Coaching Approaches
Creating Clear and Collaborative Results

• *Leadership direction, internal awareness*	Identify and link ideal leadership beliefs with real self in action. Think through guiding principles, implicit assumptions, expectations, hopes, drivers/inhibitors to action, impacts, legacy, work norms and values to promote, actions worth considering. Decide specific challenges: Business goals, adaptive changes or learning requirements, relationship repair.
	Aware of how one goes about solving problems, sponsoring others when calm or stressed; Clarify observations, thoughts, wants, feelings and reactions. Manage the stress of leadership, tolerating ambiguous tension without passing or taking it on.
	Objectively see repeating behavioral and thought patterns. Surface triggers, history and contribution. Able to choose between thinking and feeling systems with increasing ability to observe rather than react. Being clear, genuine, curious.
• *Role clarity*	Translate leadership philosophy into concrete daily behaviors for leader 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 leadership practice/experience and ways to expand and apply; Build on identified strengths; Read related books, articles, handouts.
	Concrete communication tools and team problem solving techniques to be clear and collaborative in creating positive business and relationship results.
	Create specific learning plan with measures. Actively apply, experiment, practice.
• *Organizational feedback*	Listen to direct reports, reporting tos and peers. Practice watching other's feelings, naming internal reactions, journaling observations. Develop data and facilitate direct, descriptive feedback.
• *Real time feedback*	Informal clarifying questions and 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 or 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.