



Coaching Competencies for Leaders From Directing to Coaching



**Conquering Passivity and Low Motivation
through Coaching Your People**

Coaching for Leaders From Directing to Coaching

Today's leaders face the challenge to retain their best performers and to achieve higher levels of performance among all members of their teams.

The role of a true leader is not characterized by directing and telling people what to do, but by creating a supportive environment that enables the team members to excel in the accomplishment of their tasks. First-class leaders know how to coach their direct reports, thus achieving new levels of engagement and performance.

A key element of the coaching conversation is to leave ownership with the coachee. This may be perceived as a problem, as it seemingly conflicts with the authority of most managers. However, the experience of organizations that foster a coaching culture, tells us another story.

The coaching approach is based on true respect for and full accountability of the group members. When coached, the employee is more empowered and motivated to contribute to the group. Being coached rather than directed helps people understand how they can add to the group's success and to take their role seriously, which leads to considerably increased engagement.

Objectives:

- To understand the power of coaching
- To learn and practice the 4 key coaching competencies and 4 coaching frameworks
- To experience the difference between being coached and being directed
- To develop an understanding of the appropriate situational communication approach
- To implement coaching and to become aware of its limits

Benefits:

- Increase performance of their staff through the empowering coaching approach
- Get their people more motivated and accountable through coaching
- Minimize conflicts and misunderstandings resulting in higher efficiency and reduced cost

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Agenda

Why Coaching?

- The limits of conventional conversation when dealing with team members
- Discovering the benefits of a coaching culture

The Coach Approach

- What are the basic principles of coaching?
- Which beliefs hold us back from embracing coaching?
- Typical situations where coaching is particularly effective
- The limits of the coach approach

Coaching Frameworks

- Providing Ownership
- Shifting away from judgment
- Forward oriented vs. problem oriented
- Sharing vs. advising

The 4 Key Competencies for Coaches

1. Establishing trust
2. Coaching presence
3. Active listening
4. Powerful questioning

When to Apply the Coach Approach, when other Approaches?

- Other approaches to managing and developing people
 - Training approach
 - Consulting approach
 - Counseling approach
 - Directing approach
- Understanding the benefits and weaknesses of each approach
- How to switch approaches without creating confusion