



Leading Like a Coach

Broadening Your Repertoire of Leadership Behaviors

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Introduction

- Licensed Marriage and Family Therapist - recovering
- Coaching for over 25 years
- Currently focused on Individual and team/group leadership development
- Master Certified Coach through ICF. Marshall Goldsmith Certified Stakeholder Centered Coach
- Received an MA in Organizational Development and a PhD in Human Systems from Fielding
- Work mostly with large companies including; Dell/EMC, Merck Millipore, GE, Johnson & Johnson, Marriott/Starwood Hotels, PepsiCo, National Institutes of Health



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What I Have in Mind for Today

- My plan is to walk you through the nuts and bolts of a coaching session and connect the coaching elements to leadership competencies.
- As I'm sure you realize no session will ever completely follow this model.
- I also want to point out where the differences might show up between an **executive coach** and a **leader who is coaching**.
- There is plenty of overlap.
- There are many good reasons why there are ways in which leaders and coaches would take different paths.
- We'll explore those as we go.



Leaders Coaching Their Teams

- How a leader might coach their team
- If we are talking about leaders using a coaching approach;
 - Curiosity, questions, empathy, recognizing strengths Appreciative Inquiry, partnering, involved detachment, open ended questions, understanding how to help people change their thinking, versus telling them what to do,
- These concepts and qualities are very much in alignment with Servant and Situational Leadership models.



Two Ends of the Coaching Spectrum

- We can think of coaching models from a continuum perspective
- I believe there are many ways to help others.
- We have to show up in ways that are appropriate for us but more importantly, respectful of the client's needs.
- There are two basic approaches to coaching that form the opposite ends of the continuum.
- There is the ICF model that believes that all the answers reside within the clients. And the SCC- Goldsmith Stakeholder Centered model that holds that all the answers reside within the client's stakeholders- more or less.



Where Coaches and Leaders Might Land

- As I mentioned, I believe there are many ways to be helpful.
- I and most coaches I know are far more interested in helping a client make the changes they want to make than adhering to any particular model.
- We live in the middle – not on the ends.
- That being said, many leaders may be more inclined to be directive, which would be more in alignment with SCC.
- Some Coaches might be more oriented to the ICF model, which is more reliant on questions, curiosity, metaphor and client reflection.



What's the Difference Between a Leader and a Coach

- If we were in the same room, I would ask you this question.
- I think most of you might answer that the levels of responsibility for results are different. Leaders have to answer for their results in ways that coaches don't.
- The kind of leaders we are going to talk about today are internal to their organizations. Most, but not all, coaches are external.



Checking In

- Coach/leader- catch up what's happened since last time.
 - Coach- what would you like to WORK on today?
 - Leader- how is it going on the project we talked about last time?
- Coach/leader- what would you like to come away with at the end of our meeting?
- Leader- what's going well? What's getting in the way.
- A Servant leader would ask- Can I remove a roadblock or two?
- A Situational leader would consider what the coachee/direct report would need to learn and develop in order to succeed with the task.



Questions

- Leaders- do you have any questions or need clarification on anything from me. (Employee may need a better understanding of what the leader wants from the project or more clarity on the project itself.)
- Coach- do you have any questions for me?



Clarity 2.0

- Coach- replay what you have heard in terms of the goals for the session.
 - Might sound like- just so I am clear, if at the end of our conversation today you had a plan to move forward or you had more clarity on what you want from this opportunity, would that have been a good use of our time?
- Leader- would want to know how a project or certain work tasks are going. Then ask for agreement on what would make the meeting valuable for the employee. Similar to a coach's approach above but not exactly the same.
- Coach/Leader- listen for process versus content.



Getting Started

- Coach/leader- where would you like to start?
- Coach- if they are unsure about a starting point- can ask what's going well and where are they struggling?
- Coach- what thoughts are having you?
- Leaders may take the same approach but that would be dependent on the relationship and the leader's comfort in dealing with what's below the surface.
- Point- employees generally are going to be far less comfortable admitting that they are stuck or uncertain with a leader versus their coach, unless there is an unusual level of trust between the leader and the coachee/direct report.



Listening For

- Coach/leader- pay close attention to repeated themes/statements and process- which is what the content of the communications mean.
- Coach/leader- explore those
- Coach/leader- you may ask something like, “This seems like an important area for you, do you want to dig into it a little deeper?”
- Coach/leader- If they say yes, ask them to tell you a little more about it. If they say no, where would you like to go from here?



Guidance and Advice

- Coach- if a coach has some advice or guidance she thinks might be helpful she should offer it.
- But first she needs to ask permission. Might sound like, I have a thought, piece of advice or possible action you might consider, is it alright if I share it with you? (No one has ever said no to me on this question- many have ignored my advice but that's OK.)
- Leader- probably doesn't need to ask for permission to offer advice, wisdom or guidance. I would suggest they limit how much of this they offer. If they don't it's not coaching, it's directing



Keeping the Train on the Tracks

- Coach/leader- always a good idea to check in with the coachee/employee once you are 1/2 to 3/4, through the session.
- Coach/leader- might sound like “Are we still on the right track? If not, what should we be discussing?”
- Coach/leader- if the topic seems to be changing, we can ask “We agreed at the start that we would discuss X, we seem to be more focused on Y. Do you want to get back to X or stick with Y now?”
- Coach- if they want to shift that’s fine.
- Leader- if they want to shift it might be fine, but it might signal that they want to avoid something you need them to face. A leader and sometimes a coach, might challenge them on that.



Recapping

- Coach/leader- we are coming to the end of our time. Can you sum up what we've discussed so far?
- Coach/leader- once they've done that- you might ask is there anything we should have covered and haven't?
- Coach/leader- if they say yes, you may have to determine if there's enough time to dig into that topic. If there isn't you will want to make an agreement to tee it up for next time. This can sometimes be a "door knocker", something the coachee has had on their mind but saves until the time has run out.
- Coach/leader- you may want to assign some homework on that topic to help the coachee get ready for the next session. Might sound like- what could you do to get ready to discuss this in our next meeting? How could I help get you ready?



Taking Action

- Coach- can you see yourself taking any action on what we have covered today?
- Coach- what will you do and by when?
- Coach- who can help you with accountability
- Leader- what actions will you take? (Depends on style, here).
- Coach/leader- how can I support/help you?