CHURCHILL
LEADERSHIP GROUP

ARE YOU COACH-ABLE?

TIPS TO IMPROVE A LEADER'S COACHABILITY

www.ChurchillLeadershipGroup.com

HOW TO KNOW IF A LEADER IS COACHABLE AND TIPS TO IMPROVE THAT

The use and perception of coaching in the corporate world has shifted in recent years from "he/she (the coachee) needs a coach because they need to be fixed" to "he/she is identified as top potential we need to invest in them."

The investment is usually motivated by several organizational needs:

- Retention of top talent
- The need for this leader to take on more responsibility in their role
- Succession planning – getting the leader ready for the next level of leadership

EXECUTIVE COACHING WORKS

Triad Performance Technologies, Inc. studied and evaluated the effects of a coaching intervention on a group of regional and district sales managers within a large telecom organization.

The third party research study cites a 10:1 return on investment in less than one year. The study found that the following business outcomes were directly attributable to the coaching intervention:

- Top performing staff, who were considering leaving the organization, were retained, resulting in reduced turnover, increased revenue, and improved customer satisfaction.
- A positive work environment was created, focusing on strategic account development and higher sales volume.
- Customer revenues and customer satisfaction were improved due to fully staffed and fully functioning territories.
- Revenues were increased, due to managers improving their performance and exceeding their goals.

EVEN WITH THIS SHIFT, COACHING ONLY WORKS IF THE LEADER IS COACHABLE

Sounds obvious right? But is can often be a little trickier to define if the leader is truly **coachable.**

CONSIDER THE FOLLOWING

Executive Coaching is a valuable investment for your organization and a very worthwhile commitment of:

- The dollar cost of the engagement itself
- The time of the sponsors and stakeholders
- The time commitment and effort of the coachee

Therefore you want to do it right and ensure any investment in Executive Coaching achieves:

- An investment in the right leaders for the right reasons
- Delivery on your talent management and leadership development strategy
- Awareness of where your organization's Executive Coaching dollars are being spent
- Status reports on engagement progress (maintaining confidentiality)
- Confidence that stakeholders are doing their part
- Proof that engagements are showing valuable results

Assuming you have the right coaches, coachable leaders and have prioritized and aligned on the desired outcomes, Executive Coaching is high ROI investment choice as a powerful lever in your talent development strategic plan.

Reminder - Executive Coaching is about helping a leader develop more effective leadership mindsets, behaviors and skills. It is not about technical skills - i.e., how to learn finance fundamentals - for that you need a finance coach.

HOW DO YOU KNOW IF A LEADER YOU HAVE IN MIND FOR EXECUTIVE COACHING IS COMMITTED AND COACHABLE?

LET'S START WITH SOME DEFINITIONS OF COACHABILITY

Coachability means employees have an awareness of those around them and how they impact them, positively or negatively. Coachable employees are also willing to relinquish control to improve their work performance and accept feedback without becoming ruffled, angry, or dejected. (*from study.com*)

A **person** who is **coachable** not only responds well when given feedback, they ask for feedback. They view the input from others as a valuable tool in their development. They also are willing to take actions and make personal changes based on the feedback. (*from forbes.com*)

TIPS TO IMPROVE YOUR LEADER'S COACHABILITY

Here are some Churchill's tips on how to identify your level of coachability and the coachability of your leaders. We also share a little about how our Churchill Executive Coaches help your leaders become even more coachable:

01

He or she **responds positively to feedback**. They respond with a willingness to use that feedback, shown by what they say ***and*** what they do (attitude and effort). However, too often in an organization a leader doesn't get enough feedback, it is mostly negative, or it is just not clear. Therefore, in Executive Coaching engagements Churchill Coaches help stakeholders (ie the coachee's boss, HR, peers) give ***meaningful*** feedback to the coachee along the journey. Feedback that is clear, relevant, timely and actionable!

02

He or she **seek clarity** when they get feedback so they understand the change that is expected of them. A coachable leader is often keen to identify the gap. The gap being the delta between the current state (attitude, skill and behavior) versus the desired state. A coachable leader might want to know the gap and why it is important. Churchill Coaches empower their coachees to know how to ask for such ***meaningful*** feedback. We also conduct qualitative 360 interviews/assessments in our Executive Coaching engagements to help the coachee get the powerful clarity he or she needs.

03

He or she is **proactive in asking for feedback**. We find many leaders are not so sure how to effectively ask for feedback, in a way that makes it easier for the "giver" to respond, and to provide the clarity the leader needs. In the past, a leader may have tried asking and had bad experiences. Such as the feedback was confusing, inconsistent, no context or a draining list of "what needs to be fixed." That can demotivate and prevent a leader from trying. Our Churchill Coaches help leaders confidently and effectively seek regular meaningful feedback.

04

Lack of **trust** in a relationship. If a leader does not trust his or her boss for whatever reason, they might appear uncoachable when that leader tries to give them feedback or coaching. But it might be just due to the poor relationship and that same leader might show great coachability with others. Executive Coaches help the coachee identify and work on such barriers to success, which in this case might be building trust with his or her boss.

WHAT BEING COACHABLE AT WORK LOOKS LIKE

Being "coachable" is a true differentiator for you at work. It is an important mindset and skill - whether you're a business leader, athlete or any vocation. It allows your talent to thrive and empowers you to deliver better results. If you want yourself, and your leaders to learn, improve, minimize weaknesses, accelerate strengths and reach peak performance, you should notice and care about whether you and your people are coachable. Being coachable is a commitment to do what it takes to transform and excel.

BEING COACHABLE IS ***NOT***:

- Admitting you are “broken” or “not enough”
- About being weak
- Saying you don't know what to do
- Becoming totally vulnerable
- Choosing a “Fixed Mindset”

BEING COACHABLE ***IS***:

- Recognizing you have untapped potential
- Being strong enough to stretch your limits
- Recognizing you can tap into even better options when given the right support
- Being hungry to learn
- Realizing you need to evolve to achieve long term success in a constantly changing world
- Recognizing something is wrong, or not good enough, and you can do choose to learn how to do something about it
- Choosing to turn on a “Growth Mindset”

MANY SUCCESSFUL LEADERS IN THE WORLD HAVE COACHES:

"Without a coach, people will never reach their maximum capabilities."

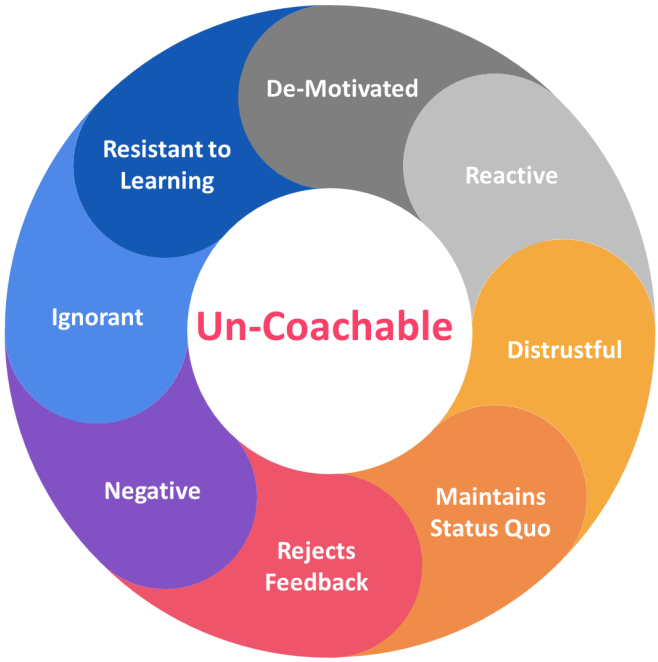
-Bob Nardelli, CEO of Home Depot

COACHABILITY- REDFLAGS VS WHAT TO ENCOURAGE

RED FLAGS:

Someone who's not being coachable may show some or more of these "red flag" behaviors:

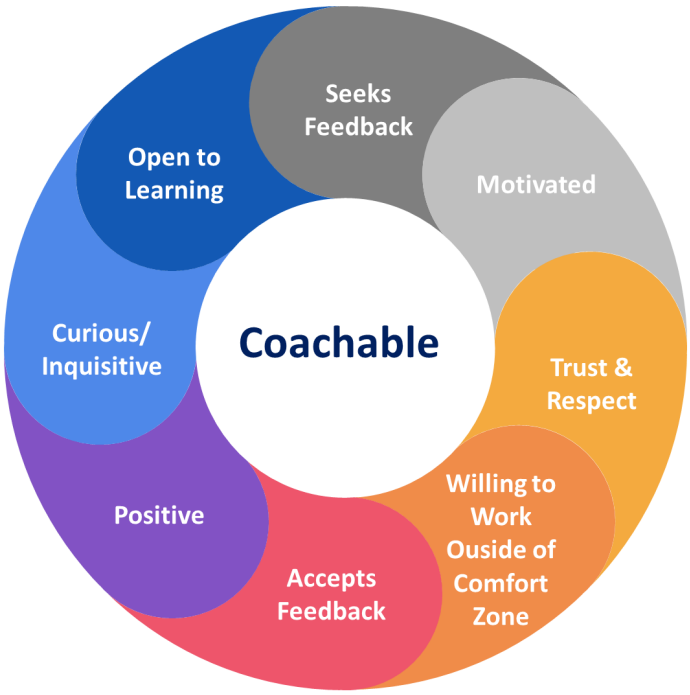
- Always thinking they're right
- Not willing to learn new things
- Not open to change
- Negativity
- Eye rolling or other negative behavior during constructive criticism
- Resists feedback
- Inability or unwillingness to self-reflect
- Disrespectful of others ideas/opinions
- Not willing to do what it takes to improve (just gives lip service)
- Blames others
- Believes they are performing/behaving effectively, despite evidence they are not
- Lack of awareness that they are not coachable!

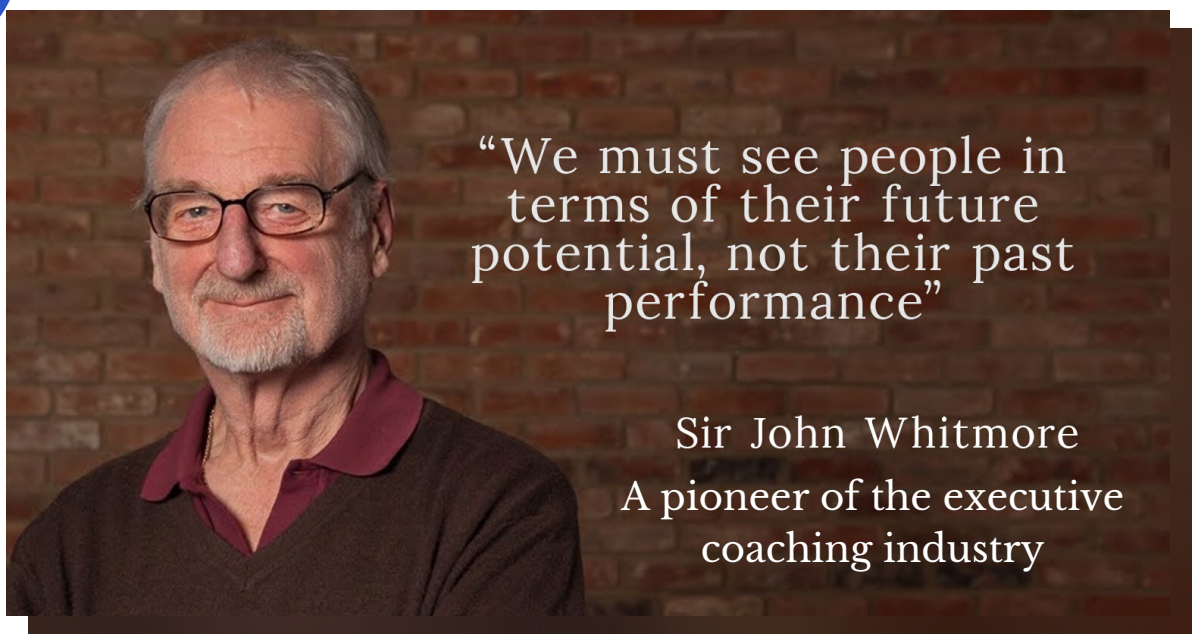


WHAT TO ENCOURAGE

Role model being coachable. Recognize these coachable behaviors in others:

- Staying curious
- A hunger to learn more
- Show gratitude when someone cares enough to try and help them grow
- Reflects to learn on an experience
- Leaves room for other possible solutions
- Respects others point of view and opinions
- Positivity
- Is open to constructive criticism as well as positive feedback
- Invests time and effort in learning and improving
- Enthusiastic to become more coachable!





MORE ABOUT CHURCHILL LEADERSHIP GROUP

Churchill develops powerful and authentic leadership mindsets, soft skills and behaviors that drive stronger growth and better performance for your leaders and teams. We individualize the learning experience by accelerating natural talent, using our unique strengths methodology.

Whether you need to build a leadership pipeline, align global teams, improve internal and external communication, or boost manager effectiveness, we partner with you to transform your business through coaching and learning journeys that scale across your organization.

Learn how Churchill can help your organization. Reach out at Solutions@Churchill-lg.com or call +1.888.486.8884. Churchill has over 200 expert Executive and Team Coaches across the globe ready to partner with you.

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