



Quick CLIX for COACHING ◀ No: 3

Characteristics of Good Coaching Leaders...

Quick Clix...

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- ? What are the characteristics of leaders who want to raise their coaching profile?
- ➔ Here's some skills and behaviours that help leaders make this crucial transition...
- ☐ **PERSPECTIVE-TAKERS:** Coaching leaders can sort out the range of issues in a given situation, to see how they relate to each other and to the big picture. They provide clarity and context; help others understand their own and others' perspectives and see alternatives.
 - ☐ **UNCONDITIONALLY HONEST:** Coaching leaders can tell the truth while remaining completely constructive, enabling them to 'get to the heart of the matter' quickly and influence others to fully participate in finding creative responses to challenges.
 - ☐ **EXCELLENT LISTENING & EVOKING SKILLS:** They listen with the intention to fully understand rather than direct or coerce. They believe others have the knowledge and wisdom to make meaningful contributions to the work. They can ask penetrating questions which enable others to surface their underlying assumptions
 - ☐ **APPRECIATIVE COACHING:** Coaching leaders take an appreciative inquiry stance, looking for talent potential not deficit. They build on a person's current strengths, passions and potentials – rather than accent their weaknesses or gaps.
 - ☐ **EXPANSIVE SPHERE OF TRUST:** Coaching leaders develop trust by letting others see who they really are; are unconditionally constructive in their communication; admit their mistakes, accept others' mistakes and demonstrate genuine interest in others.
 - ☐ **BALANCE THE NEED FOR LEARNING WITH THE NEED FOR RESULTS:** Coaching leaders foster deep personal learning that makes possible radical shifts in thinking, valuing and behaving – leading to improvements in products and services.
 - ☐ **ANTICIPATION OF OPPORTUNITIES:** Coaching leaders seek opportunities for growth in others and inspire commitment. They build on people's readiness for change, create a sense of urgency and eliminate organisation and personal obstacles that impede action.
 - ☐ **ACCOUNTABILITY:** Coaching leaders accept full responsibility for everything that occurs in their environment. They are able to make themselves a part of solutions as well as actively engage others to seek solutions rather than assign blame.
 - ☐ **AFFIRM AND ACKNOWLEDGE:** Coaching leaders affirm through word and action the natural desire others have to develop and grow, to control their own work, and to be recognised for their contributions. They see everyone has the potential to develop.
 - ☐ **PROMOTE CONSTRUCTIVE CONFLICT:** Coaching leaders value the powerful opportunities disagreement presents to reach new levels of mutual understanding.
 - ☐ **STAY IN CONNECTIVE DIALOGUE:** They make it safe to discuss undiscussables, express deeply held beliefs and explore mental models and noble certainties that prevent people from finding their true selves/potential.



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