



Coaching Leadership Style

Description

Managers are expected to cover a wide range of needs that span managing, coaching and leading. This guide distinguishes among these to support the manager in deciding which mode would be most effective for a given situation.

Realistically, any situation needs a dose of all three. The goal, then, is to choose the best proportion of each for a given situation.

Instructions

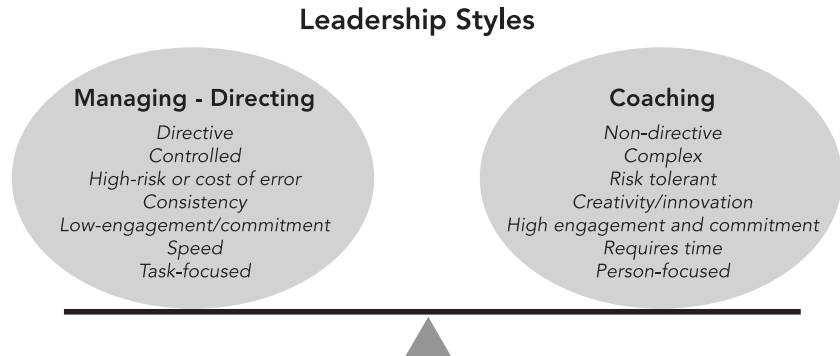
Use the chart to distinguish among managing, coaching, and leading.

When you can, for a given situation, plan the relative mix of the three and which will be the primary mode in which you will operate.



Coaching Leadership Style

Different situations faced by leaders call for different blends of leadership styles. The diagram on the right illustrates two ends of a spectrum, with a managing/directing style on one end and a coaching style on the other.



The following table lists the different areas of focus, application and skills associated with managing, coaching, and leading. In practice these blend together with different styles becoming more predominant depending on the priorities of the particular situation.

	Managing	Coaching	Leading
Focus	<ul style="list-style-type: none"> • Planning • Resource procurement • Resource deployment • Problem Solving • Measuring • Reporting • Training • Compliance to policies, procedures, and regulations • Performance mgmt. • Operational efficiency • Tactics 	<ul style="list-style-type: none"> • In-the-moment growth and development • Leveraging talent • Big picture vision and purpose • Career development • Overcoming obstacles • Innovation and creativity • Engendering ownership • Performance management 	<ul style="list-style-type: none"> • Guiding long range vision and strategy • Anticipating change • Motivating groups • Focusing groups on a common purpose • Setting example for culture, values • Strategies
Application	<ul style="list-style-type: none"> • Production • Project management • Urgent problem solving • Continuous Improvement • Incremental, low risk changes 	<ul style="list-style-type: none"> • Individual and team development • Increasing agility • Creative problem solving • Breakthrough thinking (high risk change/high reward change) 	<ul style="list-style-type: none"> • Mission, vision, values, culture for the company • Managing relationship to environmental influences
Skills/ Knowledge	<ul style="list-style-type: none"> • Technical knowledge • Statistical methods • Budgeting • Project management • Problem solving methods 	<ul style="list-style-type: none"> • Co-Active Coaching Skills • Emotional intelligence 	<ul style="list-style-type: none"> • Visioning and strategy • Working with paradox • Intuition • Non-linear thinking • Industry knowledge • Scenario planning