GCG

Global Coach Group
Lead for Good



SELECTING THE RIGHT LEADERS FOR COACHING

Coach@globalcoachgroup.com

www.globalcoachgroup.com

Introduction

With 100,000 plus leaders coached across the globe, we understand the critical factors to consider when selecting leaders for coaching engagements. Additionally, we recognize the importance of providing a significant and satisfactory return on investment for the leader, their team, and the organization. The commitment of the leader to the coaching process plays a pivotal role in achieving success.

When leaders fully engage in their coaching journey, our extensive experience has shown remarkable outcomes: 98% of leaders are satisfied with their coaching services, 95% of coworkers confirm the leader improved their effectiveness, and 93% of managers concur with this evaluation.

However, challenges arise when leaders are not receptive to coaching. In these instances, coaching may lead to unsatisfactory results and wasted investment in time and resources. It is crucial to understand and address the various reasons why a leader may hesitate to engage in coaching to ensure their readiness and willingness to begin their journey.

In this guide, we will examine the primary factors for assessing a leader's coachability and discuss methods for addressing their reservations. By doing so, we aim to build a strong foundation for successful coaching engagements, get off to a great start, and facilitate continuous growth and improvement for both the leaders and their organizations.



Assessing Coachability Using Three Key Factors

In this section, we delve into the three primary factors that determine a leader's coachability: Right Focus, Cocreation, and Discomfort. These factors are paramount when selecting the right leaders for coaching. We will also provide you with crucial questions that you can integrate into your initial conversations with prospective leaders to gauge their readiness for coaching effectively.



The 3 Factors of Coachability

Right Focus:
Are leaders willing to focus their leadership development on the issues that matter as much to their coworkers as they matter to them?

Cocreation:
Are leaders willing to involve their coworkers and collaborate with them on leadership change and cocreate results together?

Discomfort:
Change is about doing things differently, which by definition makes people uncomfortable. Are leaders willing to work through this discomfort and find new ways to succeed?

Questions to Ask to Assess Coachability

To effectively assess a leader's coachability, consider incorporating the following questions into your initial conversations with them:

Right Focus Questions:

Can you identify specific leadership or team challenges that currently impact both you and your coworkers?

Are you open to selecting improvement areas that matter to your coworkers as much as they matter to you?

If you significantly improve the challenges you mentioned earlier, how would it impact your effectiveness and that of your team? In other words, what difference will it make, and does it matter?



Questions to Ask to Assess Coachability

To effectively assess a leader's coachability, consider incorporating the following questions into your initial conversations with them:

Cocreation Questions:

In many of your business processes, you involve coworkers to cocreate change, as this brings better ideas and better results faster. Are you willing to use a similar approach and leverage their insights and suggestions to improve both your own and your team's effectiveness?

Considering why you involve coworkers in other business processes, what would be the value of involving them in improving team and leadership effectiveness?

How will sustained leadership effectiveness change impact your team's effectiveness, engagement, and culture?



Questions to Ask to Assess Coachability

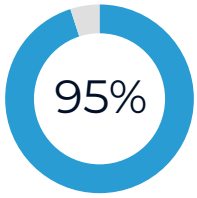
To effectively assess a leader's coachability, consider incorporating the following questions into your initial conversations with them:

Discomfort Questions:

When you get constructive feedback and suggestions from others, how does that make you feel?

Change requires trying new ways of doing things that are likely to cause discomfort at times. What is your way of working through this?

How disciplined are you to work through the challenges and go the distance to attain the results you are looking for, both for you and your team? Is it worth it for you to go the distance together with a coach?



Leaders who engage constructively in this conversation are coachable and join the 95% of leaders viewed by their coworkers as having become more effective. If leaders appear reserved in their responses, use the content below to understand their hesitations and explore potential solutions to overcome these hurdles.



What if the Leader Does Not Want Coaching?

Understanding and addressing the various hesitations of leaders who might be reluctant to engage in leadership coaching is crucial. Let's explore the common concerns such leaders may have and provide you with three simple questions to help you evaluate their willingness to participate in coaching.

Why Leaders Might Be Hesitant

Leaders might be hesitant to engage in coaching for various reasons, including:



Perceived Lack of Time:
Leaders may feel too busy to accommodate regular coaching sessions.

How to address this point:
Emphasize the long-term benefits of coaching and help the leader prioritize their development by efficiently scheduling sessions, offering flexible coaching arrangements, and integrating the coaching into the flow of work.



Cost Concerns:
Leaders might worry about the expense of hiring a professional coach.

How to address this point:
Highlight the return on investment (ROI) that effective coaching can bring, such as increased productivity, engagement, career growth, impact on team effectiveness and retention, and compare this to the expense of professional development.



Skepticism About Effectiveness:
Leaders may doubt the value or impact of coaching.

How to address this point:
Present research, case studies, or testimonials that demonstrate the impact coaching can have on leadership development, as well as the success of coaching in similar situations.



Fear of Vulnerability:
Coaching often exposes weaknesses, causing discomfort for some leaders.

How to address this point:
Establish a safe and confidential environment for coaching, emphasizing that vulnerability is crucial for growth and improvement. Highlight it as a valuable leadership trait to integrate into their team culture.



Fear of Judgment:
Leaders might fear being perceived as incompetent if they require coaching.

How to address this point:
Stress the confidentiality of coaching sessions and emphasize that even the most accomplished professionals in business, sports, and music seek coaching to improve their skills.



Resistance to Change:
Some leaders are unwilling to alter their management style or behaviors as they fear negative consequences or even failure.

How to address this point:
Emphasize the benefits of how new approaches align with strategic goals, shifts in team culture, and organizational values. Encourage reflection on their current leadership style to create an openness to change.



Misalignment with Organizational Culture:
Coaching initiatives may not be supported or encouraged in some organizations due to culture or politics.

How to address this point:
Engage the support of top management or present case studies showing how coaching can align with the organization's broader goals and strategies.



Lack of Information or Awareness:
Some leaders may not fully understand the benefits or process of coaching.

How to address this point:
Provide clear and comprehensive information about the coaching process, its objectives, and its benefits to address any misconceptions.



Previous Negative Experiences:
Previous subpar coaching experiences may deter leaders.

How to address this point:
Acknowledge their past experience and assure them that this coaching will be personalized to their specific needs and wants, focusing on achieving the desired results for them and their team.



Confidence in Self-Improvement:
Leaders may underestimate the value of structured coaching.

How to address this point:
Highlight the value added of structured coaching, and how an external perspective can provide insights and guidance that may not be easily identified through self-reflection alone. Emphasize how guidance from a professional helps instill discipline, supports best practices, and leads to effective change.

Questions to Ask the Leader

If the leader does not want coaching, it's essential to address their hesitations and evaluate their willingness to participate in coaching. By employing the following questions, you can open the conversation and uncover the root of their reluctancy, helping you tailor your approach accordingly:

To take your leadership to the next level, are you willing to consider a 6 to 12-month coaching journey to improve as a leader and move to the next level in your performance?

This question encourages the leader to envision their potential personal and professional growth, prompting them to objectively assess the long-term benefits of engaging in coaching.

Can you invest five minutes a day in reviewing your action plan?

By emphasizing the manageable time commitment, this question helps counter the perception of coaching as time-consuming. It also highlights the importance of daily reflection for continuous improvement in the flow of work, making the investment in coaching seem both practical and achievable.

Are you willing to involve your team members and manager in this journey, ask them for suggestions to improve, and work to get better together?

This question underlines the collaborative nature of coaching, emphasizing that coworkers are an integral part of leadership. It alleviates fears of vulnerability and judgment, as it emphasizes the role of coaching in fostering an environment of support, learning, collaboration, growth, and joint success for the leader and their team alike.



These questions are simple and straightforward, enabling easy yes or no answers from leaders without conditions or provisions. This conversation helps set the stage for evaluating their readiness for coaching, enables a deeper understanding of any underlying hesitancy, and ensures a successful outcome for all involved parties.

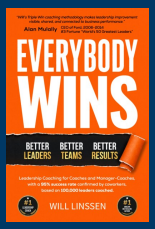
In Conclusion

Selecting the right leaders for coaching is an essential step towards ensuring a significant and satisfactory return on investment. By considering the three main coachability factors – Right Focus, Cocreation, and Discomfort – and addressing leader hesitations, you create a strong foundation for successful coaching engagements. These methods help bridge the gap between the leader's current stage and their desire to grow, enabling both the leaders and their organizations to reap the advantages of the coaching journey.

Moreover, understanding how to address hesitancies can significantly impact the effectiveness of the coaching process. Equipped with this knowledge, you can foster an atmosphere of trust, openness, and productive dialogue, leading to transformative personal and professional growth for the leaders. As a result, their teams and organizations will flourish as leaders who were once hesitant to embrace coaching begin to embody its powerful benefits.

For Clients

We Deliver a Triple Win



Better Leaders, Better Teams, and Better Results — boasting a 95% success rate confirmed by coworkers, based on more than 100,000+ leaders coached.

Global Coach Group delivers the best results-based coaching worldwide through our network of over 4,000 world-class certified coaches, powered by our proven Triple Win Leadership Coaching approach and proprietary digital tools.

Triple Win Leadership Coaching, captured in Everybody Wins by Will Linssen — Amazon #1 International Bestselling Author.

Author

Will Linssen



Will Linssen has been ranked World's #1 Leadership Coach by Global Gurus (USA) and World's #1 Coach Trainer by Thinkers50 (UK), serves as advisor to the Harvard Business Review, and is recognized as a LinkedIn Top Executive Coaching Voice. He is an Amazon #1 International Bestselling Author. With more than 30 years of experience in executive leadership across Europe, North America, and Asia, Will holds the International Coaching Federation's highest accreditation: Master Certified Coach.

He is the founder and CEO of Global Coach Group, the world's #1 international leadership coaching network, with over 4,000 coaches worldwide serving Fortune 500 companies and leading multinational corporations.