The Coaching Challenge

I. Questions / Review

II. Goals for This Unit:

A. Identify critical hindrances to effective leadership coaching.

B. Explore adaptations to personality differences that maximize the benefits of coaching relationships.

III. Beware of Critical Hindrances

A. Inability to connect relationally

B. Lack of clarity in questions, transitions, summary

C. Avoiding hard questions (nice, but not helpful)

D. Struggle with connecting smaller issues with bigger picture (Focus on patterns, not events)

E. Failure to set SMART goals and provide firm accountability

F. Confusion rooted in unclear roles / documentation

IV. Adapt for Personality Differences (Summarized from Leadership Coaching

Training by Jim Smith)

A. Appreciate the influence of a person’s temperament in relationships, learning and leadership (behavioral tendencies, motivations, preferences, distractions).

**D** - Determined, Decisive, Direct, Optimistic

Values Control, Choices and Challenges

**i** - Inspiring, Influential, Interactive, Enthusiastic

Pursues Friendships, Activity and Recognition

**S** - Steady, Systematic, Supportive, Trustworthy

Strengthens Teams with Consistency and Service

**C** - Competent, Careful, Controlling, Loyal

Desires Accuracy, Quality and Structure

B. Understand the tendencies that can make learning and leading challenging for each temperament.

**D** - May neglect feelings in his/her desire to get to the bottom line as quickly as possible. Completing tasks may be valued more than relationships.

**i** - May focus on relational connection so strongly that dealing with conflicts or pursuing results are minimized. May struggle with “High C” people who define issues sharply and ask hard questions.

**S** - May value consistency so strongly that flexibility and creativity are diminished. May have a few close associates, but generally more distant relationally.

**C** - May get lost in the details and tends toward inflexibility. “Analysis paralysis” may make decisions difficult.

C. Leverage the strengths which are associated with different temperaments.

**D** - Give them challenges that require logical analysis, encourage initiative and make choices.

**i** - Encourage them to initiate relationships, express optimism and lead in social gatherings.

**S** - Allow them to work methodically at a slower pace, complete their tasks before changing focus and maximize their team-building skills.

**C** - Value their precision with details, appreciate their focus on specific standards and details and capitalize on their alertness and vigilance.