



Coaching as a Tool for Teams and Leaders

Research shows that coaching can be a beneficial and worthwhile investment for leaders at all levels. [A 2021 study](#) found that organizations nationally that invested in internal or external coaching had increased employee engagement and satisfaction [67%] and improved productivity [50%]. [Another study](#) shows that 70% of individuals who receive coaching benefited from improved work performance, relationships, and more effective communication skills. Coaching, internal or [external](#), can help leaders [improve their confidence](#), better manage stress and challenges, [be more effective in their roles](#), and can have many other benefits. Despite the benefits to leaders at all levels, there is [a sharp decline](#) in access to and investment in coaching as you move from executive level to entry-level positions. We know that limited resources, such as time and money, are a large part of why some organizations put most investment in the executive level leaders or [don't offer opportunities for development](#), like coaching, at all. Leaders can impact this though. Leaders can create cultures where coaching is embedded and can meaningfully [aid in and lead the development](#) of those at every level.

Here are two models you can use when working with your teams. They each have common elements of goal setting, examining what is currently happening and considering ways that change could benefit the employee and team, and support in reaching that goal or making that change. The COACH model focuses on coaching as a way of leading. It is not only a model to be used in discreet situations but one that can be embedded in the way you lead and in team culture. The GROW model is a more focused approach for coaching sessions. Either model will provide valuable tools and strategies for developing team members and leaders through coaching.

COACH Model – The COACH model, created by Bill George, an author/HBR professor, and Zach Clayton, marketing technology company CEO, describes “how today’s leaders should work with people”. First leaders should Care and [build understanding and trust](#) in one on one relationships and within their teams. Then leaders need to Organize their teams to get people in the right spot on the team based on [their strengths and weaknesses](#). This requires leaders to know their team members. A necessary but sometimes challenging next step is to Align team members around a common vision and purpose. Help employees to see how their work and personal purpose relates to the team and organization’s [purpose and why](#). Leaders can’t stop here though. They must Challenge their employees and teams to bring out their best work and [reach their potential](#). Lastly, leaders who take a coaching approach are always there to Help their teams solve problems and [celebrate successes](#). Leaders who take this approach are engaged with their teams and there to help think through challenges and recognize wins.

GROW Model – The GROW model, created by John Whitmore, a pioneer in executive coaching industry, and his colleagues, is a helpful tool for structuring coaching conversations. In these conversations, leaders take the approach of identifying the [Goal\(s\)](#) the person hopes to achieve and helps them to consider the [Realities that exist](#) in their role, team, and organization that may influence achieving that goal. Then aid in [identifying the Options](#) (or Obstacles) to reach that goal and, finally, the Way forward with specific actions, timelines, and support needed. This process is led by the person being coached but is heavily influenced and supported by the leader.

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