LEADERSHIP & INTERNAL COACHING:
A Good “Virus” for Creating Resilient, Inspired Organizations

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COACHING

A GOOD “VIRUS” FOR CREATING RESILIENT, INSPIRED ORGANIZATIONS
Coaching is not just a skill—it’s a contagious mindset that leads to highly evolved organizations.
CREATING A COACHING CULTURE

• Growing number of organizations recognize the capacity of coaching to **empower**, **engage** and **develop** employees.
• Managers and leaders are using coaching knowledge, approaches and skills to create awareness and support behavior change.
STRONG COACHING CULTURE

• Produces significant benefits:
  • Higher employee engagement and retention
  • Increased revenue compared to peers
  • Better team functioning
  • Improved productivity
  • Employees are 3X more likely to go the extra mile
• Training to use coaching is an important component of building a coaching culture.

WHAT IS COACHING?

According to the International Coaching Federation (ICF):

“Coaching is partnering with coachee(s) in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”
COACHING IS NOT...

• Therapy
COACHING IS NOT...

• Therapy
• Consulting
COACHING IS NOT...

- Therapy
- Consulting
- Mentoring
COACHING IS NOT...

• Therapy
• Consulting
• Mentoring
• Training
- Establish Agreement  
  - Trust is crucial
- Set a well-defined goal  
  - Clear, positive statement of desired outcome(s)  
  - Goal is in coachee’s control
- Create Awareness  
  - Deep listening  
  - Powerful questions
- Develop a plan
- Take action and work the plan
- Gather feedback, evaluate, and adjust
ICF CORE COMPETENCIES

A. Setting the Foundation
   1. Meeting Ethical Guidelines and Professional Standard
   2. Establishing the Coaching Agreement

B. Co-creating the Relationship
   3. Establishing Trust and Intimacy with the Client
   4. Coaching Presence

C. Communicating Effectively
   5. Active Listening
   6. Powerful Questioning
   7. Direct Communication

D. Facilitating Learning and Results
   8. Creating Awareness
   9. Designing Actions
  10. Planning and Goal Setting
  11. Managing the Process and Accountability
USE A COACH APPROACH ...

- During formal performance review sessions
- During employee development conversations
- During formal or scheduled one-on-ones
- During team meetings
- During impromptu one-on-one conversations
- During informal team conversations
WHEN NOT TO USE COACHING
SAMPLE COACHING SESSION
INSTRUCTIONS

• First, write down a SMALL topic you could be coached on.
  • What small thing would you like to change to make your life or work better?
• Pair up with someone you DO NOT KNOW.
  • Conduct **15-minute** coaching sessions
  • Rotate roles; conduct **second** coaching session.
• Coach can only ask **HOW** or **WHAT** questions.
COACHING DEBRIEF

• How easy or hard was it?
• What did you discover?
• How did you feel about not telling your coachee something or giving advice?
• Other observations?
BEST PRACTICES IN COACHING

• Start at the top—a coaching culture starts with core values and leaders walking their talk.
• Start early—incorporate an understanding of coaching during on-boarding.
• Change mindset around coaching practices.
  • It’s not about fixing someone.
  • Ask questions rather than telling.
• Provide support and resources for training and ongoing development and reinforcement.
• Leverage internal talent trained in coaching.
THE NEW LENS COACH TRAINING

• Accredited by the ICF and CCE (BCC)
• 62.5 hours coach-specific training*
• 10.5 hours mentor coaching*
• In-person, small class size, in Dallas, Texas
• 8 days over 4 months (3 + 3 + 2)
  • Jan 12-14, Feb 16-18, Apr 7-8
• $3,795 per person

* Meets requirements for ACC certification by ICF
THANK YOU

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