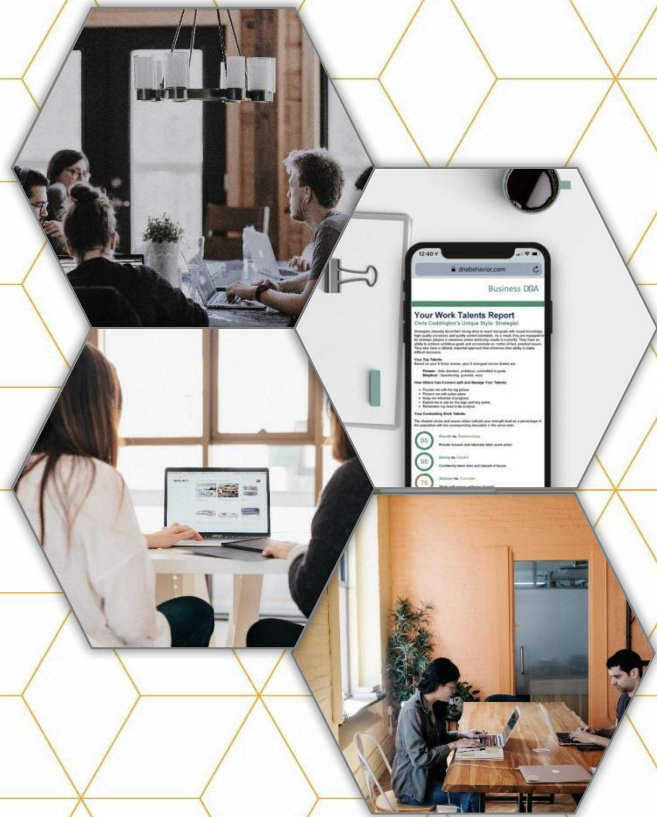


The Ultimate Guide to a Leader's Role as a Coach



DNA Behavior®

Coaching or Leading or Both?

Every leader of people should aspire to get the best from their teams. But not every leader necessarily has the skills to do that and not every leader has the behavioral style to want to do that.

When leaders have behavioral insight into themselves and their people, coaching becomes the norm in their leadership approach.

According to 2017 Gallup data about employee engagement in the USA, 85 percent are not engaged at work; this breaks down to 67 percent are not engaged and 18 percent are actively disengaged.

Source: <https://www.gallup.com/workplace/231668/dismal-employee-engagement-sign-global-mismanagement.aspx>

This kind of data, whilst disturbing, more importantly, raises significant questions. How does this impact the company's bottom line, the customers, and the individuals themselves, and what, if anything, can or should leadership be doing about this?

If it's true that engaged employees have a deep emotional connection to their work and the people they work with – why then do many employees feel disengaged?

When asked, the most consistent answer to this question is the lack of connection to the leadership.

1. Not listening - but rather giving orders.
2. Not connecting long enough to dig deeper into an exchange by asking questions.
3. Failing to provide feedback.
4. No clear framework within which to set and deliver goals.
5. Lack of empathy.

This is why many more leaders realize the importance of understanding behaviors and how to connect leadership more effectively to employees through knowledge of behaviors, personalities, and environments.

Leaders are generally called to lead their people to focus on tasks, reach set goals, and deliver financial success for the business.

A leader who is a coach will talk to individuals. They will ask questions and discuss how to improve a task, encouraging them to share how to make that happen.

This form of exchange is leadership coaching. It's inclusive. It's designed to build confidence and critical thinking into people.

Coaching vs Mentoring

The coaching/leadership style of management delivers more effective ways of connecting with teams and individuals at a deeper level. When coaching is center to the culture of an organization there is trust.

Not every leader will automatically step into the role of a coach. They may not have the inherent behaviors to do so. Yes, they could be skillful in terms of their leadership management but lack empathy, for example. They could be confused about the difference between coaching and mentoring.

Here's how we are DNA Behavior differentiates between coaching and mentoring.

Coaching is oriented around defined goals. Coaches are often called upon to help individuals become more proficient in certain areas or address important workplace skills they might be lacking. Some examples might include organizing or managing their workspace to conflict resolution, or public speaking, selling, and maybe even strategic thinking. Coaching tends to be performance-driven, often short-term in nature. Its purpose is to improve, enhance, or acquire new skills that can be leveraged immediately to influence the business. A coach helps someone find his/her own answers.

While Mentoring is about relationships. The mentor and mentee might initially concentrate on skills or competencies. Still, over time they develop a rapport that often transcends workplace issues and moves into career development, maybe even relationships. Either way, it tends to be a longer-term commitment and travels through various life cycles. Mentoring is personal development driven. The focus is on the future. The mentor shares their life and career experience to positively influence the mentee's personal and professional development.

Here we focus on the skills needed for the leadership/coach relationship.

Leaders who coach:-

- Know how to guide people to find their own answers to an issue. They don't provide every answer.
- See every exchange with an individual as an opportunity to help them grow in their skills and move forward successfully in their career.
- Create opportunities for team members to try new ways of working; they make suggestions and provide clarity but don't micromanage the process.
- Show empathy for people who are passionate about what they do but might lack the skills to be a high achievers. They work with the person to be their best within their personal framework.
- Don't use the conversations to judge performance. They build trust with the person so their success is paramount.

How Does a Leader Prepare to be a Coach?

When a leader wants to adopt a coaching role with their people but doesn't feel they have the skills to do it – that's the number one, and biggest hurdle crossed, admitting they need to prepare.

As a leader, you will need two key things to successfully coach your teams: active listening skills and a non-judgmental mindset. Understanding how much effort will be required to demonstrate a patient, trusting, open, and safe environment for your team to talk with you is key to building your coaching skills.


Coaching skills aptitude will be different for every leader. The behaviorally smart leader will take steps to know and understand their own behavioral and communication style as a starting point.

The DNA Behavior Natural Discovery process takes only a 10-minute investment of time and reveals behaviors, communication styles, reaction triggers, working environment needs, and so much more.

Not only is this insight for the leader, but when the same is made available for the employee, a comparison report can be produced, providing deep and extensive insight into the leader/staff member relationship.

This behavioral data is delivered in real-time to any device. It is a simple key to getting started as a leader/coach. It provides below-the-surface behavioral facts that set the coaching process up for success.

The Comparison report provides an understanding of how best to approach the staff member behaviorally in terms of how each behavioral style corresponds to the other.



Your Work Talents Report

Chris Coddington's Unique Style: Strategist

Strategists naturally blend their strong drive to reach key goals with sound knowledge, high quality processes and quality control standards. As a result, they are equipped to be strategic players in situations where achieving results is a priority. They have an ability to achieve ambitious goals and concentrate on matter-of-fact, practical issues. They also have a rational, impartial approach that enhances their ability to make difficult decisions.

Your Top Talents:
Based on your 8 factor scores, your 2 strongest scores (traits) are:

- Pioneer** - Sets direction, ambitious, committed to goals
- Skeptical** - Questioning, guarded, wary

How Others Can Connect with and Manage Your Talents:

- Provide me with the big picture
- Present me with action plans
- Keep me informed of progress
- Expect me to ask for the logic and key points
- Remember my need to do analysis

Your Contrasting Work Talents:

The shaded circles and scores below indicate your strength level as a percentage of the population with the corresponding descriptor in the same color.

- 95** Results vs. Relationships
Results focused and rationally takes quick action
- 99** Daring vs. Careful
Confidently takes risks and tolerant of losses
- 76** Abstract vs. Concrete
Works with known pathways forward
- 69** Systematic vs. Flexible
Able to balance completing tasks and responding on the spot
- 50** Promoting vs. Operating
Engaging and relational with others but also enjoys operating alone

About this Report:
The information in this report reflects more than 30 years of research and experience in developing individual's workplace talents. This report is intended to give you a glimpse of your unique talents, and in-depth reports are available that provide your specific scores as well as a development plan.

Why this is Important:
Your best working style is being your authentic self. With objective knowledge of yourself, you're better able to authentically work and grow into a better coworker, leader, and person outside of work. Likewise, understanding yourself gives you a much better basis to understand and manage others.

Share Your Business DNA With Others:
Share your results with your colleagues, coach and other mentors. The guide below illustrates how the 10 unique styles are similar or different to others.



In this example, Chris needs to manage and flex their fast-paced leadership style to Helen's more cooperative and trusting behavior.

The insight gives Chris key potential struggle points that might cause them to clash. For example, Chris might want to manage Helen's outgoing, chatty communication style in a way that doesn't close her down. He could need to explain how he, in particular, and others more generally, might find Helen's exuberance overpowering, which could distract people from her message. Knowing how to approach this using the report's insight will ensure it's a healthy conversation.

Chris, more importantly, might need to flex his anchored professional short bullet point exchanges to listen patiently to Helen's creative offerings. Always remembering that for a leader the nuggets of gold could be in a more creative spontaneous discussion.

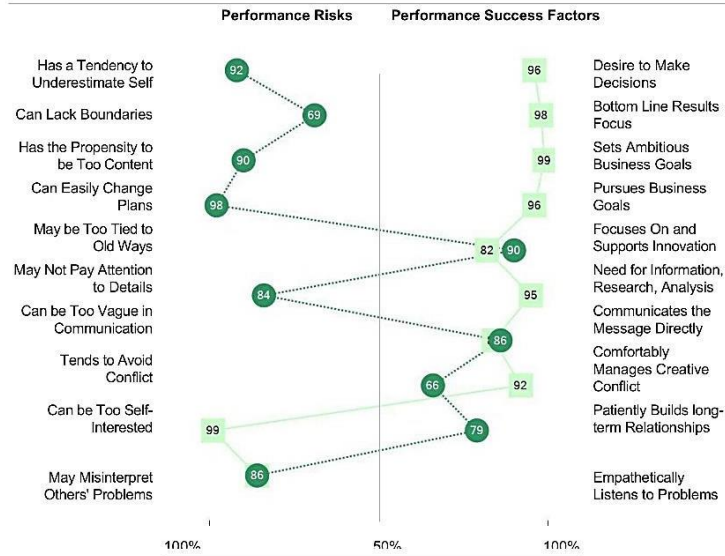
Business DNA[®] Natural Behavior Discovery

Business Talent DNA Comparison Report for: Chris Coddington and Helen Jones

Providing key insights into each individual's natural approach to Closing the Behavior Performance Gap for Increasing Business Performance.

Chris

Helen

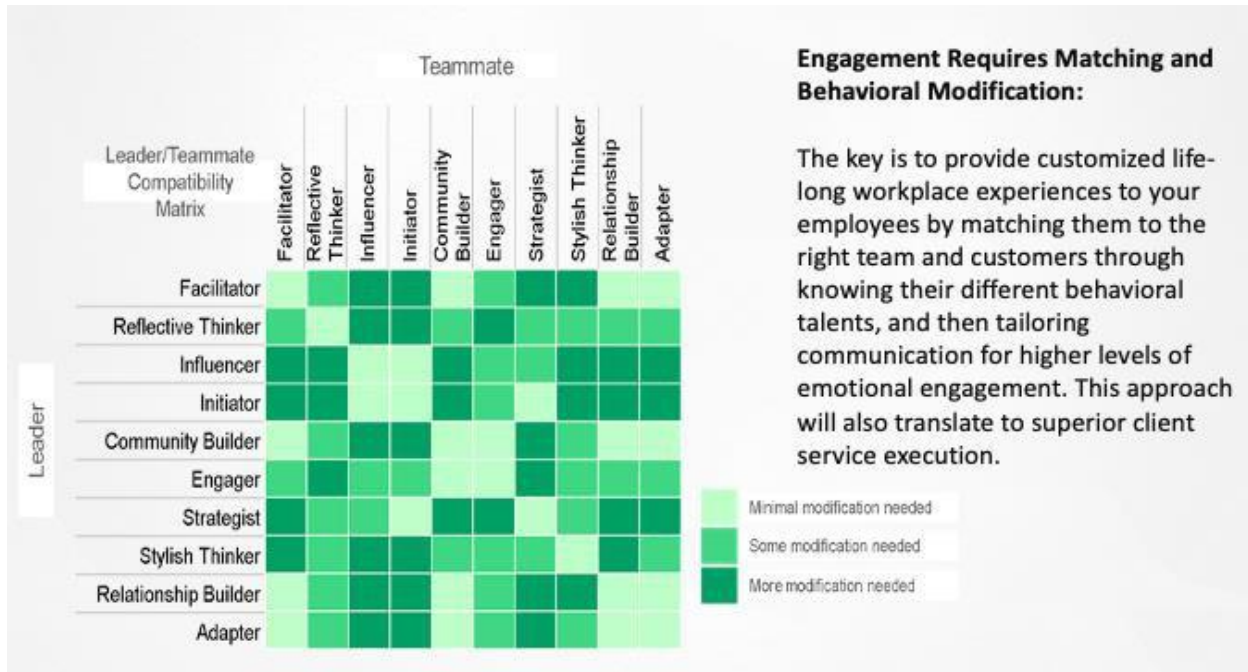


Your Business Performance Success Factors and Risks Relative to the Population

Build a sound relationship by understanding, accepting and respecting the similarities and differences between your natural performance success factors and risks.

Add to these first two behavioral reports the communication report and both leader/coach and staff members are set up for a quality coaching experience.

If leaders want to be successful coaches it's essential they know their communication style in relation to the person they intend to coach:



DNA Behavior Natural Discovery Levels the Playing Field

Sharing behavioral discovery reports ensures the coaching relationship is based on a genuine need to work cooperatively with individuals. It doesn't in any way diminish the role of the leader it simply sets a framework within which leadership coaching can proceed.

Obviously, there must be an agreed structure for leadership coaching, and when this agenda is agreed between the leader and the team member the stage is set for a healthy leadership/coaching connection to begin.

- The leader/coach must be present and focused both in terms of agreed connection times and active listening.
- The leader must be prepared. Have questions ready. You want to be a good leader/coach so take responsibility for making this work.
- Remember that the most effective leader/coaches don't have hidden agendas. They encourage quality conversations and use the time to provide direction and encouragement.

What Next?

When leaders have successfully implemented their own approach to leader/coaching the next stage is to pass what they have learned on to other managers and supervisors.

This approach then weaves coaching into the very culture of the organization. It becomes the norm for all levels of management to actively understand their people and coach them to achieve success.

Organizations who take this approach are far more likely to have engaged employees.

DNA Behavior[®]

Having already established that knowing people at a deeper level is the cornerstone of quality and genuine leadership/coaching, why not reach out to us for advice and help?

Here's a short video of what we offer.

[The DNA Coach Network](#)

DNA Behavior has been at the forefront of this model of behavioral insight to inform leadership and coaching for some 20+ years. We understand that when leaders know how to coach their people, there is a considerable uplift in performance, success, personal satisfaction for all, and the financial bottom line.

To learn more about DNA Behavior International and the solutions we offer, please visit: www.dnabehavior.com

If you have any questions or would like to discuss with an executive on our team, please email us at: inquiries@dnabehavior.com

