

Coaching Approaches

by Philip S. Heller

Creating Clear and Collaborative Results

A coaching engagement will consist of different tactics, strategies and goals.

Leadership Direction, Internal Awareness	Identify and link ideal leadership beliefs with real self in action. Think through guiding principles, expectations, hopes, drivers/inhibitors to action, impacts, legacy, work norms/values to promote, and actions worth considering. Create specific challenges: goals, adaptive changes, or learning requirements.
Role Clarity	Translate leadership philosophy into concrete daily behaviors for self and direct reports. Understand how team works as a unit: roles, relationships, patterns, and information flow to resolve conflicts and make decisions.
Leadership Skill Development	Reminders of best practices, experiences, and ways to expand and apply; Build on identified strengths; read related books and articles. Concrete communication tools and team problem solving techniques to be clear and collaborative in creating positive results. Create specific learning plan with measures. Actively apply, experiment, and practice.
Organizational Feedback	Listen to direct reports, supervisors, and peers. Practice naming internal reactions, watching other's feelings, journaling observations. Develop data and facilitate direct, descriptive feedback.
Real-time Feedback	Informal clarifying questions, observations, and invitations to be clear and collaborative during coaching sessions and strategic discussions with reports. Stop-action for feedback of impact with the possibility for specific advice.
Plan, Debrief Leadership Action	Prior to meetings/decisions/actions, review the operating patterns, impacts/results desired, assumptions, and anticipated reactions and resistance. With change team, plan how to enlist everyone on board and encourage better results. Review important decisions, interactions and leadership actions to understand them from a systems perspective, learn from them, experiment and adapt.

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