LEADING TRANSFORMATION #50

TRANSFORMATIONAL COACHING—COACHING CONTINUUM

COACHING is a contract between a Coach and a Coachee to achieve specific development objectives within agreed upon timeframes. But how do we know that coaching is being effective? Is it when the agreed upon development objectives are accomplished? Not exactly. The success of coaching must be evaluated within the context of the broader development needs of coachees in relation to their “Life Calling.” This means that immediate coaching objectives are placed within the context of the overall development objectives that are based on the best understanding of the life calling of coachees.

The ultimate goal of coaching is to increase capacity for SELF-COACHING in coaches, for them to make the right assessments about leadership capacity in given situations, ask the right questions, and find the right answers with regards to leadership development. Coaching is successful when the coachee’s capacity for SELF-COACHING increases sufficiently such that the coach is no longer needed for development to take place. The capacity for Self-coaching would include motivation, attitude, assessment, processes, and execution skills.

SELF-MOTIVATION: High sense of motivation, and ownership of personal development.

POSITIVE ATTITUDE: Positive attitude toward developmental opportunities, challenges and needs.

SELF-ASSESSMENT: Accurate assessment of leadership capacity and development needs.

EFFECTIVE PROCESSES: Understanding and mastering of processes for effective Self-coaching.

EXECUTION SKILLS: Skills to execute on processes for growth and development.

The key principle in coaching is EMPOWERMENT that is geared toward increasing the capacity of the coachee to rightly determine coaching objectives, and then design and execute effectively on related personal development plans.

Effective Coaching moves up the scale from being DIRECTIVE to becoming more NON-DIRECTIVE. Coaching Actions correspondingly progress from Instructing, Giving Advice, Offering Guidance, Giving Feedback, Making Suggestions, Asking Questions that Raise Awareness, Summarizing, Paraphrasing, Reflecting, to Listening to Understand.

Leaders who are effective in Self-coaching will take the initiative to be part of accountability and/or peer coaching groups. Communities of peers that are individually high in Self-coaching are powerful life and leadership transformation environments.

REFLECTION QUESTIONS:

1. Where are you in your capacity for Self-coaching?

2. How well are you doing in increasing the capacity of others for Self-coaching?

3. What help would you need in order to be part of a healthy and effective accountability community of Self-coaches?