LEADING TRANSFORMATION #53:

TRANSFORMATIONAL COACHING—ESSENTIAL CHARACTERISTICS

1. COACHING OBJECTIVES POSITIONED WITHIN BROADER CONTEXT OF LIFE CALLING.

The initial interactions between Coach and Protégé aim at clarifying as best as possible the Life Calling of the protégé. This provides a compass or long-term direction for the developmental objectives of the immediate coaching contract.

The personal life and leadership development resulting from the coaching process then increase the capacity of the protégé to accomplish the long-term Life Calling. This makes the coaching contract more meaningful for the protégé; and increases motivation for engagement.

2. COACHING OBJECTIVES DETERMINED BY GAP BETWEEN POTENTIAL AND CURRENT REALITY.

It is important to explore the reasons for the gap between where the protégé could be and where the protégé really is. In addition, the contributing factors to the gap need to be established. These clarifications help in designing a coaching pathway to increased leadership development and effectiveness.

3. ESTABLISHING POWER PRINCIPLES FOR TRANSFORMATION

A major focus of the analysis of the reasons for the gap and the contributing factors is the determining of Powerful Principles the protégé could be violating. Failures and shortcomings in personal development and leadership effectiveness can generally be traced to a few life or leadership principles that are being violated by the protégé. Once these Powerful Principles are identified, they can be turned into positive Powerful Principles that need to be embraced by protégé for mindset, life and leadership transformation to take place.

For instance, if the symptoms of the protégés challenges are complexity, crowded lifestyle, lack of focus, and lack of clarity of objectives or goals, a Powerful Principle being violated could be the “Principle of Simplification.” The Powerful Principle that needs to be positively embraced would also be the “Principle of Simplification.” The protégé then focuses on understanding and practicing simplification—moving from “complexity” to “simplicity;” from “the more the merrier” syndrome to a “less is more” paradigm, etc.

4. COACHING OBJECTIVES INCLUDE MINDSET, VALUES, LIFESTYLE AND LEADERSHIP TRANSFORMATION.

The objectives of Transformational Coaching go beyond behavior management and other external reconstructions. Transformational Coaching dives deeper to shift mindsets, personal values, lifestyles, leadership understandings and practices. Who leaders are affects how they lead. The values of leaders over time shape institutions. So, the thoughts, beliefs and values of leaders do matter. Transformation must be both deep and comprehensive to be effective.

5. EFFECTIVENESS OF COACHING IS MEASURED BY LIFE-ENHANCING TRANSFORMATIONAL IMPACT.

The results of life change and leadership transformation on the part of protégés are the real measures of effective coaching. Instruments can measure some degree of mindset and values transformation. But the real deal is in the impacts of the transformed minds and lifestyles on society. The transformational impact on society due to new lifestyle and leadership practice is the real measure of effectiveness in Transformational Coaching.

REFLECTION QUESTIONS

1. On a scale of 1 to 5 (1 weak; 5 excellent), how do you rate the effectiveness of your coaching in light of the principles of Transformational Coaching?

2. What would you do differently to radically increase the effectiveness of your coaching?