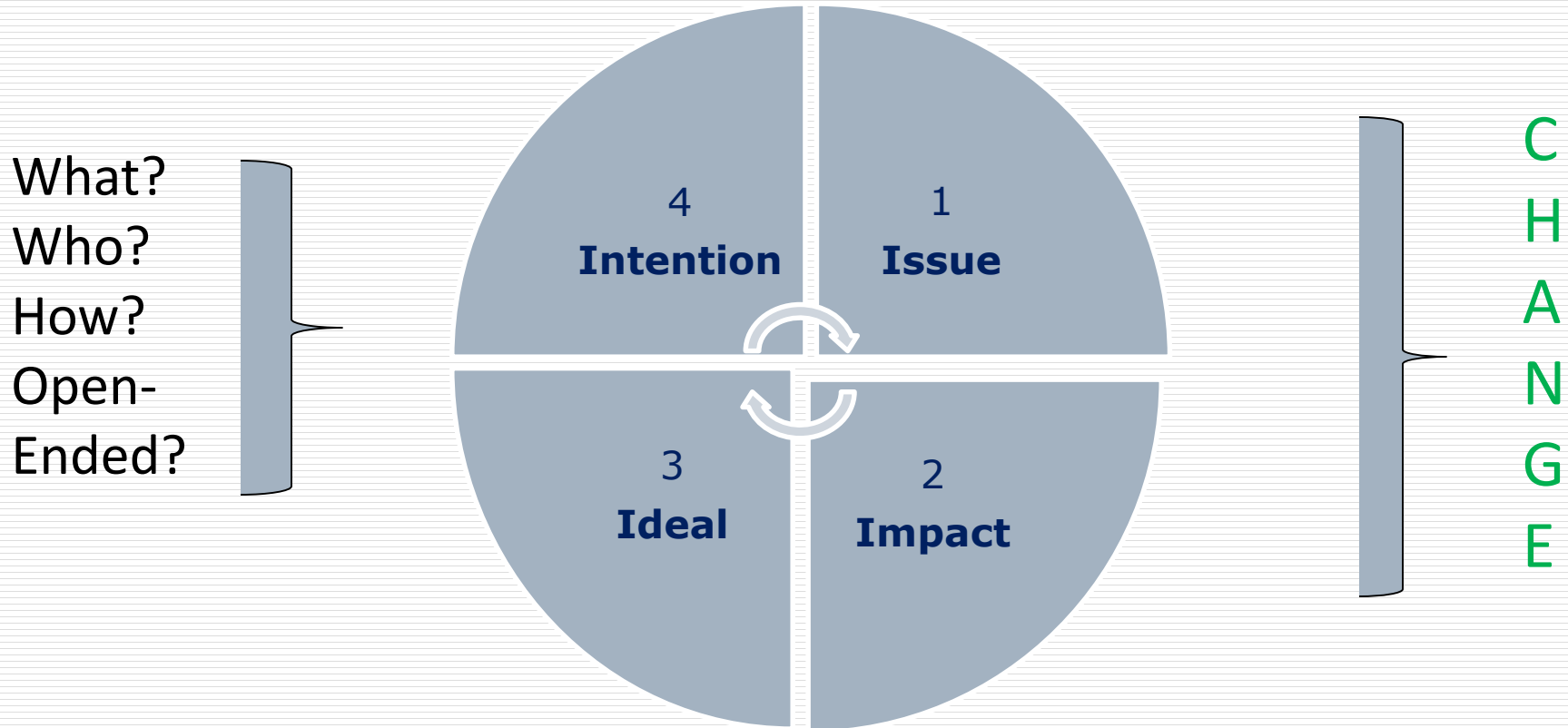
The Coach-Approach

- 4. Intention (Plan and Accountability)
 - Agree on a plan and timeline.
 - What will your first steps be?
 - Enlist support from others.
 - Who can support you going forward?
 - Set milestones and accountability.
 - What will you do first?
 - When will you do it?
 - How will I know you've accomplished it?
 - What's one thing of value you got today?

Biggest Problems for New Coaches

- Ask too many yes-no questions
- Ask too many leading questions
- Try to give advice
- Get impatient
- Don't trust others to figure "it" out

The Coach-Approach Model for Leaders



The "Coaching Clock"

Magic Yellow Sticky Note

- Sketch Model on “Magic Sticky Note”



Today's Takeaway

- One thing of value you got today?
- How can you try this model?
 - In the next 24-48 hours?
- What will you commit to doing?
- How will your “accountability buddy” know you did it?

Steve Gladis Leadership

□ Leadership Development

- Executive and Team Coaching
- Leadership courses and certificates offered onsite

□ Motivational Speaking

- Keynote speaking for groups
- Offsite retreats

□ Publications: Books, articles, blog

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