

Developing Leadership through Mentoring and Coaching (SBC-Fall 2016) Unit 13

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

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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.

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- 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.