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## ***"What Happens When Leaders Learn to Coach?"***

At SeattleCoach we believe that coaching is a 21<sup>st</sup> Century leadership movement. Organizations that are succeeding in the 21st Century have leaders who are both empathic and agile--both with their markets and with their talent. Jobs and careers are changing. What isn't changing is the fact that people who find ways to work well together (and with their screens) are more likely to, as we say at SeattleCoach, "make money, have fun and do good" in the short time we all have on the planet.

We think of coaching as a way of partnering to create highly customized and collaborative, just-in-time adult learning and leadership development. Leaders who have experienced coaching usually begin to listen differently, to ask questions differently and to keep a laser-focus on agreed-upon priorities, competencies, competitiveness and performance. Their teams then join the learning and the results can be impressive and contagious, the ROI, compelling.

At SeattleCoach, we have trained and developed hundreds of leaders, managers, physicians and faith leaders as coaches in scores of small, carefully chosen cohorts. Many have earned professional credentials through the International Coach Federation (ICF), all have become better professionals, maybe even better people. Approximately half of the coaches we've trained have become entrepreneurial, external coaches. Just as many have stayed in place in great companies and organizations based in the Pacific Northwest.

In the coming years, the role of external coaches will continue to be compelling. But it gets even more exciting when executive coaches align with leaders and their organizations to develop coaching cultures. From C Suite leaders to new hires and high-potentials, the ROI is compelling:

- ***Improved engagement, development and retention of key talent—at every level, and of every generation,***
- ***Improved leadership development—at every level, and of every generation,***
- ***Better performance individually and by teams—even and especially in times of conflict and rapid change,***
- ***Motivation and lowered stress as people connect what they do in the majority of their adult waking hours with what matters most,***
- ***And the countless conversations, meetings and human connections that just go better.***

Forward-thinking organizations are beginning to explore a new question: *What happens to a company's growth mindset, culture, values, leadership at every level--and to their costs--when senior leaders themselves learn to coach?* Initiatives within organizations are evolving to include training and development in the best practices of coaching, with and through:

- **Executive leadership**
- **Leadership within HR, Learning and Development and related functions, and**
- **Mid-level people managers who find themselves facing challenging initiatives**

In the coming years, our vision is that professionally-trained and credentialed coaches—both external and internal--will contribute dramatically to the development of both talent and satisfaction, while managing outcomes and costs.

At SeattleCoach we think of coaching as a crucial additional gear in the engine of a seasoned leader. We think of it as simply, ***an elegant conversation of any length that facilitates innovation, improved performance, crucial results and talent retention, and is marked by:***

- ***Clear agreed-upon outcomes,***
- ***The participant’s initiative, strengths, assets and solutions,***
- ***The coach’s proven models, frameworks and competencies, and***
- ***Increased systemic health at every level of their shared organization.***

In other words, executive coaching is highly-customized and interactive, just-in-time adult leadership development.

As companies partner with SeattleCoach to sponsor and customize their own internal coach-development programs, they embed a coaching mindset into their culture by equipping senior leaders in the key skills, presence, models and competencies of leadership coaching.

The best practices of professional coaching build both high-capacity and high-trust. Leaders who coach:

- ***Understand the neuroscience of human change and its impact on good and bad resistance,***
- ***Use their own style and temperament,***
- ***Balance advocacy and inquiry, knowing when to coach—and when not to,***
- ***Find the coaching agenda that address both performance and production, and***
- ***Make the solid delivery of feedback and feed-forward an on-going practice at all levels.***

**So, “What Happens When Leaders Learn to Coach?”** Some key questions I raise with companies that are ready for that question: *Who will champion the process? How will you select the first key leaders? What are the real and immediate needs and starting points? How will we measure success? And what will internal coach development look like as it is customized for your organization?*

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Read more of Patty’s thoughts on [Leaders and Teams](#).

A from a few favorite thought-leaders:

[Leaders Eat Last: Why Some Teams Pull Together and Others Don’t](#). Simon Sinek. 2014.  
[Developing Sustainable Leaders Through Coaching and Compassion](#). Richard E. Boyatzis. 2006.  
[The Ideal Team Player](#). Patrick Lencioni. 2016.

Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges. O’Neill. 2007.

Driving Change with Internal Coaching Programs. David Rock.

From HBR: *Building a Company Everyone Loves.*

Building a Coaching Culture Research Webinar. Research from the International Coach Federation and the Human Capital Institute reveals best practices for creating a coaching culture.2014.

Tony Hsieh, CEO of Zappos.com offered this one-minute video endorsement on the ROI of coaching.

This interview from HBR is a bit longer, but you’ll be inspired: *“Building a Company Everyone Loves.”*

From *Forbes*, December 2012: *“Why most leadership training doesn't work (and why leadership development does)”*

Coaching in Organizations. Blanchard and Miller, 2013.

From HBR: *“You Can't Be a Great Manager if You're Not a Good Coach”*

(Here's the bad news) The Gallup organization's “State of the American Workplace,” ten years of study show that seventy-five percent of American workers are chronically “Not Engaged” or “Actively Disengaged”. The good news: Excellent coaching can help leaders and their teams to increase levels of hope (p.11 of the study) and communication (p.12).

Research and Professional Journals

- [The International Coach Federation](#). Every year the International Coach Federation (ICF) does a project with the Human Capital Institute about the impact of coaching on employee engagement, [Building a Coaching Culture](#).
- [Coaching: An International Journal of Theory, Research and Practice](#)
- [International Journal of Evidence Based Coaching and Mentoring](#)
- [Choice: The Magazine of Professional Coaching](#)
- [The Neuroleadership Institute](#)
- [Society for Industrial and Organization Psychology](#)