

MODEL FOR DEVELOPING LEADERS

Whole Systems Coaching Methodology



Strategic Planning

Consulting and Contracting

- ☐ Program design
Scope and nature of leadership needs
- ☐ Program Planning
 - ☐ Growing 1 leader
 - ☐ Growing leader and team
 - ☐ Growing organizational culture
- ☐ Sponsor Accountabilities
- ☐ Key Players (*identification, engagement*)
- ☐ ROI Measurement (*establish outcomes, benchmarks*)
- ☐ The Proposal and Contract
- ☐ The Commitment

1

Pre-Coaching Assessments and Planning

- ☐ Benchmarks
 - ☐ LLCI (360 Feedback)
 - ☐ Behavioral Styles Inventory
 - ☐ Informal Interviews (Boss, etc.)
- ☐ Shadow Coaching and Feedback
- ☐ Leader Development Plan
- ☐ Coaching Plan (*frequency, direction, etc.*)
- ☐ Meeting with Boss and/or Board
 - ☐ Feedback Debriefing
 - ☐ Coaching Boss/Leader
 - ☐ Meeting with Boss

2

Leaders must be students of leadership and learn in place. A coached development program provides a process for new learning, behavior change platforms and in-the-moment leadership application. Learning happens by a combination of instruction, coaching, application experiences, then repetition with coach support to insure sustained results. Coaching also helps new leaders confront surprises and crises, and be prepared to master them. Leader development through coaching sets the stage for successful leader tenure, and does not take time away from the job.

Execution

Coaching

- ☐ One-to-one Coaching
 - ☐ In person
 - ☐ Telephone
- ☐ Shadow Coaching in:
 - ☐ Daily leadership routines
 - ☐ Public events
 - ☐ Team events
 - ☐ Speaking/Presence
- ☐ Team Coaching
 - ☐ Create Trust
 - ☐ Develop Collaboration
 - ☐ Maximize/Appreciate diverse perspective
 - ☐ Facilitation

3

Professional Development

Focus on building competencies that distinguish specific leadership abilities

- ☐ Single Leader Development
- ☐ Team Development
- ☐ Organizational Development

Resources

- ☐ Legacy Leadership® Model
- ☐ Business Planning
- ☐ Action Learning Plans
- ☐ Organization Goals
- ☐ Student of Leadership Reading, Studying
- ☐ Targeted Facilitated Events (Team, Organizational)

4

Periodic Calibration

- ☐ Benchmark Sessions
- ☐ Accountability
- ☐ Boss Meetings
- ☐ Shadow Coaching Calibration
- ☐ Quarterly Reviews
 - ☐ With leader and boss
 - ☐ Recontracting
- ☐ Alignment of Performance Standards and Reviews
- ☐ Coach feedback
- ☐ Re-calibration to development plans
- ☐ Interview, interactions with Board, etc.

5

Results/Sustainability

Observe dramatic changes with a coaching model based on sound business practices, competencies, and behaviors.

Post Coaching Assessment and Results

- ☐ Reassessment for measurement
 - ☐ LLCI (360 feedback)
 - ☐ Boss and Team Interviews
- ☐ Summary of Program and Future Application
- ☐ Final Debrief
- ☐ Final Review with sponsor, key players, boss and Board

6

Reinforcement and Sustainability

- ☐ Initiate Plan to support ongoing leader competency development
- ☐ Identify Projects and initiatives that require use of newly learned skills
- ☐ Track Evidence of consistent upgraded actions (*i.e., performance management system*)
- ☐ Mentor others in developed areas
- ☐ Monitor evidence of direction of high performing teams

7

CoachWorks® International, Inc.

Dr. Jeannine Sandstrom direct: 817.497.4927
Dr. Lee Smith direct: 206.730.8163