

## For Leaders Only: The Mindset, Integration and Leadership of Coaching

The Human Capital Coaching program is about unleashing a leadership quality you likely already have but have yet to develop- coaching. Coaching is a leadership tool or set of tools that you can access when needed or appropriate. Like so much in life, “coaching” is handicapped by its broad use. What we imagine or have experienced as coaching rarely is what professional coaches would call coaching. As such, many people entering coach training believe they are going to merely adjust the coaching they are already doing. Human Capital Coaching intends to dispel that notion quickly. Critical to the success of mastering coaching skills is a strong foundational understanding of what coaching is- a co-creative process that moves the agenda and accountability away from the leader and onto the team or individual being coached. Proper coaching accomplishes this in a very positive and growth minded process.

The Human Capital Coaching curriculum is intentionally written to address you as a coach. It is not that we do not recognize that you are a leader, an executive, a manager or consultant. The intention is to insure that you, as a student, are challenged to develop the mindset of a coach. With respect to human change and performance at both the individual and organizational level mindset is critical. We have learned from neuroscience that a specific mindset, that is, a focus, creates the pathway to growth and success. Once this pathway of new behavior ( in this case “coaching”) is established through practice and focus, a habit is developed. This habit of new foundational behavior affords you the ability to now integrate this “coaching” into your other work as a leader. You now have a pure place from which to draw coaching’s power. In addition, you will have the understanding to establish a context for this skillsets application and as such the ability to integrate it with all else you do as you lead change.

An analogy might be that of a great athlete looking to successfully compete in a triathlon. They are able to run, bike and to some basic extent swim. However, they have never had to swim a distance as great as the race presents, let alone in an environment like that of the race. To become a more successful triathlete, they first must become a stronger and more competent swimmer. This may require reframing the basics of recreational swimming into a competitive context by swimming new drills, trying new strokes and practicing swimming for the sake of swimming. Once this baseline of capability is established, it can now be applied within the definitional goal of the triathlon. You are now a better triathlete. The process of coaching mastery is no different. Once you have the basic mastery of coaching functionally understood, you will be a better overall leader.

So, to help you when you will naturally and often wonder...”why is this talking to me like a professional coach, I am a \_\_\_\_ who wants to learn about coaching?” we provide the following:

When the Human Capital Coaching curriculum addresses you as a “coach”, think of yourself in this position. Recall the mindset of a coach and its requirements (which we will cover in great length).

When the curriculum says “client”, think of the mission and purpose of your organization- as it is the organization that is the client.

When the curriculum says “internal client”, think of your subordinate, your peer or the team who rely on your leadership.

These simple mindset framing steps will allow your actions to become more natural and thus more effective as you grow your coaching skills and your resulting leadership capabilities. Coaching skills are never the only tools on the belt, just some of the more critical ones to insuring growth and success of your team.