

The Leader As Coach
...a strategy for growing leaders





Leadership is the art of mobilizing others to want to struggle for shared aspirations.

The Leadership Challenge, Kouzes and Posner

Today's Leadership Challenge

Growing the bottom line and achieving business results are critical for any company to sustain success. Yet, when asked to define their greatest asset, many executives cite their people — particularly their leadership. *So, what are companies doing to invest in and grow this asset?* Forward-thinking executives sense the urgency to grow leaders from within, anticipating the fast-approaching “leadership skills gap.” Research shows that companies that invest in growing their leaders gain a distinct advantage in the ability to:

- » **Build a ‘bench’ of next generation leaders**
- » **Attract and retain high-impact employees**
- » **Improve overall business performance**
- » **Achieve competitive advantage**

RightPath's Leadership Solution - The Leader As Coach

To support companies in growing leaders, RightPath Resources created a solution derived from years of work inside companies — developing and coaching highly successful leaders and leadership teams. This solution, RightPath® *The Leader As Coach*, provides an innovative approach to bridge the “leadership skills gap” and accelerate growth of leaders. *The Leader As Coach* is unique because it equips a company's existing leadership with new knowledge, skills, strengths and coaching tools in order to develop multi-dimensional leaders — for now, and for the future.

A **MULTI-DIMENSIONAL LEADER** is a leader who is successful at getting results, building relationships *and* developing other leaders.

Developing the Multi-Dimensional Leader

Research and experience confirm that leaders learn best from on-the-job experience coupled with real-time feedback. Applying these powerful insights, *The Leader As Coach* combines interactive classroom experience with workplace application. In bi-monthly workshops, participants learn a core coaching competency, apply it to a leadership principle and create actual field applications. Linking each workshop with actual leadership coaching experiences enhances the learning process.

The Path to Develop a Multi-Dimensional Leader

The Coaching Conversation:
Leading others through coaching.

1

Learning coaching skills and ways to inspire and guide others in personal and professional growth.

Managing Differences:
Leading others different than yourself.

2

Learning ways to manage, develop and motivate others who have radically different behavioral styles and preferences.

Emotional Intelligence:
Leading others through emotions.

3

Learning ways to become aware of emotions (yours and others), to respond appropriately, and to manage relationships for greater success.

The Coaching Conversation

...a Model for Coaching

The centerpiece of *The Leader As Coach* is RightPath's The Coaching Conversation. Here the leader learns to establish an environment of trust, actively listen to the person they are coaching, use powerful questions to focus on the most critical aspects of the conversation, and create a plan of action that is agreed upon by both parties for accountability. Highly productive coaching occurs when the following elements are present:

- » The Right Coaching Atmosphere...An appropriate climate of trust and respect.
- » The Right Coaching Structure...A proven process to facilitate a productive coaching conversation.
- » The Right Coaching Assessments and Tools...Access to accurate and applicable information from validated behavioral profiles, 360 feedback and observed behavior.
- » The Right Coaching Competencies...The most critical skills necessary to be a successful "Leader as Coach."

Coaching Competencies:

- Establishing Trust
- Active Listening
- Powerful Questioning
- Direct Communication
- Co-creating Development Plans
- Holding Others Accountable

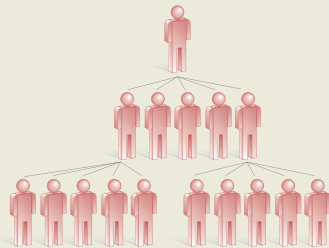


Coaching by managers is one of the leadership behaviors most desired by subordinates, but unfortunately least practiced.

*The Leadership Machine,
Lombardo & Eichinger*

The Compounding Growth Effect

The RightPath *Leader As Coach* initiative generates a multiplier effect. With leaders coaching leaders, the impact cascades throughout the organization. The return on your investment expands exponentially. As a result, your organization transforms into a dynamic, leadership coaching culture – the signature of a sustainable market leader.



A Leadership Coaching Culture

The Leader As Coach

Communicating Feedback:

Leading others using positive reinforcement and constructive feedback.

4

Learning ways to give encouragement and feedback that inspires followers and keeps them positive even while receiving course corrections.

Difficult Conversations:

Leading others through difficult conversations.

5

Learning ways to hold others accountable and produce results while still maintaining valuable relationships.

Leading Change:

Leading others through change.

6

Learning ways to lead others to embrace change and press forward despite risks and uncertainty.

Partial Customer List

Alfa Insurance
AJC International
AT&T
Atlanta Falcons
EarthLink
Goodwill Industries
Morrison Homes
Northeast Georgia Health Systems
Office Depot
Southern Company
The Weather Channel

Customer Experiences

“I’ve seen from a client perspective the excellent leadership development programs and services RightPath brings to a company. Their tools accurately identify strengths and gaps, and their facilitation is top notch. Their coaching process helps each leader create a development plan tailored to his or her specific needs. RightPath can make a difference in the leadership and culture of the organization.”

Val Markos, Ph.D., Retired Bellsouth Corp. Executive Director Leadership Development, President, VMark Consulting

“We work in a highly stressful and competitive environment and RightPath Resources provided us with some unique tools for teambuilding that we greatly benefit from.”

Rich McKay, President and General Manager, Atlanta Falcons

“We have benefited greatly from the RightPath profiles. The reports provide accurate insights for understanding individual differences and building teamwork. RightPath is a great tool for coaching, as well as understanding how to better manage each person uniquely.”

Rex Adams, Regional President, Fortune 200 Telecommunications Company

“Right Path Resources and the Leadership 360 Report were tremendous tools in helping to identify key strengths and struggles (RightPath) was exceptional in working with our team to bring it all together in a manner to strengthen relationships and build leadership skills.”

Wyman W. Cabaniss, Senior Vice President, Alfa Insurance Companies

Leadership and Talent Development

...from hire to retire

Solutions from RightPath

Team Building, Development and Coaching	PATH 4 and 6 Behavioral Profiles
Leadership Development and Executive Coaching	RightPathing Your Leadership
Leadership Assessment and Training	RightPath Leadership 360
Career Development and Assessment	RightPathing Your Future
Interviewing and Benchmarking for Selection	High Potential Development
Succession Planning	Inclusion – Diversity @ Work
EQ – Emotional Intelligence	Mastering Creative Conflict
Building Trust (For Leaders and Teams)	Conflict Resolution
Merging and Realigning Workforces	Communications Training
Sales – Behavioral Based Selling	Call Center Training
Train-The Trainer Available	

RightPath Resources is a leadership and talent development company with a vision of leading individuals and organizations to align people, passions, and positions to achieve maximum performance.

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