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**Coaching Leadership: A Necessary Skill for
Leading Change in Today's Higher Education
Institutions**

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BLG INTRODUCTION

The BLG leadership training model:

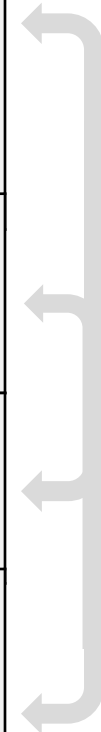
- Is empirically based and experiential
- Trains leaders to master the core competencies necessary to execute change & innovation

Why Coaching?

- Coaching leadership is expected of Leaders today- Coaching is a Leadership Skill.

BLG LEADING CHANGE MODEL

I	Contextual Competence	<ul style="list-style-type: none"> • Academic context • The university context 	Be cognizant of opportunities & constrains of industry, customer needs, and internal barriers
II	Ideation Competence	<ul style="list-style-type: none"> • Frame the challenge • lead for divergence & convergence 	Frame the challenge & foster channeled idea generation through individuals & groups
III	Political Competence	<ul style="list-style-type: none"> • Anticipate • Coalesce 	Move agendas forward by overcoming resistance, building coalitions, & getting the buy-in
IV	Managerial Competence	<ul style="list-style-type: none"> • Engage • Enhance 	Maintain momentum of teams by coaching, providing resources, managing conflicts, & sustaining commitment



Coaching

Leading for EXECUTION

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Coaching

Leading for EXECUTION

How is Coaching different than other conversations?

- 1 Intention of engaging and developing the other**
- 2 Holds the best interest of the other**
- 3 Encourages exploration, decision making and solutions**

Coaching is a mindset



The **Coaching Leader** uses empathy to engage & enhance others

Dialogue of Engagement Tips

- Focus on speaker – (cell on vibrate, door closed, etc.)
- Be present
- Stay in the moment
- Maintain eye contact
- Observe body language
- Be aware of your emotions, but don't act out
- Beware of interrupting the speaker to give your own opinions

Rules: The Dialogue of Engagement

- 1 Listen with curiosity**
- 2 Take in what you hear**
- 3 Reflect with accuracy**
- 4 Question for exploration**
- 5 Provide feedback for development**

DEMONSTRATION

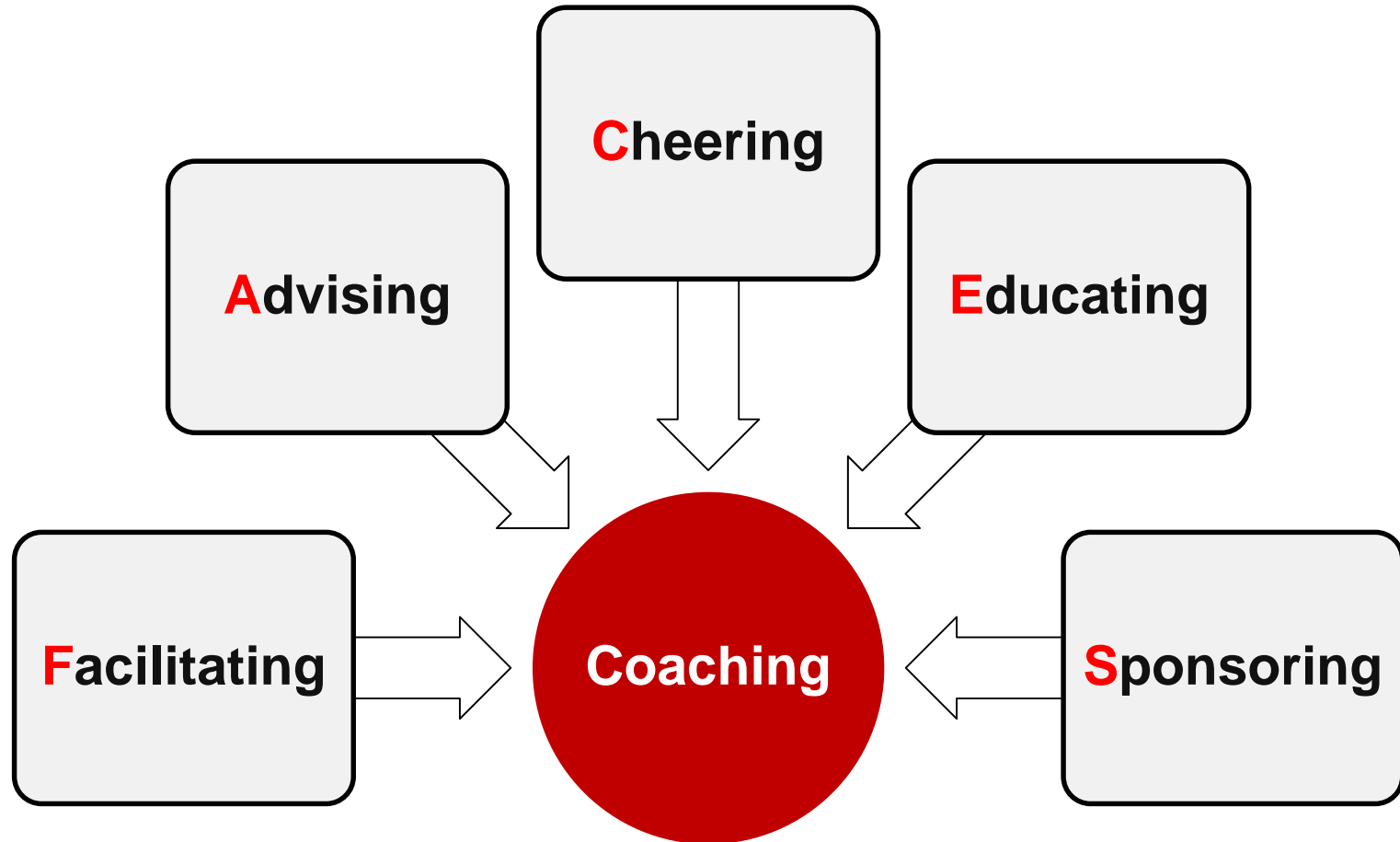
Yael coaching Maria Wolff

**Organizational and Workforce Planning Consultant at
Cornell University**

The Dialogue of Engagement: Debrief

- What did you notice?
- Did the listening seem to help the speaker?
- Did a shift occur in the demonstration?
- How did the listening & reflecting back allow the shift to occur?

The 5 F.A.C.E.S of Coaching



Enhancement Process:

1

Clarify goals

What do you want to accomplish?

2

Identify problems & obstacles

What stands in the way?

3

Develop necessary skills for goal achievement

How do you get there?

Thank you!

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