

# INTRODUCTION TO LEADERSHIP & COACHING

## W O R K B O O K

This workbook offers you a comprehensive, relevant perspective on leadership and coaching leaders. While the workbook provides grounding in important concepts, it also stresses application to professional and community settings.

**BY SHARON LINK, PH.D.**



## **ABOUT THIS WORKBOOK**

This online course companion workbook offers learners a comprehensive, relevant perspective on leadership and coaching leaders.

While the workbook provides grounding in important concepts, it also stresses application to professional and community settings.

Learners analyze concepts such as leading as an interactive process, leading with innovation and creativity, escaping from embedded practices, and embracing new leadership principles. You will have opportunities to reflect, answer questions, journal, and think about your leadership.

This workbook provides learners with a contemporary study of leadership and developing leadership in others.

## **BEFORE YOU BEGIN**

Please start with an open-mind and uninterrupted space. This workbook is intended to be downloaded for use while you go through the accompanying online course.



# TABLE OF CONTENTS

## INTRODUCTION

Pre-reflection - Page 4

## SECTION 1

What is Leadership Coaching? What leadership style are you?  
Complete Exercise 1. - Page 10

## SECTION 2

What are the Core Competencies?  
Complete Exercise 2. - Page 16

## SECTION 3

What is Positive Psychology? How does it relate to coaching?  
Complete Exercise 3. - Page 21

## SECTION 4

What are effective coaching skills?  
Complete Exercise 4. - Page 36

## CONCLUSION

Post-reflection - Page 38

THIS WORKBOOK IS A SAMPLE ONLY.  
IT IS NOT FOR SALE OR RESALE.





# Section 1

## What is Leadership Coaching?

Leadership coaching is a developing field. As such, its definition is still the subject of discussion and debate among practitioners, researchers, and consumers. Leadership coaching involves an executive, a coach, and the organizational context.

Leadership coaching is a one-on-one individualized process that benefits a leader and his/her organization. A qualified and trusted coach uses various coaching methods and feedback data to develop the leader's capacity for current and future leadership. This coaching is guided by a coaching partnership to achieve maximum impact and the highest level of learning.



# Let's look at some key definitions

**Individualized Coaching:** The goals and specific activities are tailored to the unique aspects of the individual(s) and the organizational system.

**Leader:** Any individual(s) who has the potential to make a significant contribution to the mission and purpose of the organization.

**One-on-one Coaching:** The primary coaching activities occur between the individual leader(s) and the coach.

**Capacity Building:** Developing new ways of thinking, feeling, acting, learning, leading, and relating to others builds individual and organizational effectiveness.

**Feedback Data:** Data collected from the appropriate use of interviews and standardized instruments assure the accuracy and validity of data gathered from people representing a range of perspectives within the organization.

**Qualified Coach:** It is important that the organization and executive are protected by knowing what competencies are required at basic and advanced levels for the coaching to be successful.

**Trusted Coach:** A coach earns trust with an executive and an organization by the use of ethical practices and confidentiality. A coach is not a substitute for a counselor or mental health professional.



# What's your coaching style?



The following article was curated from Harvard Business Review. Ibarra, H., & Scoular, A. (2021, November 17). The leader as coach. Harvard Business Review. Retrieved September 22, 2022, from <https://hbr.org/2019/11/the-leader-as-coach>

The article focuses on the coaching relationship and different styles of coaching. According to Ibarra and Scouler (2021), there are four styles of coaching.

These include:

- Directive - Less energy pulled out
- Laissez-faire - Less energy pulled out
- Nondirective - More energy pulled out
- Situational - More energy pulled out



# What's your leadership style?

Next, let's learn about three different leadership styles.

**Authoritative Leadership** - Authoritative leaders set the visionary direction of organizations and clearly explain the roles that individual employees will play in that long-term vision. Authoritative leadership and directive leadership share a number of traits. The biggest difference, however, is that power can be more distributed under directive leadership.

**Democratic leadership** works to build consensus among team members. Democratic leadership earns trust and commitment to achieve whole-system change. Leaders make the final decision, but they do so through a process of compromise, collaboration, and consensus building that engages all team members. Through open dialogue and communication and shared values, participative leadership fosters a culture of empathy that's required for innovation to flourish.

**Laissez Faire" Leadership** - "Laissez-faire" is a French phrase adopted into English that means, "Let (people) do (as they choose)." It describes a policy of leaving situations to run their own course, without interfering. By adopting this style of leadership, you empower your team to make decisions and organize its own processes, with little or no guidance.



# Pre-Reflection

Before completing the assessment to determine your leadership style, please reflect on what you think your leadership style is based on the descriptions.

AS A LEADER, ARE YOU MORE AUTHORITARIAN, DEMOCRATIC, OR LAISSEZ-FAIRE? WHAT LEADS YOU TO THIS CONCLUSION?

Free-write in the box below.



## USE THIS SPACE FOR MORE REFLECTION

Free-write in the box below.

A large, empty rectangular box with a light blue background, intended for free-writing reflection. It is positioned in the upper half of the page, below the introductory text.

NOTES:

A rectangular box with a light blue background, intended for notes. It is positioned in the lower half of the page, below the 'NOTES:' label.



# Exercise 1

Autocratic leaders =



Democratic leaders =



Laissez Faire leaders =



## WHAT'S YOUR LEADERSHIP STYLE?

For each scenario, complete the statement by choosing one of the three options: A, B or C.

1. You are leading a team where there is a serious conflict. A. You tell everyone to stay focused on team goals. B. You bring everyone together to talk it over. C. You let everyone work alone.



A



B



C

2. You trust your team members: A. A lot. B. Somewhat. C. Not at all.



A



B



C

3. You think your team is highly skilled and motivated. A. You leave them alone to spin their creativity into gold. B. You plan with them. C. You think everyone is subject to the same processes.



A



B



C

4. You believe there is the best way for your team to meet its goals. A. You lead from the front. B. You encourage team participation from everyone. C. You delegate.



A



B



C

5. You have 8-hours to complete a project that should take 16. A. You let everyone take ownership and get on with it. B. You ask team members to ideate on what is best and collaborate. C. You issue instructions and timelines.



A



B



C

6. You believe poor performance should be: A. Punished. B. Discussed with the employee. C. Ignored. Time will help.



A



B



C



## WHAT'S YOUR LEADERSHIP STYLE?

For each scenario, complete the statement by choosing one of the three options: A, B or C.

7. You need to develop and apply a new content marketing strategy. A. You create the strategy and enforce it. B. You bring everyone together to talk it over. C. You delegate to your team members and ask them to come up with a plan.



A



B



C

8. You trust your team members: A. You let your team make all decisions. B. You make decisions but not until your team has input. C. You make the decision after you have explained why.



A



B



C

9. You hired a rookie to work on your team. A. You leave them alone to spin their creativity into gold. B. You invite them to collaboration meetings. C. You onboard them to the processes and quality you expect.



A



B



C

10. You think great leaders. A. Know everything about leadership. That's why they are the leaders. B. Understand that a team works best collaboratively and demonstrates humility. C. Allow their team members full consideration.



A



B



C

11. You are asked whether you like to serve your team. A. You are unsure. B. You say yes, absolutely. C. Express disapproval.



A



B



C

12. You notice that a member of your team is unmotivated. A. You micromanage the person. B. You make an extra effort to be more collaborative. C. You back off, because they need space.



A



B



C



## CALCULATE YOUR RESPONSE

Autocratic leaders =







































Democratic leaders =



Laissez Faire leaders =



Leader types are color coded. If you answered more cyan, you are likely an Autocratic leader. If you responded more purple, then you are likely a Democratic leader. If your responses are blue, then you are likely a Laissez-Faire leader.

- |   |   |   |
|---|---|---|
| 1.  A    |  B   |  C   |
| 2.  A    |  B   |  C   |
| 3.  A    |  B   |  C   |
| 4.  A    |  B   |  C   |
| 5.  A    |  B   |  C   |
| 6.  A   |  B  |  C  |
| 7.  A  |  B |  C |
| 8.  A  |  B |  C |
| 9.  A  |  B |  C |
| 10.  A |  B |  C |
| 11.  A |  B |  C |
| 12.  A |  B |  C |

THIS TEST IS FOR ENTERTAINMENT ONLY. THIS ASSESSMENT HAS  
NOT BEEN SCIENTIFICALLY VALIDATED.

### NOTES:



## POST-REFLECTION

AS A LEADER, ARE YOU MORE AUTHORITARIAN, DEMOCRATIC, OR LAISSEZ-FAIRE? WHAT LEADS YOU TO THIS CONCLUSION?

Free-write in the box below.



NOTES:





# Section 2

## What are the core competencies?

The International Coaching Federation (ICF) defines Mentor Coaching as providing professional assistance in achieving and demonstrating the levels of coaching competency demanded by the desired credential level sought by a coach-applicant (mentee). Furthermore, Mentor Coaching means an applicant (mentee) being coached on their coaching skills rather than coaching on practice building, life balance, or other topics unrelated to the development of an applicant's coaching skill. (Source ICF 2021).

Coaching is critical to the success of organizations. Coaching in organization and leadership settings is also an invaluable tool for developing people across a wide range of needs. The benefits of coaching are many; 80% of people who receive coaching report increased self-confidence, and over 70% benefit from improved work performance, relationships, and more effective communication skills. 86% of companies report that they recouped their investment in coaching and more (source: ICF 2009).





**READ THE FOLLOWING ARTICLE ENTITLED: THE IMPACT OF LEADERSHIP DEVELOPMENT USING COACHING. THEN ANSWER THE QUESTIONS ON THE NEXT PAGE.**

Leadership development is intended to close the gap between what leaders already know and what they need to know (VanVelsor, McCauley, & Ruderman, 2010). Collins (2002) highlighted that development requires a whole-person approach; and, Anderson and Anderson (2005) brought forward that development must occur within an organizational context. Summarily, development then includes skill, character, comportment, and inner personal alignment, in addition to leader-organizational alignment. Whereas employees enter the organization with varying levels of skill, experience, and character development, organizational leaders must determine to what extent they will enable their followers to grow and develop and how other business decisions will impact their leadership development initiatives.



# Exercise 2

PLEASE RESPOND TO THE FOLLOWING QUESTIONS.

How does coaching empower and encourage employees to take responsibility?

How does coaching increase employee and staff engagement?

How would you use coaching to identify and develop high-potential employees?



## REVIEW THE DIFFERENCES BETWEEN EFFECTIVE AND INEFFECTIVE COACHES.







PLEASE RESPOND TO THE FOLLOWING QUESTIONS.

What does strong Emotional Intelligence mean to you?

Describe how you tailor your coaching approach to leaders at different levels of seniority.

Describe a time when you were given a problem to solve, but no framework within which to solve it. How did you go about it? How did you feel, not having a framework or specific direction to work from?



## REVIEW THE 6 PRINCIPLES OF LEADERSHIP COACHING

Re-rank the following according to what you think is the most important.

☐

Principle 1: Create a Safe and Challenging Environment.

☐

Principle 2: Create a Safe and Challenging Environment. Work With the Coachee's Agenda.

☐

Principle 3: Facilitate and Collaborate.

☐

Principle 4: Advocate Self-Awareness.

☐

Principle 5: Promote Sustainable Learning From Experience.

☐

Principle 6: Model What You Coach.

Which of these principles seems the most relevant and how would you apply these principles to your coaching practice?

NOTES:



# Section 3

## What is Positive Psychology?

**Definition 1:** Positive psychology coaching (PPC) is a scientifically rooted approach to helping clients increase well-being, enhance and apply strengths, improve performance, and achieve valued goals. At the core of PPC is a belief in the power of science to elucidate the best [methods for development]. Kauffman, Boniwell, and Silberman (2010)

**Definition 2:** Positive Psychological Coaching (also referred to as Strengths-Based Coaching, or PositiveCoaching) has been positioned as a solution-focused “applied positive psychological approach” aimed at facilitating goal achievement, well-being, and positive change in various life domains(Madden et al., 2011) and application areas (Castiello D’Antonio, 2018).

**Definition 3:** Positive Psychology Coaching (PPC)is defined as an application of positive psychology in coaching approaches (Oades & Passmore, 2014).



# Exercise 3

AFTER READING THROUGH THE DEFINITIONS ON THE PREVIOUS PAGE, HOW WOULD YOU PERSONALLY DEFINE POSITIVE PSYCHOLOGY? HOW WOULD YOU INCORPORATE POSITIVE PSYCHOLOGY IN YOUR PRACTICE?

Free-write in the box below.



## WHAT ARE THE DIFFERENCES BETWEEN THERAPY AND COACHING?

The primary difference between a therapist and a coach is that generally speaking, therapists tend to focus more on the past or present while coaches tend to focus more on the present and the future. Use the spaces below to highlight key differences.



### THERAPY



### COACHING

What does it mean to you that therapists are often more focused on cognitions while coaches are often more focused on behaviors?



## HOW TO BUILD YOUR PERSONAL DEVELOPMENT PLAN

Take some time to reflect on building out your personal development plan.



### STEP 1

**CLEAR OUT  
YOUR VISION**



### STEP 2

**OUTLINE YOUR  
STRENGTHS AND AREAS FOR  
IMPROVEMENT**



### STEP 3

**BUILD YOUR PERSONAL  
DEVELOPMENT PLAN**



### STEP 4

**REVIEW AND ADAPT**

What does it mean to you that therapists are often more focused on cognitions while coaches are often more focused on behaviors?



## IDENTIFY YOUR STRENGTHS

Another important stage of developing your plan is to understand where your strengths and weaknesses lie. Reflect on the following questions.

☐ WHAT DO YOU LOVE TO DO?

☐ WHAT ARE YOU GOOD AT?

☐ WHAT DO OTHERS SAY YOU ARE GOOD AT?

☐ WHAT MAKES YOU FEEL STRONG?

☐ WHAT THREE POSITIVE WORDS WOULD YOU USE TO DESCRIBE YOURSELF?

☐ WHEN WAS THE LAST TIME YOU WERE IN A STATE OF FLOW AND WHAT WERE YOU DOING?



## IDENTIFY YOUR WEAKNESSES

Another important stage of developing your plan is to understand where your strengths and weaknesses lie. Reflect on the following questions.

☐ WHAT TASKS DO YOU DISLIKE?

☐ IN WHAT AREAS WOULD YOU LIKE TO IMPROVE?

☐ WHAT WOULD YOU LIKE TO LEARN?

☐ WHAT IS BOTHERING YOU ABOUT YOURSELF?

☐ WHAT OTHER QUESTION DO YOU THINK YOU SHOULD ANSWER?

☐ IF YOU WERE COACHING SOMEONE, WHAT QUESTION DO YOU THINK YOUR CLIENT SHOULD ANSWER?



## IDENTIFY OPPORTUNITIES

Another important stage of developing your plan is to understand opportunities. Reflect on the following questions.

☐

WHERE DO YOU SEE YOURSELF IN FIVE YEARS?

☐

HOW CAN YOU BUILD YOUR PERSONAL NETWORKS?

☐

WHAT PROFESSIONAL ORGANIZATION SHOULD YOU JOIN TO BUILD YOUR NETWORK?

☐

WHAT SKILLS DO YOU NEED TO GAIN?

**NOTES:**



## IDENTIFY THREATS

Another important stage of developing your plan is to understand threats. Reflect on the following questions.

- ☐ WHAT ARE THE MAIN SKILLS NEEDED IN THE AREA I WHICH YOU WOULD LIKE TO GROW?

- ☐ WHAT SHOULD YOU BE WORKING ON?

- ☐ WHAT SKILLS IN YOUR FIELD THAT YOU HAVE BEEN AVOIDING?

- ☐ WHAT ARE THE CONSEQUENCES FOR NOT DEVELOPING THESE SKILLS?



# Section 3

## What is Positive Psychology?

**Definition 1:** Positive psychology coaching (PPC) is a scientifically rooted approach to helping clients increase well-being, enhance and apply strengths, improve performance, and achieve valued goals. At the core of PPC is a belief in the power of science to elucidate the best [methods for development]. Kauffman, Boniwell, and Silberman (2010)

**Definition 2:** Positive Psychological Coaching (also referred to as Strengths-Based Coaching, or PositiveCoaching) has been positioned as a solution-focused “applied positive psychological approach” aimed at facilitating goal achievement, well-being, and positive change in various life domains(Madden et al., 2011) and application areas (Castiello D’Antonio, 2018).

**Definition 3:** Positive Psychology Coaching (PPC)is defined as an application of positive psychology in coaching approaches (Oades & Passmore, 2014).



# Time to Reflect

FREE-WRITE RESPONSES TO THE FOLLOWING QUESTIONS:

1. WHAT RESOURCES DO YOU NEED?
2. WHO WILL HELP YOU BE SUCCESSFUL?
3. WHAT DOES SUCCESS LOOK LIKE?
4. THINK ABOUT YOUR TIMELINE?

Free-write in the box below.





# Time to Reflect





## HOW TO BUILD YOUR PERSONAL DEVELOPMENT PLAN

Take some time to reflect on building out your personal development plan.

What are your long-term goals?	What are your career goals?	What key skills are needed for each goal?	What skills do you need to work on?	What actions are you going to take?	When will you complete each training?
Promotion to a leadership role	Become a team lead	Leadership skills	Coaching others	Become a certified coach	3 months
	Become a team manager	Leadership skills, coaching skills, and presentation skills	Leadership skills, coaching skills, and presentation skills	Coaches' training and bolstering presentation skills	9 months
	Become a director	Management skills, self-management skills, .	Networking skills, decision-making skills	Volunteer to go on networking sessions with line manager	12 months

Now think about a goal that you would like to achieve. Reflect on it in the space below.



[illegible]

Now create your personal development plan using the template on the previous page.

[illegible]



## GO IN-DEPTH

Write additional tasks in the spaces below.

**TASK**

**TIME**




## REVIEW AND ADAPT

Now that you have started this process, you can use the following areas below to help you with the review and adapt phase.

**LIST YOUR GOALS BELOW AND STRATEGIES YOU WILL USE TO DEVELOP THEM.**

Goal

Strategies

Goal

Strategies

Goal

Strategies

Goal

Strategies



# Section 4

## Using the GROW Model

Using a coaching model helps you stay organized during the flow of conversation so that you can set goals more easily to stay focused.

A good way of thinking about the GROW Model is to think about how you'd plan a journey. First, you decide where you are going (the goal), and establish where you currently are (your current reality). You then explore various routes (the options) to your destination. In the final step, establishing the will, you ensure that you're committed to making the journey, and are prepared for the obstacles that you could meet on the way. The model was originally developed in the 1980s by business coaches Graham Alexander, Alan Fine, and Sir John Whitmore. (Source: MindTools, The GROW Model of Coaching and Mentoring).

GROW stands for:

1. Goal.
2. Current Reality.
3. Options (or Obstacles).
4. Will (or Way Forward).



# Exercise 4

## LET'S HELP JULIA

You need to help a team member, Julia, to achieve her career-achievement goals using the GROW Model.

- **Goal.** When you begin discussing a topic with someone you're coaching, establish exactly what the coachee wants to accomplish right now. A good way to start is to ask something like "What do you want when you walk out the door that you don't have now?"
- **Reality.** With the goal of your conversation established, ask questions rooted in what, when, where, and who, each of which forces people to come down out of the clouds and focus on specific facts. During this stage, a good reality-focused question to ask is "What are the key things we need to know?" Attend carefully to how people respond. Are they missing something important? Are they talking about operational issues but forgetting the human side of the equation? Or the reverse?
- **Option.** When people come to you for coaching, they often feel stuck. "There's nothing I can do," they might tell you. Or "I have only one real option." Or "I'm torn between A and B." To broaden the conversation, sometimes it's enough to ask something as simple as "If you had a magic wand, what would you do?"
- **Will.** The step actually has two parts, each involving a different sense of the word will. In the first part, you ask, "What will you do?" The second part involves asking people about their will to act. "On a scale of one to 10," you might ask, "how likely is it that you will do this?" (Source: Harvard Business Review, 2019).



## SCENARIOS

Respond to each of these questions using the GROW Model.

☐ JULIA SAYS THAT SHE WOULD LIKE A PROMOTION TO TEAM LEADER WITHIN THE NEXT TWO YEARS. HOW WOULD YOU COACH HER USING THE GROW MODEL?

☐ YOU AND JULIA NOW LOOK AT HER CURRENT REALITY. SHE'S IN AN ENTRY-LEVEL POSITION, BUT SHE ALREADY HAS SOME OF THE SKILLS NEEDED TO BE A TEAM LEADER.

☐ YOU THEN BOTH REVIEW HER OPTIONS. YOU NEED TO COACH HER IN GETTING ADDITIONAL EXPERIENCE AND SPEND MORE TIME ON CROSS-FUNCTIONAL ACTIVITIES.



# Time to Reflect

Use the space below to reflect on what you have learned in this workbook and how you will apply it

A large, light blue rectangular area for reflection, overlaid on a background of teal and yellow splatters. The background features a marbled teal pattern with numerous small yellow and orange speckles scattered throughout. The reflection area is a solid, light blue rectangle that occupies the central portion of the page.



# THANK YOU

This workbook provided you with a contemporary study of leadership and developing leadership in others.

Thank you for participating.

This workbook is a sample only. It is not for sale or resale.