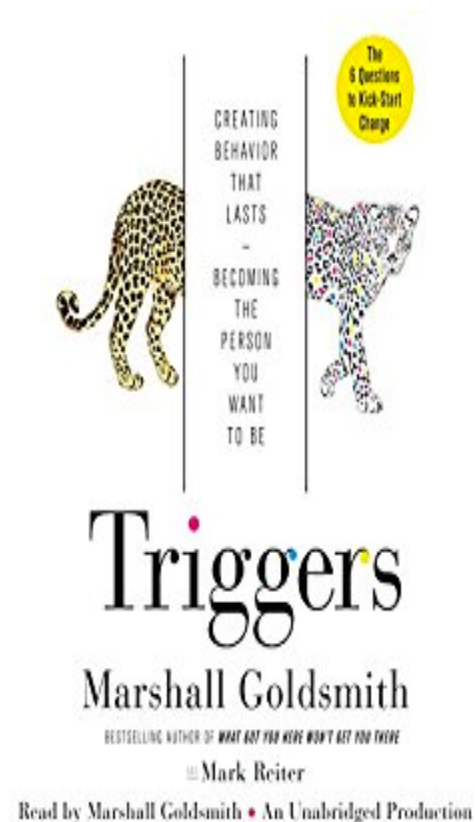


Developing Leaders through coaching

Marshall Goldsmith

Recommended reads



Where do you learn how to lead?

- Research (James Kouzes and Barry Posner) proves it is learned on the job through action learning, feedback and coaching. Learning from practical experience.
- Provides effective coaching and feedback is one of the lower rated items on 360 feedback.
- Leaders often feel they do not have time to provide effective coaching.

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Hire external coaches?

- These are often reserved for interpersonal challenges or to sort challenging cases.
- Rarely used to help good talent get better.
- It is difficult to document and measure the impact that external coaches have on the effectiveness of leaders over a sustained period of time.

Coaching within the culture

- Develop internal coaching capability.
- Who would be best placed to do this?
- Best when within the cultural context of the organisation and the locality.

Develop the need, create buy-in

- A focus on growing leaders.
- Use a behavioural change approach

*This is the way we grow leaders
(or great teachers) round here!*

7 step process

| | | |
|---------------------------------|-----------|---------------------|
| Involve stakeholders | ASK | I am successful |
| | LISTEN | |
| | THANK | |
| Emphasize feed-forward | THINK | I choose to succeed |
| | RESPOND | |
| Change behaviour and perception | CHANGE | I will succeed |
| | FOLLOW UP | |

Two key issues

1. Getting personal coaching
2. Teaching others how to coach

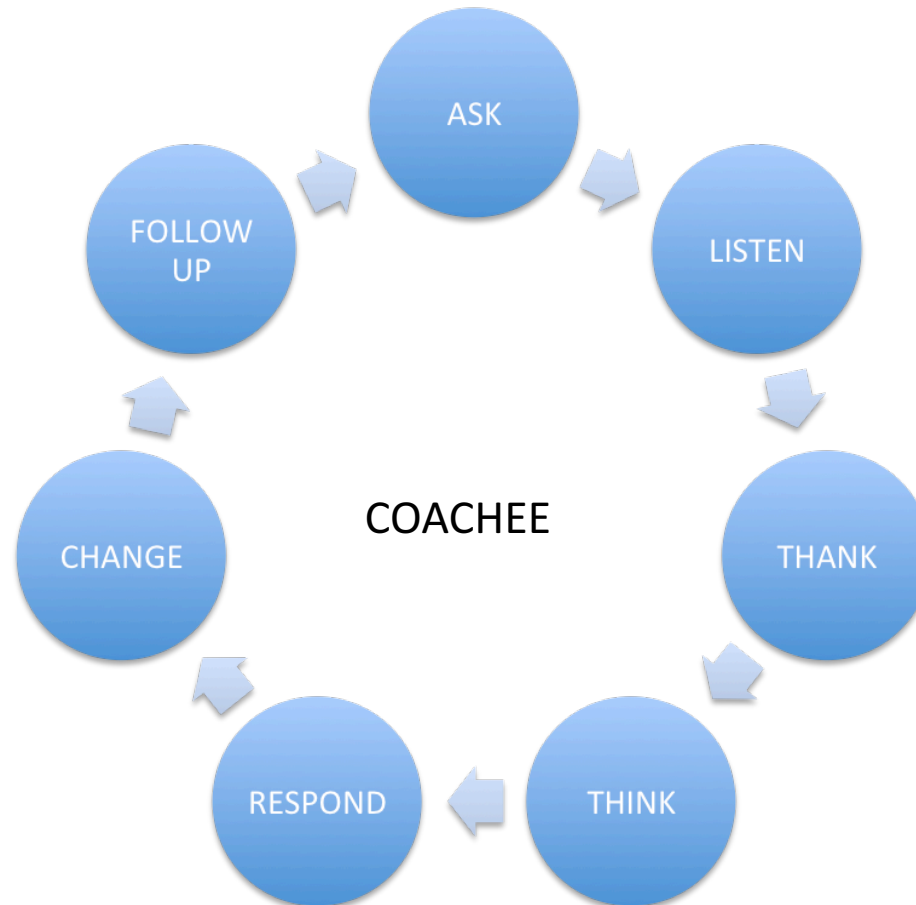
Executive Coach to coach the coach

inquiry,
advocacy,
reflection



Coach to coach coachee

inquiry,
advocacy,
reflection



Top tips

- Coachee selects their coach from a list (this builds ownership into the process.)
- De-briefing the 360 was key (this provided solid data to build a leadership (teaching) strategy.
- A sharing of development issues is valuable.