

Coach Approach to Leading Teams



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Does this sound familiar?

We know the scope, the schedule and the budget for this project and we are having a hard time getting some of the team to engage in order to deliver.

I am spending most of my time on addressing the people dynamics on this project/program.

One of the team members is not taking ownership for their deliverables.

There is conflict going on and it is not shifting or resolving itself. This is getting in the way of our success.

Expectations

Key concepts to a coach approach.

A chance to practice. You will practice coaching and be coached on a work topic of your choice.

Add this style to your leadership toolkit.

This approach can help to uncover what is happening and keep team members accountable for their own solutions.

It can help to move things forward and get unstuck.



What is coaching?

What is professional coaching?

ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today's uncertain and complex environment.

Coaches honor the client as the expert in his or her life and believe every client is creative, resourceful and whole. Standing on this foundation, the coach's responsibility is to:

- Discover, clarify, and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

This process helps clients dramatically improve their outlook on work and life, while improving their leadership skills and unlocking their potential.

[Coaching definition from ICF](#)

Coaching: Relevant aspects for leaders

It is a discovery conversation based on curiosity.

You are ensuring the speaker is the expert in the situation and your role is to draw out his/her thoughts and ideas.

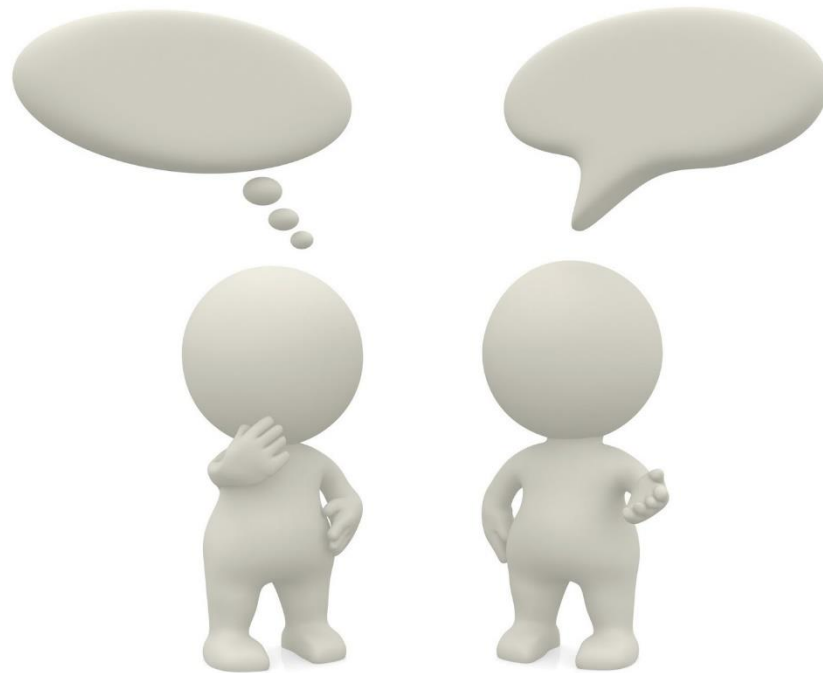
You are holding the speaker accountable for the solution.

Your team member walks away with an action plan they are engaged with that will move the situation forward.

Role comparison

Consultant/Mentor	Line Manager	Coach
Provide expertise to an area	Ensure department goals are met and strategic objectives are implemented	Ensures other person offers the solutions, actions and next steps
Offer solutions, action plans and recommendations	Influence with direct reporting structure to focus team on meeting those objectives	Lets the speaker uncover what needs to happen and are their own expert
Provide specific guidance for skills		

Demonstration



What stood out?



Core competencies

International Coach Federation (ICF) Coaching Core Competencies

A. Setting the Foundation

1. Meeting Ethical Guidelines and Professional Standards
2. Establishing the Coaching Agreement

B. Co-creating the Relationship

3. Establishing Trust and Intimacy with the Client
4. Coaching Presence

<https://coachfederation.org>

C. Communicating Effectively

5. Active Listening
6. Powerful Questioning
7. Direct Communication

D. Facilitating Learning and Results

8. Creating Awareness
9. Designing Actions
10. Planning and Goal Setting
11. Managing Progress and Accountability

Two focus areas for today

Active Listening

Attends to the speaker's agenda

Hears the concerns

Read between the words

Summarizes, paraphrases for clarity

Encourages expression

Get to the heart of things

Powerful Questioning

Understanding the speaker's perspective

Evoke discovery, insight, commitment or action

Challenge assumptions

Create greater clarity, possibility or new learning

Move the conversation forwards vs. delving into the past

An opportunity to practice

Find a partner

1. Coach – use open ended questions to allow your team member to explore their topic and come up with a way to move forward
 - What...
 - How...
 - Tell me more about...
2. Team Member – think of a work situation to be coached on and be willing to let the process take you somewhere new

What was that like?



Guidance

If you are taking a coach approach, be clear that you would like to ask them questions and have a coaching conversation vs. having a different role at this moment (line manager, consultant, mentor) and get their permission to switch gears.

Next steps

