

# THE COACHABLE LEADER



LAURIE BAEDKE

# COACHABILITY DEFINED

Coachability is feedback seeking,  
feedback receptivity, and  
implementation of feedback to  
behavior.



# COACHABILITY DEFINED



Personality and Individual Differences

Volume 219, March 2024, 112503

## Measuring coachability by situational judgment task: Development and initial validation

Teresa M. Ober, Kevin M. Williams  , Harrison J. Kell<sup>1</sup>, Steven Holtzman



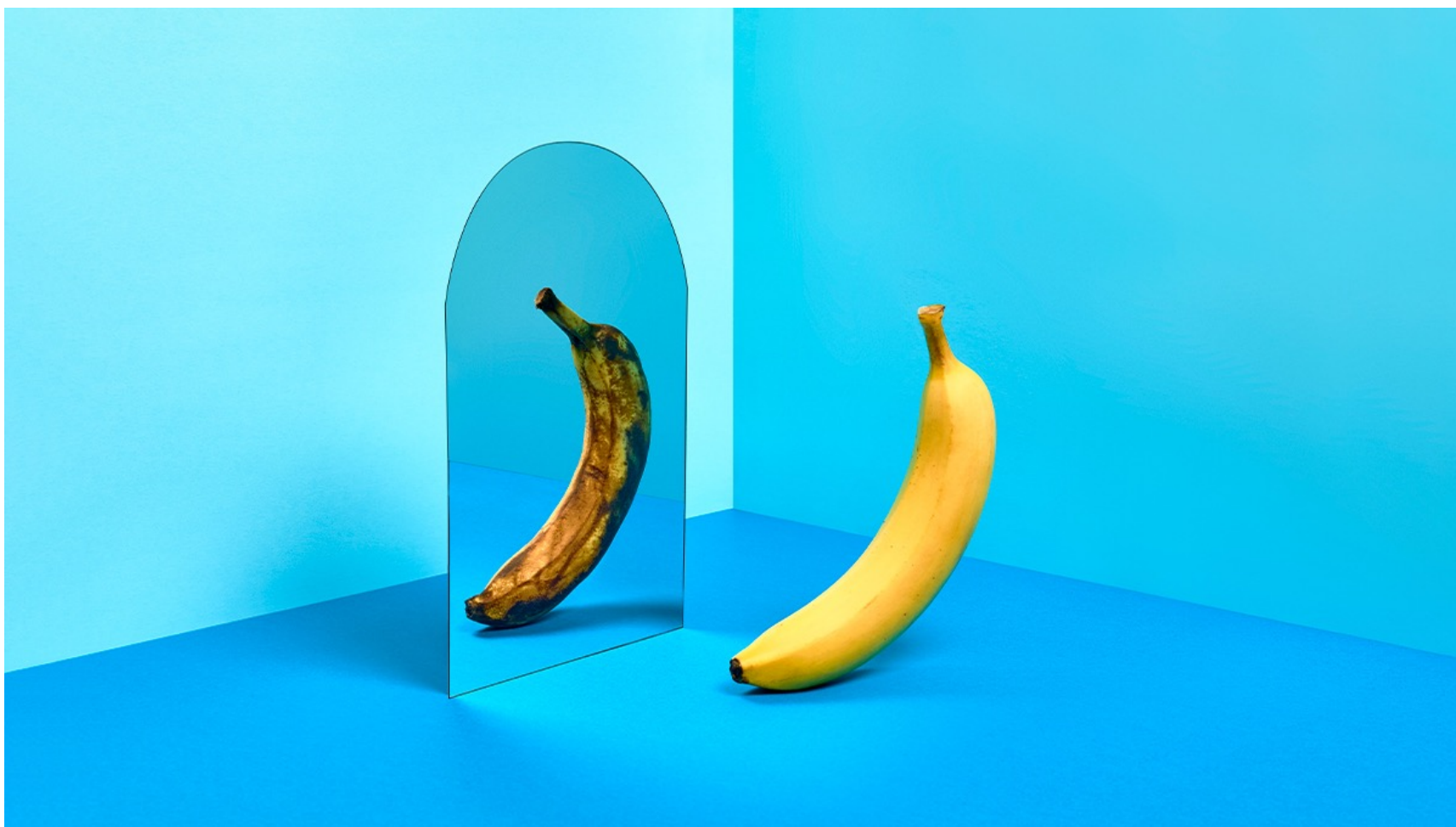
“Coachability is a critical factor associated with skill acquisition and success in academic and occupational settings.”

Measuring coachability by situational judgment task: Developmental and initial Validation. Journal of Personality and Individual Differences, Teresa Ober, et. al., Volume 219, March, 2024

LB

A lack of coachability is  
the top area of new hire  
failure within  
contemporary  
organizations.



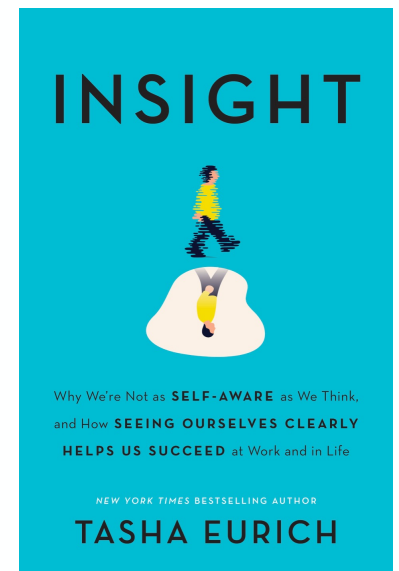


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“People who are self-aware at work are better performers and more promotable. They tend to be more respected and trusted co-workers and more effective leaders.”

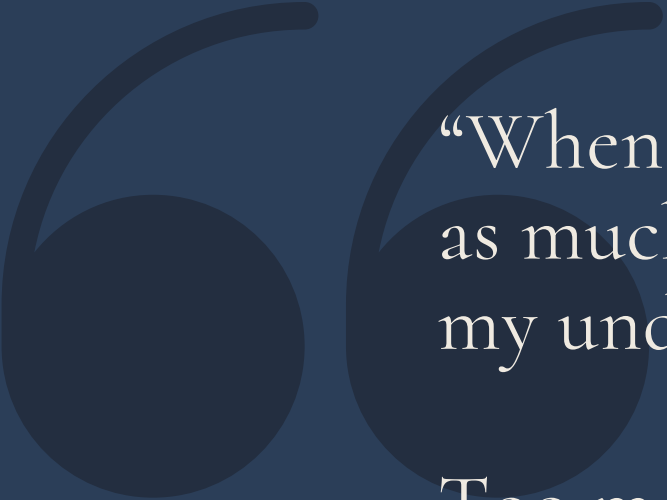
“We’re all becoming more self-absorbed and less self-aware.”

Tasha Eurich



COACHABILITY ISN'T FIXED. IT'S DYNAMIC.





“When I speak to my mentors, I listen twice as much as I speak. I am present. I give them my undivided attention.

Too many people are seeking attention, but can't pay attention. We are drowning in information, but starving for wisdom.”

*Desmond Howard  
Heisman Winner  
Super Bowl MVP*

LB



“MY BEST SKILL WAS  
THAT I WAS  
COACHABLE.  
I WAS A SPONGE  
AND AGGRESSIVE  
TO LEARN.”

MICHAEL JORDAN





LB

# FEEDBACK AS FUEL



“Elite performers crave feedback.  
They do not see it as a critique.

High achievers view feedback  
as an opportunity for enhancement,  
a way to outplay and outperform  
everyone else.”

Ruth Gotian, EdD

# WHY A COACH

THE  
NEW YORKER

ANNALS OF MEDICINE OCTOBER 3, 2011 ISSUE

## PERSONAL BEST

*Top athletes and singers have coaches. Should you?*



**By Atul Gawande**

September 26, 2011



*No matter how well trained people are, few can sustain their best performance on their own. That's where coaching comes in.* Illustration by Barry Blitt

# WHY A COACH

“Coaches are not teachers, but they teach.  
They're not your boss, but they can be bossy.  
They don't even have to be good at the sport.  
The famous Olympic gymnastics coach Bela  
Karolyi couldn't do a split if his life depended on it.

Mainly, they **observe**, they **judge**, and they **guide**.”

Top Athletes and Singers have Coaches. Should You? Gawande, Annals of Medicine, The New Yorker, 2011

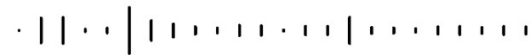


*No matter how well trained people are, few can sustain their best performance on their own. That's where coaching comes in.* Illustration by Barry Blitt

“FEW CAN ACHIEVE AND  
MAINTAIN THEIR BEST  
PERFORMANCE ON  
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LB

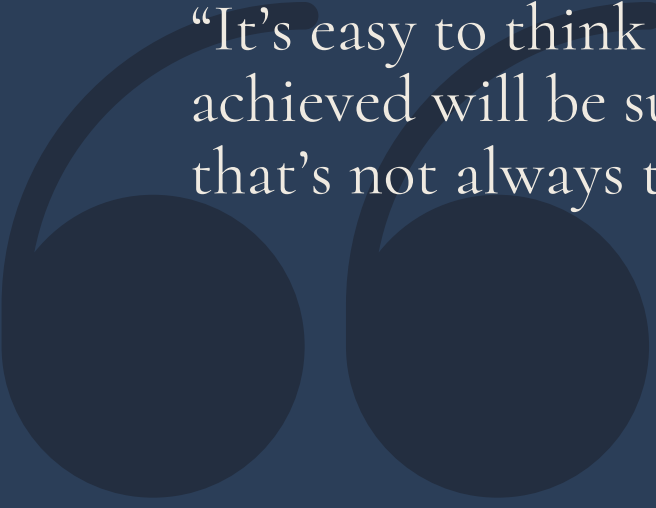
# ACADEMY FOR SURGICAL COACHING



GROWTH EDGE LEADERSHIP PODCAST  
*with Caprice Greenberg MD, MPH, FACS*



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“It’s easy to think that what we’ve achieved will be sustainable, and that’s not always the case.

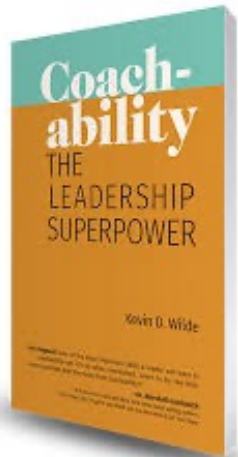
The objective of improving our coachability is not about making us more obedient to a coach, or a mentor, or a leader, or an organization.

Rather, it’s about realizing that our continued success requires our being open to learn from others, to confronting uncomfortable truths about ourselves, to working hard, and to elevating and enhancing our performance.”

# FALSE FINISH LINES

“I’ve arrived as a leader and am less interested in input from others to improve.”

Kevin Wilde





# THE BUSINESS CASE FOR COACHABILITY

- 1** Influences personal + professional development
- 2** Drives positive behavior change
- 3** Results in improved performance
- 4** Enhances promotability

# THE BUSINESS CASE FOR COACHABILITY

↑↑ *resilience*

↑↑ *creativity*

↑↑ *well-being*

↑↑ *innovation*

↑↑ *collaboration*

↑↑ *adaptability*

# THE IMPACT OF COACHABILITY



ZENGER | FOLKMAN

## **The New Leadership Frontier: Coachability**

In a large research study of executives at a Fortune 500 company in the food industry, they examined a group of executives who were flailing.

Highly coachable leaders are far more effective leaders.


# THE IMPACT OF COACHABILITY

According to Zenger Folkman's research, using their coachability index:

EARLY IN THEIR CAREERS, LEADERS ARE LIKELY TO RATE AS VERY COACHABLE - - ABOVE THE 70<sup>TH</sup> PERCENTILE WHEN THEY'RE 30 OR YOUNGER.

BY AGE 40, THIS DROPS TO THE 50<sup>TH</sup> PERCENTILE.

LEADERS CONTINUE TO DECLINE AND ARE AT THE 40<sup>TH</sup> PERCENTILE BY AGE 55.



This occurs  
regardless of  
a leader's  
rank.

# THE IMPACT OF COACHABILITY

Unfortunately:

COACHABILITY ALSO DECLINES CONSISTENTLY AS LEADERS  
MOVE UPWARD IN THE HIERARCHY.

THE MOST SENIOR LEADERS WERE AT THE 50<sup>TH</sup> PERCENTILE,

COMPARED TO SUPERVISORS AT THE 86<sup>TH</sup> PERCENTILE.



# THE IMPACT OF COACHABILITY

IN GOOD NEWS:

The most coachable leaders (top 20%) were **4x** more likely to be rated as **highly effective** overall leaders compared to the bottom 20%.

**Figure 1. Coachability and Overall Leadership Effectiveness**



# THE IMPACT OF COACHABILITY

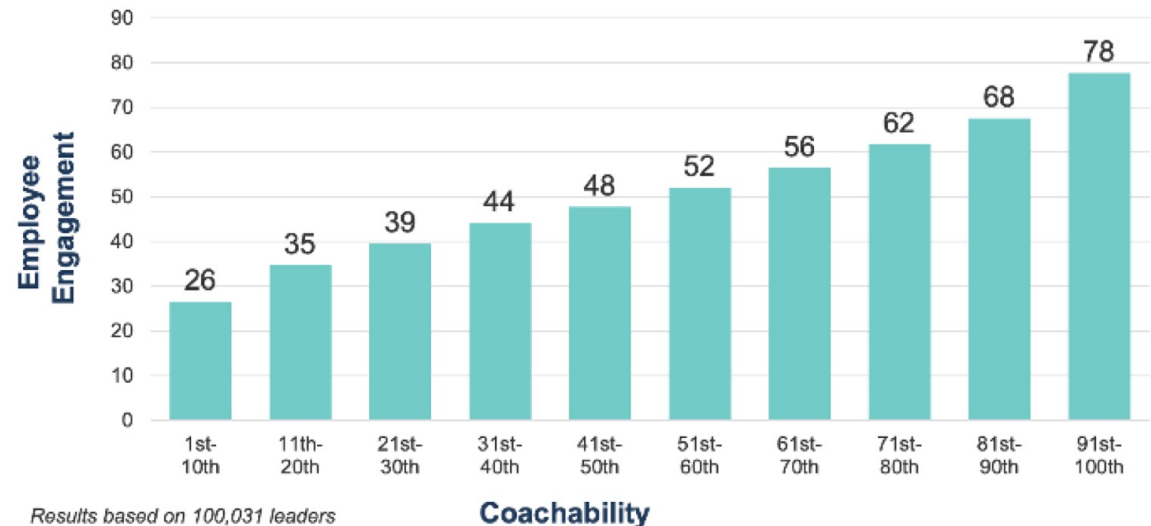
ALSO:

Highly coachable leaders  
deliver 3x higher:

- 💥 employee engagement,
- 💥 motivation, and
- 💥 discretionary effort,

compared to low-  
coachability leaders.

**Figure 2. Coachability and Employee Engagement**



# SIX BARRIERS TO COACHABILITY



EGO



NEED FOR CONTROL



ISOLATION



BUSYNESS + DISTRACTION



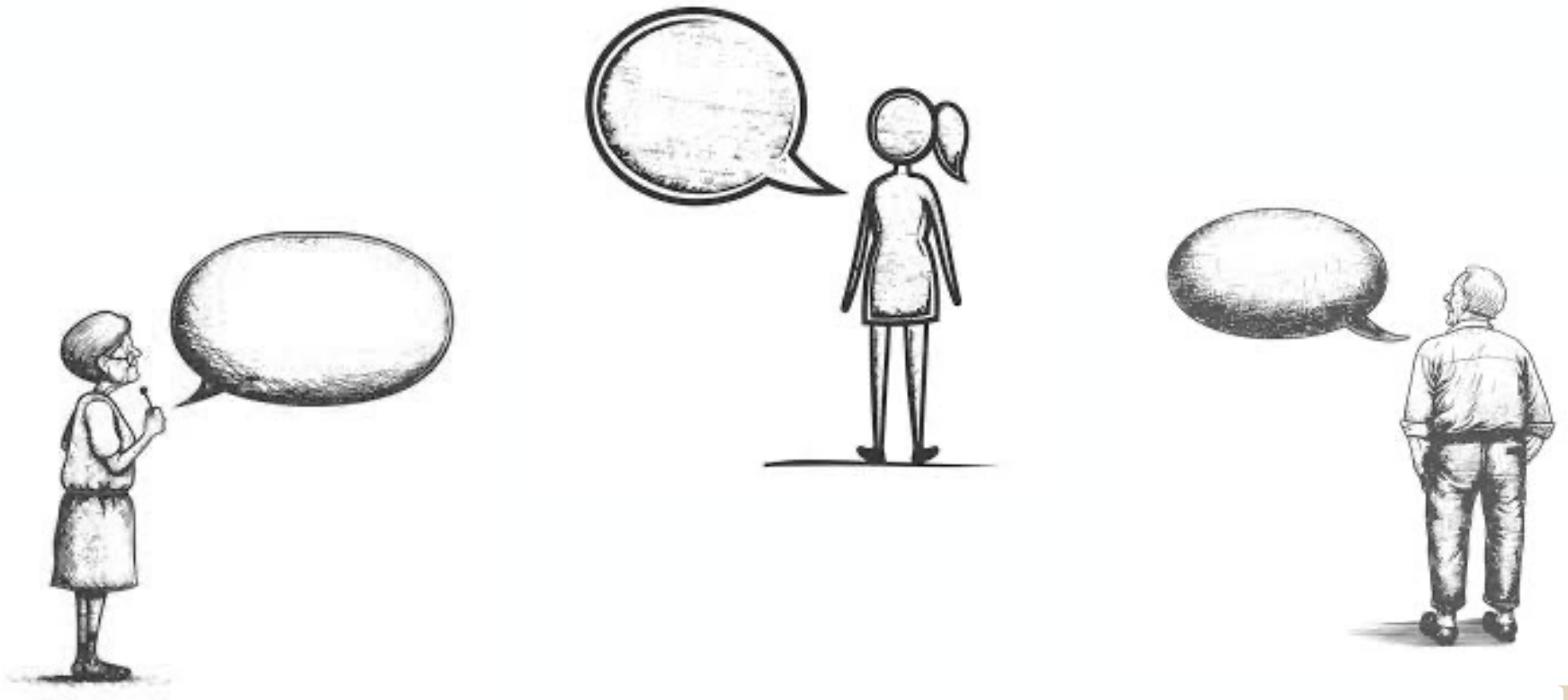
FIXED MINDSET



GOODNESS



# FIND YOUR TRUTH TELLERS



# 11 ATTRIBUTES OF COACHABLE LEADERS

accountable  
initiative  
adaptable  
growth  
mindset  
grateful  
well-  
connected  
goal-  
oriented  
think long  
term  
vulnerable  
humble  
curious



## “COACHABILITY IS THE LONG GAME.

It is the ultimate demonstration of delayed gratification, being willing to hear things we might not want to hear, but then the conviction and the willingness to change so that we don't continue to make the same mistakes or continue to let a lack of awareness limit us from succeeding at the next level, or derail us at the level we're at.”

Q&A



*Let's chat*

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