

Developing Leadership Skills Through Executive Coaching



What Can Coaching Help with?



Almost any element of business life.

Coaches can be specialists in a technical skill :

- ✦ Accounting, Engineering, Logistics, HR etc

Or in general business and leadership skills:

- ✦ Leadership, Governance, Business Psychology, Director Responsibilities, Team Development etc.

Their crucial benefit is helping the individual to think differently, to be open to innovative ways of approaching traditional issues or new problems.

- ✦ This underpins a collaborative approach to problem solving, ...
- ✦ engaging colleagues in the debate, which is a leadership skill, ...
- ✦ thereby developing analytical thinking in the team,
- ✦ which is another leadership skill.



Where do you start?



By looking at:

- ☀ What the individual does now, their place in the organisation, the expectations of their role;
- ☀ The immediate issues they face where they would want to develop new approaches;
- ☀ Then what career path they see and the skills or thinking they need to get there.

A wider perspective

- ☀ These should be aligned where possible with the organisation's goals or possibly with the thoughts of colleagues through confidential questionnaires.

Then agreeing:

- ☀ Some specific short and medium term objectives;
- ☀ How they will know when they have achieved them (what success looks like);
- ☀ A communication strategy with the Coach – dates, times, places (or VC) ;
- ☀ Possibly some initial background reading on an immediate topic.

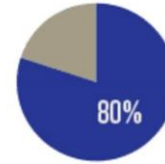


Does Coaching work.....?

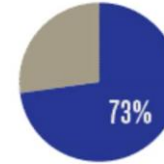
Coaching is about personal development.

Most research shows a wide range of benefits, where the objectives of the coaching included:

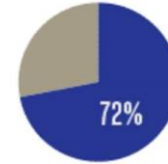
- ☀️ **Awareness:** understanding the impact of how they behave and what they can do differently.
- ☀️ **Alignment:** what the coached wants to improve matches what is significant to the organization.
- ☀️ **Action:** Clear goals and a written action plan provides a map for achieving the vision.
- ☀️ **Accountability:** the coached takes responsibility for their growth, providing feedback on progress made toward agreed-upon action items from the last coaching session.
- ☀️ **Acceleration:** With clear goals, support in overcoming obstacles, alignment on the focus of the coaching, a written action plan, and accountability, the pace in which a coached achieves results is often significantly accelerated.



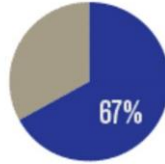
Improved Self-Confidence



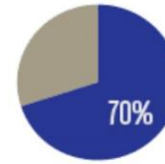
Improved Relationships



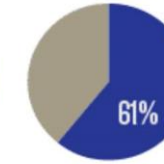
Improved Communication Skills



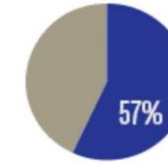
Improved Life/Work Balance



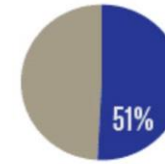
Improved Work Performance



Improved Business Management



Improved Time Management



Improved Team Effectiveness

Source: International Coach Federation



How Does Coaching work.....?

Coaching Changes: Self Perception

- ✦ **Self Awareness** - The majority of people reported experiencing an increase in their level of self-awareness, and feeling better able to understand themselves with more insight into how they impact others.
- ✦ **Self Confidence** - They also reported an increase in self-confidence, coupled with a decrease in self-limiting thoughts and beliefs.
- ✦ **Self Leadership** - they reported that as their knowledge of themselves and their self-confidence grew so did their awareness of their own self-leadership, whether the expectations they set themselves, and therefore sometimes others, were reasonable and balanced.



✦ Forbes Magazine, Mar 28, 2019,



How Does Coaching work.....?

Coaching Changes : Relationship with Others

Leadership Style - impacted on how they thought about their leadership behaviours, being more reflective and thoughtful about their approach to others, tasks and goals.

Relationship To Line Manager - helped them explore this relationship, what they valued and found helpful, what they were not satisfied with and so were motivated to change.

Relationship To Conflict - Some were comfortable with conflict while others who discovered they were avoiding conflict, explored and challenged their beliefs and ultimately changed them.

Relationship To Power - shifted insight and perceptions of power towards seeing it as a positive, constructive force connected to strength and confidence and one which they could influence.

Relationship To Personal Life - provided the chance to explore and reflect on their work/life balance and responsibilities, particularly regarding family.



Core Benefit : Developing Leadership Skills

Good coaches tend to have excellent people skills:

- ✦ Active listening
- ✦ Open ended questioning
- ✦ Adult to Adult Language

These will tend to rub off:

- ✦ Coaches succeed as much by *how* they interact with the Coached as much as the content of the interaction.
- ✦ We learn by experience and if the “soft skills” of the Coach help the Coached feel safe enough to try new ways of thinking, this experience will encourage them to use the same approach.

Coaching as a Core Leadership Skill

- ✦ Coached managers tend to become good coaches,
- ✦ They strengthen staff skills, retention, loyalty and motivation ;
- ✦ They can delegate more tasks and have the time to focus on more strategic issues.



And finally

- ☀ Was this useful for you?
- ☀ Are there some questions we haven't answered?
- ☀ What else might we be able to do to help?
- ☀ Please let us know



Thank you for your time.

A handwritten signature in black ink that reads "Jeremy Scuse".

Jeremy Scuse

