

Leader or Coach? Why not both?

What is holding us back?

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SET GOALS



- 1. Clarify leader and coach**
- 2. Identify obstacles**
- 3. Plan next steps !**

About me – Dianne Ward



- Director of Organizational Development with OpX Solutions (almost 4 years now)
- Leadership Coach for Fortune 500 company for 5 years (particularly in Continuous Improvement)
- Obtained ICF ACC Certification (50 hours) in 2019
- Obtained ICF PCC Certification (500 hours) in 2022
- Obtained Team Coach Certification in 2023
- Facilitate Effective Coaching & Empowerment Program (Leadership Management International)

1. How do you define?

Leader

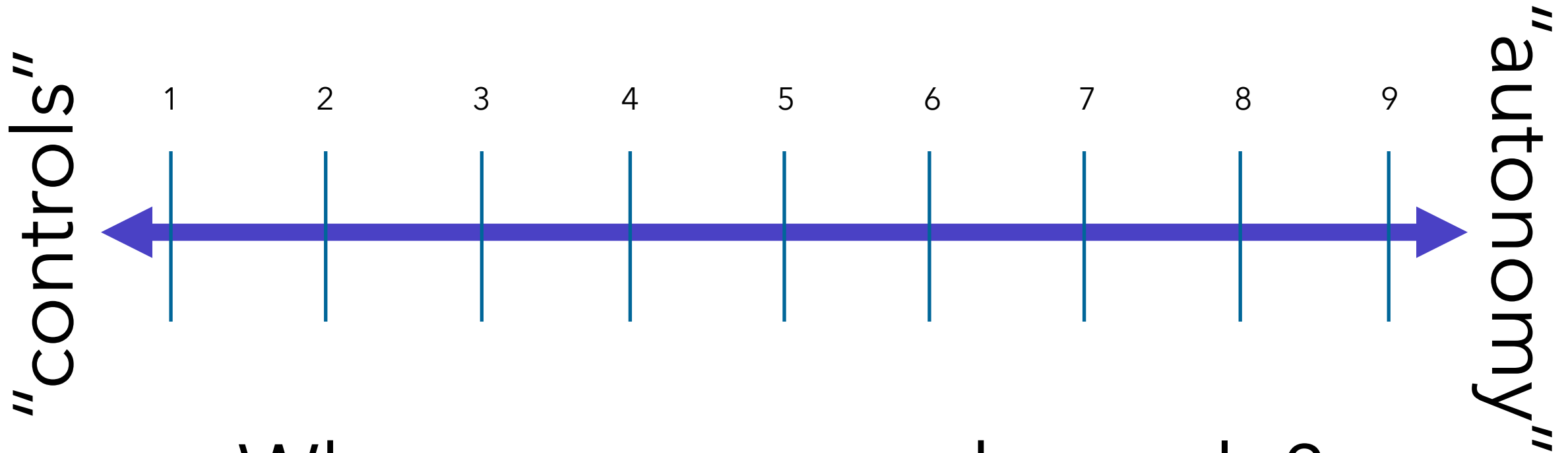


Coach



- Which one describes more you currently?
- Which one do you want to be? Why?

2. Scale of coaching & empowerment



Where are you on the scale?

Where do you want to be?



What are YOUR obstacles to coaching?

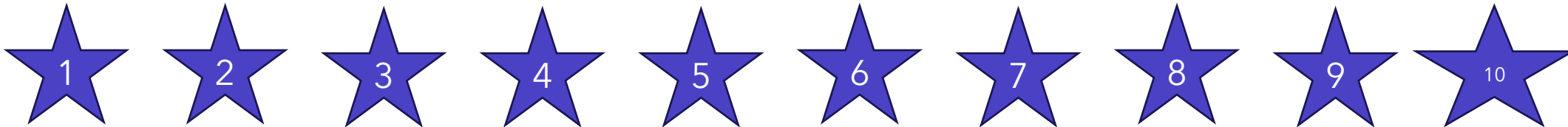


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Lack of Time



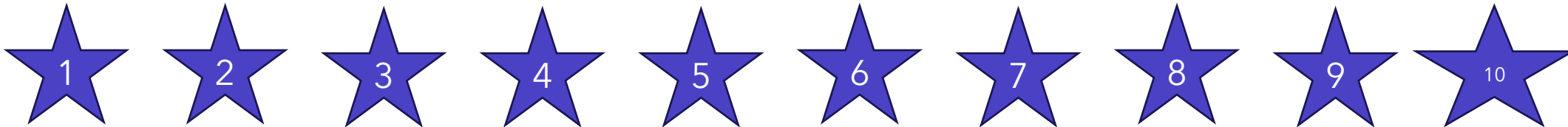
1. What are your attitudes about the investment of time for coaching? Is it a long-term investment?
2. Incorporate coaching into daily interactions
3. Prioritize, plan and schedule!
4. Plan each session for effectiveness
5. Develop a way to track progress and next steps



Lack of skill or confidence (process & listening)



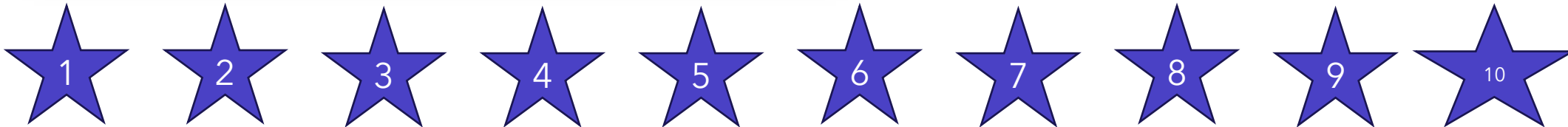
1. Seek coaching training and development
2. Start with small practices (active listening)
3. Use a structured coaching model
4. Start with goal-setting & accountability
5. Practice !



Fear of establishing a personal connection



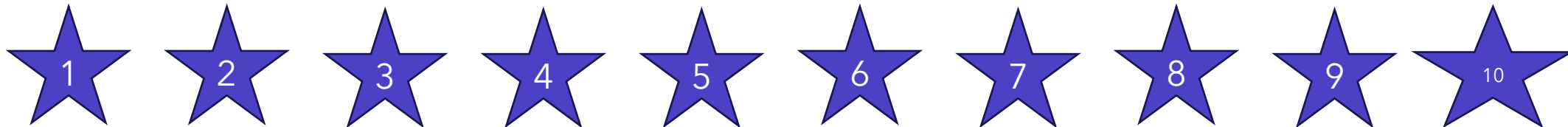
1. Reframe coaching as professional support, not personal intimacy
2. Coaching builds trust, not over-closeness
3. Emphasize accountability & development
4. Set clear boundaries
5. Seek support from other leaders



Fear of Failure (people won't talk, respond)



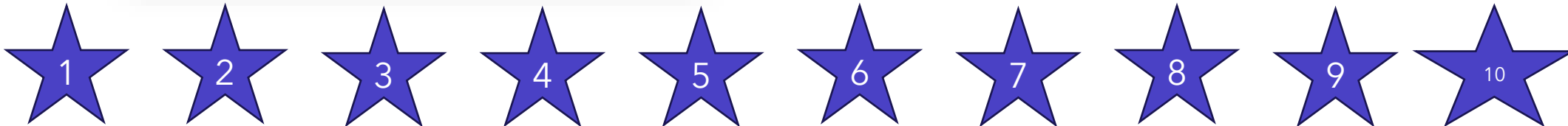
1. Understand that failure is part of the growth
2. Build psychological safety
3. Start with small wins
4. Embrace silence & active listening
5. Tailor coaching to employee's needs



Fear of giving up control (prefer traditional)



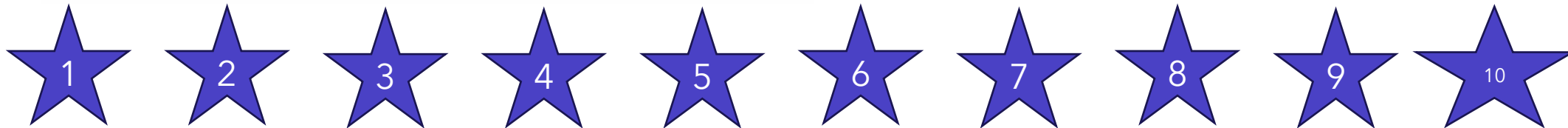
1. Understand coaching as empowerment
2. Shift from directive to supportive leadership
3. Recognize employee's strengths
4. Ask questions, don't give answers
5. Development emotional intelligence



Perception: Employees don't need coaching



1. Coaching increases continuous improvement & development (from good to great)
2. Improves decision-making, increases productivity and enhances job satisfaction
3. Helps to identify possible gaps and strategies for future opportunities
4. Allows the employee to set the agenda & identify their challenges and obstacles
5. Encourages self-reflection and growth mindset



Not patient (want immediate results)



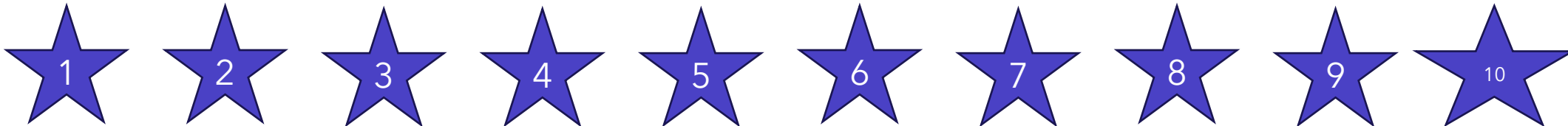
1. Recognize That Coaching is a Long-Term Process
2. Focus on progress over perfection
3. Set realistic timelines (break goals into short-term milestones)
4. Celebrate small wins
5. Re-evaluate coaching strategy (right fit?)



Fear of conflict or discomfort



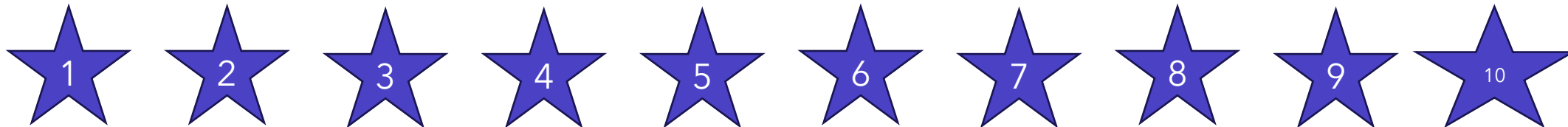
1. Identify the real root cause for the discomfort
2. Build skill of empathy
3. Learn constructive feedback techniques
4. Prepare in advance
5. Shift mindset from "leader as expert" to "leader as facilitator" to reduce pressure



Don't know how to help with goals



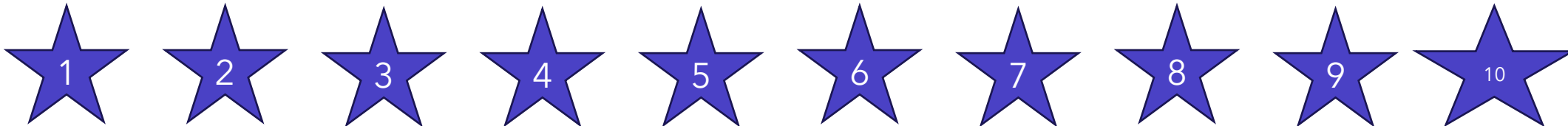
1. Learn & apply a goal-setting framework (SMART)
2. Ask questions to clarify employee goals
3. Make goal setting a joint effort
4. Set small achievable goals first
5. Align goals with existing KPI's and organizational metrics



Worried about legal issues (confidentiality)



1. Get education on legal boundaries
2. Consult HR for guidance
3. Develop coaching documentation skills
4. Focus on performance, not personal issues
5. Respect employee confidentiality



How do we start ?

- 1. Prepare yourself: Evaluate your mindset, assess your current skills, and establish your commitment to coaching
- 2. Create a coaching model using a simple structure
- 3. Discuss your approach with peer or HR (to get feedback)
- 4. Schedule at least 3 sessions on your calendar
- 5. Communicate plan & get agreement from coachee
- 6. START !!

Coaching Starter Questions

- 1. What do you want?*
- 2. Why do you want it?*
- 3. How will you feel when you get it?*
- 4. What is getting in your way?*
- 5. What is your first step to getting it?*



Coaching Models (What do they have in common?)

COACH

C = Connection
O = Objective
A = Action Plan
C = Commitment
H = Help

GROW

G = Goal
R = Reality
O = Options
W = Way Forward

CLEAR

C = Contracting
L = Listening
E = Exploring
A = Action
R = Review

STAR

S = Situation
T = Task
A = Action
R = Result

1. Establish what you are talking about
2. Agree what the goal is
3. Discuss options and obstacles
4. Create action steps/plans
5. Follow-up for accountability

**“If you do what you’ve always done,
you’ll get what you’ve always gotten.”**

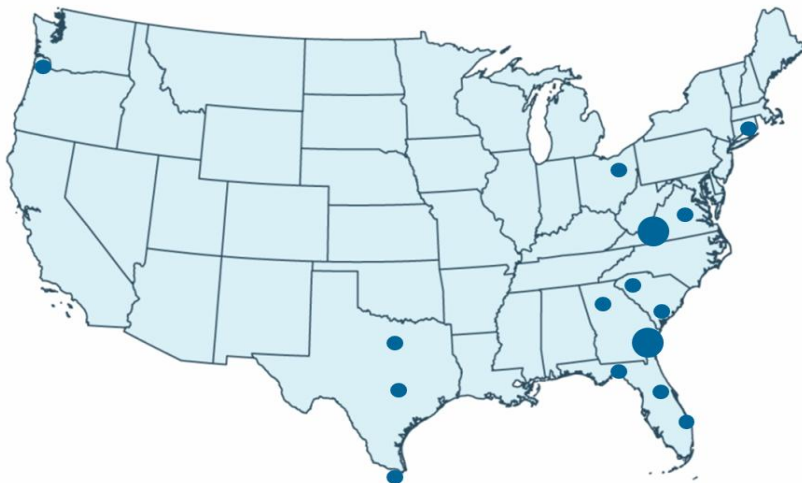
- Paul J. Meyer, LMI Founder



About us

A group of **trusted advisors** that provides solutions to common manufacturing and supply chain challenges in productivity, capacity, inventory, staffing and organizational development.

- ❖ Started in 2012
- ❖ Offices in Savannah, GA & Roanoke, VA



Our team consists of:

- Lean Consultants
- Operations Specialists
- Leadership Development Facilitators
- Organizational Development Professionals

SUCCESS



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**Thank you for
attending today !!**

