

GETTING THE MOST OUT OF LEADERSHIP COACHING



Refer to page 157 in
The Master Coach

Coaching is a highly effective way of accelerating your development. When you find yourself on the Talent end of a coaching relationship, here are 14 ways to get the most out of your leadership coaching experience.

About which of these do you need to be more intentional?

- 1. Craft a bold new future.** Spend time early in the coaching process crafting a picture of the most ambitious future possible for you as a leader. It should excite you and scare you simultaneously!
- 2. Drive the process.** Unlike most other L&D processes, you are responsible for setting your own learning objectives, crafting session agendas, and structuring the coaching schedule. Take charge.
- 3. Steel yourself for the rocky road.** Prepare mentally for the rigorous tasks of self-assessment, learning, and personal change. Consider what you are willing to learn, invest, risk, and sacrifice to become a better leader.
- 4. Seek out new sources of feedback.** Invite the perspectives of others, especially the stuff that is hard to hear.
- 5. Prepare well for each session.** Before each coaching session, reflect on the agenda: What are the most important leadership issues facing you at this moment? How have you fared since the last coaching session?
- 6. Be at your best.** Schedule your coaching sessions for times when you are most rested and energized.
- 7. Focus on outcomes.** Great leadership is measured by one thing: the impact that you have on others. Continuously ask yourself: "What can I do to help others become more aligned, engaged, committed, productive, and innovative?"
- 8. Hold on to the important stuff.** Significant, sustained change can only happen when it is rooted in your closely held personal values.
- 9. Let go of the unimportant stuff.** Use the coaching process to identify the assumptions, behaviors, and habits that no longer serve you.
- 10. Always move forward.** Leave every coaching session with at least one specific action that will advance your leadership goals.
- 11. Reflect on and generalize your learning.** After each session, reflect on your progress, crystallize your new insights, and determine the application.
- 12. Use your coach well.** Don't waste time trying to impress your coach. Your coach assumes that you are very talented. They have faith in you to chart your own future and will challenge, encourage, confront, and affirm you...all in service of your development.
- 13. Develop the habit of being direct and candid.** Use the coaching process to expand your ability to give feedback and constructively confront others.
- 14. Celebrate your performance breakthroughs.** While coaching is often an arduous process, it can also be a wonderful adventure with amazing insights and personal victories. Take time to celebrate wins. Enjoy the journey.