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## “What Happens When Your 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 twenty-first century attract, develop, and retain leaders who are both empathic, accessible, and responsive—with both their markets, and their talent. In the words of Satya Nadella, Microsoft’s transformative CEO, there are “know-it-all cultures” and there are “learn-it-all cultures.” And both bring a compelling context.

Jobs and careers may be changing. What is not changing is the fact that people who find ways to work well together 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.

Visionary leaders today understand that the nature of work has changed. Their most talented employees are looking for two key elements:

1. Work that matters—a sense of purpose and service, and
2. Opportunities at work for personal and professional development

And if both elements are not present, those employees are more likely to change companies than they are to simply change jobs. The old saying still seems to be true, “talented people join great companies, and they leave bad managers. At SeattleCoach we’re finding that in 2021, companies that succeed in building a coaching culture weave together a long-term approach that requires executive sponsorship, external coaches, and the regular equipping of internal managers and leaders in key coaching skills.

## Training Mid-Career Professionals to Coach

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 and measurements of success,***
- ***Clarity about “why these outcomes are big enough to matter”,***
- ***The participant’s initiative, strengths, assets, and solutions,***
- ***The coach’s proven competencies and***
- ***Increased systemic health at every level of their shared organization.***

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.

## External Coaches

Well-equipped external coaches understand how to come alongside leaders and their systems to build:

- ***Improved engagement, development, and retention of key talent—at every level and every generation, and***
- ***Improved leadership development—at every level and 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 in countless conversations, meetings and human connections things just go better.***

## Internal Coaching Leaders

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?*

In response, SeattleCoach has developed our ***Coaching for Leaders (CFL) programs***. Leaders begin to:

- ***Understand the neuroscience of human change and to explore all of the reasons that cause us as humans to “tap the brakes.”***
- ***To use their own style and temperament,***
- ***To balance advocacy and inquiry, knowing when to coach—and when not to,***
- ***To address employee development along with performance and production,***
- ***To make the solid delivery of perspectives and feedback an on-going practice at all levels, and***
- ***To foster a coaching culture where everyone begins to understand and even to practice this kind of leadership.***

## Some Anecdotal Feedback (One company’s experience of CFL)

Patty to participants: *"Do you think this company of yours will make more money, have more fun, and do more good because you guys have invested this time in becoming coaching leaders?"*

Their answers (mostly all at once):

- *"We'll listen better and take better risks."*
- *"We'll ask better questions and be more innovative."*
- *"We'll take criticism better."*
- *"We'll course correct faster."*
- *"We'll argue about the right things, but more kindly."*
- *"We'll probably stay around longer."*

(Then I think someone dropped a mic.)

## Some Statistical Feedback

# Coaching for Leaders feedback

"More productive in 1:1 meetings with team and peers moving to a more scalable management style that teaches the how vs the what."

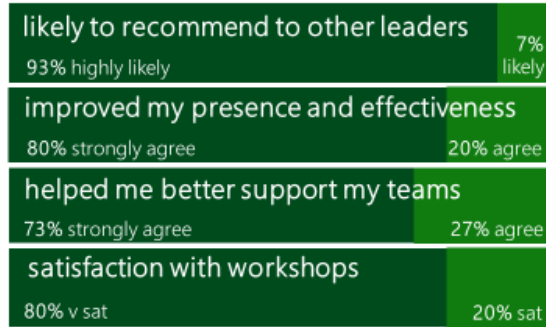
"So many ways **this has impacted how I engage at work and home**. One example is how it changed how I think about running meetings. **Creating space and being open to ask questions that take the conversation to a unknown (typically better) place**. This is not easy where you are limited on time and the culture supports you are the expert- lead/tell."

"I am developing **much stronger relationships with my direct reports** because I am listening more and asking questions without an agenda or preconceived idea of what the answer should be. As a result, **I feel that the trust level on my team is one of the highest that I've had**.

"The triad set up and sharing during those sessions made this real. **The ability to share, be honest about skills, learning and concerns allowed me to be comfortable with the pace of my learning application of the skills.**"

"I use this program as **evidence of the company's commitment to driving a growth mindset, embracing D&I** not just with words but with actions as well as how the company is being thoughtful about leading **long-term, systemic cultural change**. I'm a raving fan :)"

## Perfect 200 overall NSAT!



Coaching for Leaders cohort 2 survey results and verbatim feedback

# Coaching for Leaders feedback

"I'm able to assess a situation and understand whether I need to show up as a **Mentor, Coach or directive leader**. I'm much more **patient and effective in conflict scenarios**, having learned to hold space in moments of "big emotion" and to listen to both the business and emotional context being played out. This has also helped me to coach up to my CVP, which has helped shift his thinking in a few scenarios."

"The triad set up and sharing during those sessions made this real. **The ability to share, be honest about skills, learning and concerns allowed me to be comfortable** with the pace of my learning application of the skills."

"I **have applied these learnings in every aspect of my life**--with my wife, with my teammates, with difficult internal partners, with coachees. It works everywhere! I am a different person because of it.

## Perfect 200 overall NSAT!



Coaching for Leaders cohort 3 survey results and verbatim feedback

**So. “What Happens When Your Leaders Learn to Coach?”  
We’ll be in touch to set up time for us to ask each other questions.**

Read more about it . . .

[Click here](#) to order Patricia Burgin’s books, *The Essential Coaching Leader* and *The Coaching for Leaders Playbook*.

### Books from a few of our favorite thought-leaders

- Blanchard, Madeleine Homan, and Linda J. Miller. 2013. [Coaching in Organizations: Best Coaching Practices from The Ken Blanchard Companies](#). [CreateSpace Independent Publishing]
- Boyatzis, Richard, Melvin Smith, and Ellen Van Oosten. 2020. [Helping People Change: Coaching with Compassion for Lifelong Learning and Growth](#). Boston: Harvard Business Review Press.
- Clifton, Jim, and Jim Harter. 2019. [It’s the Manager: Moving from Boss to Coach](#). New York: Gallup Press.
- Goleman, Daniel. [Social Intelligence: The New Science of Human Relationships](#). New York: Random House.
- Goleman, Daniel. 2005. [Emotional Intelligence: Why It Can Matter More than IQ](#). New York: Bantam Books.
- Lencioni, Patrick. 2016. [The Ideal Team Player: How to Recognize and Cultivate the Three Essential Values](#). San Francisco: Jossey-Bass.
- Lencioni, Patrick. 2009. [Getting Naked: A Business Fable about Shedding the Three Fears That Sabotage Client Loyalty](#). San Francisco: Jossey-Bass.
- O’Neill, Mary Beth. 2007. [Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges](#). San Francisco: Jossey-Bass.
- Sinek, Simon. 2014. [Leaders Eat Last: Why Some Teams Pull Together and Others Don’t](#). New York: Penguin Group.

### Research and Professional Journals

[Choice: The Magazine of Professional Coaching](#)  
[Coaching: An International Journal of Theory, Research and Practice](#).

(Here’s the bad news) The Gallup organization’s [“State of the American Workplace.”](#) Ten years of study show that 75 percent of American workers are chronically “Not Engaged” or “Actively Disengaged.” The good news: excellent coaching can help leaders and their teams increase levels of hope (p. 11 of the study) and communication (p. 12).

Goffee, Rob, and Gareth. [“Building a Company Everyone Loves.”](#) Harvard Business Review. April 18, 2013. Podcast, 16:54.

[Click here to review some of the best research to-date from HBR](#) on what makes for leadership effectiveness. [International Journal of Evidence Based Coaching and Mentoring](#)

Lieberman, Matthew. [“Should Leaders focus of Results, or on People?”](#) Harvard Business Review. December 27, 2013.

Myatt, Mike. 2012. [“The #1 Reason Leadership Development Fails.”](#) *Forbes*. December 19, 2012.

[Society for Industrial and Organizational Psychology](#)

The International Coaching Federation (ICF). Every year the ICF does a research project with the Human Capital Institute about the impact of coaching on employee engagement, [“Building a Coaching Culture.”](#) [YouTube video](#), October 2, 2014, 58:32.

[The 2020 ICF Global Coaching Study: Executive Summary](#)

[The Neuroleadership Institute](#)

Valcour, Monique. 2014. [“You Can’t Be a Great Manager If You’re Not a Good Coach.”](#) Harvard Business Review. July 17, 2014.