



# Ten key areas leaders miss out on when they don't have coaching skills

Here are some alarming statistics on leadership according to the 2015 Brandon Hall State of Leadership Development report...

- 83% of organisations say it is crucial to develop leaders at all levels, and yet only 5% have fully implemented development to address this need.
- Only 15% of organisations say their leaders are “very effective” at meeting business goals.
  - 71% of companies do not feel their leaders can lead their organisation into the future.

## Why is this, well here are some examples of the reason why -

- They don't communicate well.
- They assume.
- They fail to listen.
- They ignore the need to build relationships
- They don't accept the truth.
- They don't hold themselves accountable and they don't hold others accountable.
- They fail to delegate.
- They fail to spend time for self-evaluation (The power of Reflection).
- They stop learning.
- They fail to give (and accept) constructive criticism.
- They fail to listen.
- They ignore the need to build relationships.
- They don't accept the truth.
- They don't take care of themselves.
- They fear failure and avoid risks.
- They fail to shift their mindset from “ME” to “WE”.

## Here are useful tips to guide you –

### 1. Dealing with Adversity and Uncertainty –

The four key concepts you may find useful as a leader during times of uncertainty are to inform, connect, guide and Unite. You must understand this cycle and how to work through it. Leaders need impact and this cycle helps leaders be supportive.



**2. How to deliver feedback with embedded coaching techniques** - Feedback is crucial for development and leaders need to know how to incorporate coaching techniques into well-known techniques. How do you feed in coaching techniques and what do you feed in for the best ownership and where?

The answer quite simply is to use a couple of the more common techniques including G.R.O.W. as an example so the recipient takes ownership. Questioning is key so no direct questioning just guidance so they come up with the answers themselves. Questioning is difficult when done correctly that is why most people tell, but crucial for development.

**3. Effective relationships in the workplace** – Leaders need to understand how to deal with difficult conversations without alienating their staff. Organisations have many mini relationships and factually peoples five closest friends are people most like them. So the key is to think outside of this and how to understand the people that are quite different from you. People are not weird they just take information differently, make decisions differently, and focus on different areas. This all varies depending on personal values and beliefs. The key is to recognise your way may not be the best and to appreciate everyone.

**4. Power of intrinsic motivation** - What science knows best but business chooses not to do – For years organisations have focused on extrinsic motivation for example the bonus psychology. But everyone knows this does not make people more productive for the organisation. Intrinsic motivation is far more powerful this is when people choose some aspects of their work, being able to create and use their ideas without constraints. This produces far more powerful results.



**5. Time management in the Hybrid environment** – This has been such a crucial area over the Pandemic and lots of managers and leaders have not produced a structure for this to be dealt with effectively. The Key is to create one.



**6. Making decisions** – Making decisions without the fear of mistakes, failure, and rejection. Fear is the biggest hold-up between decision-making and the action required following the decision. On inductions how is this area addressed in your organisation? What could you do differently to alleviate some of the fears people carry. Think about yourself here and what triggers within you with the word Fear.



**7. Long-term change with goal setting** – Everyone talks about goals but what theories do you use to incorporate them and how do you produce the best results. I am a believer in the marginal gain theory, I know it works. Every single day one tiny area is changed working towards the long-term goals.

**8. Empathy** - Empathetic leadership means having the ability to understand the needs of others, and being aware of their feelings and thoughts. Unfortunately, it has long been a soft skill that's overlooked as a performance indicator. This is where you have to pay attention to what your instinct is telling you and then learn how to use it.



**9. The disconnect between managers and leaders** – This has been a major key area I have noticed in my coaching practice over the last year, a serious disconnect. What leaders think is happening is not what the managers know. So as a reminder it is the manager's role to ensure leaders act in the best interests of the company. Leaders devise the vision and goals for the company and then communicate those to managers. Managers then recognize the potential problems and follow processes to overcome them and feed them back.

**10. How to Action Plan correctly to ensure follow-through**– Whenever you learn something new you have to physically write down how you will apply the new information. If you don't have an action plan it sits in your mind and that is where it stays. The key is to write down what you have learned even if it is just a couple of areas then how can you apply the information. Then re-visit at a later date.

Coaching skills are the perfect solution for leaders to grow their teams. The Institute of Coaching cites that over 70% of individuals who receive coaching benefited from improved work performance, relationships and more effective communication skills. They also reported that a huge 86% of companies feel that they recouped the investment they made into coaching plus more on top. The proof is undeniable that coaching works, as an effective Leader coaching should be mandatory.

