

Everyone's Smart University

Project (Spring 2021)

Student Name	محمد مفرح قصادي	اسم الطالب
Students I.D	2021202370.....	الرقم الجامعي

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PROJECT LEADERSHIP

Introduction:

Leadership is defining as Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act. (1)

Coaching leadership is a **style** that involves and facilitates the engagement of people, as well as drawing out and understanding and empathizing with their specific and individual motivations. (2)

In my organization there are many leader styles but through this research I'm going to talk about my manager in the company the leadership styles we have is coaching leadership, to define this leadership style he has that passionate about increase in quality and productivity, works best when team is already motivated and skilled and he need quick result.

The Coaching Style or “Bring your best self” approach is when a leader focuses on the personal development of their people rather than the immediate work to be done. When employees have the right autonomy and competencies to perform their job, and they are interested in developing themselves to deliver better results, this leadership style creates a very positive relationship between the leader and the employee. This style is usually not recommended with very junior employees or problem employees or would probably benefit more from the Pacesetter or Coercive styles until they reach a minimum level of competency and autonomy in their work.

When to use the Coaching Leadership Style?

The style a leader chooses to use with a particular person in one specific situation impacts the outcome of the case. Therefore, it is essential to explore the pros and cons of the style to enable a leader to make an informed judgment on when and how they should use it to achieve an effective and desirable outcome.

The following situations are suited best for the coaching leadership style:

1. **Create a positive organizational culture** – The coaching leadership style encourages a sense of responsibility and commitment in employees. The leader creates a safe space for both the leader itself and the employee to

express and explore feelings which result in the employee feeling acknowledge, competent and emancipated.

2. **Challenge talents to self-develop** – The coaching leadership style offers employees space and freedom to explore and brainstorm ways to take responsibility and solve their own challenges. That enables the employee to break the habit of seeking solutions from their lead and push themselves forward beyond the role and the task they are performing.
3. **Build new knowledge and capabilities** – The leader practicing a coaching leadership style is closer to the employee than an external coach. Therefore, they are informed about how well the employee is doing in their role. The coaching leadership style enables the leader to challenge employees on their limiting beliefs that might impact their current performance. As a result, the employee develops new awareness, capabilities, and skills. (3)

Disadvantage of Leadership:

1. **Evaluation of performance** – Coaching leadership style focuses on what the employee could be rather than what is. The objective is to explore how the employee can become better over time. Therefore, when the leader is also responsible for evaluating the functional performance of the employee, it takes upon the risk of the employee assuming the coaching relationship will impact their evaluation. Hence, not open up or benefit from the coaching conversations.
2. Motivate employees who are not motivated – Coaching requires an investment from the employee side as much as it is from the leader's side. An employee that is not interested in coaching and is not motivated would not invest the time and effort in their self-development. Thus, coaching conversations would be just conversations.
3. Improve performance of dysfunctioning employees – Coaching leadership style enable employees to develop new skills and capabilities. However, it is not always suited to improve performance when a person is dealing with severe private issues, psychological problems or lack of skills. In those cases, consulting, therapy and training are a better option. (4)

3.0 METHODOLOGY:

1. Agree on the objectives – Every coaching journey starts with a coaching agreement. The leader client should have an apparent desire to develop the style, understand what would change for them when they master the style and have a shared understanding with the coach of what it would look like for the leader when they master the style.

2. Assess their starting points – People are different. For some empathy and emotional intelligence are rooted in who they are, for others it is not. Having an honest, shared understanding of the starting point is crucial to ensure the leader is ready to practice coaching conversations with their employees. Go back to the “Conditions for effective use of Coaching Leadership Style” chapter and explore with your leader their current...

3. Agree on a baseline – a Certain level of the above starting points must exist for the leader to start practicing coaching conversations with their employees. The coach and the leader should agree on the level the leader would like to be in before they start practicing the coaching leadership style with their own employees.

4. Develop a plan to fill the gap – Each leader requires different time and support to develop to their baseline. Thus, the coach and the leader should create a concrete, measurable action plan to develop the leader to the baseline.

5. Select a practice partner – Once the leader is ready to start practicing their coaching leadership style with their employees, they are recommended to first select a colleague with whom they are already familiar and feel safe to practice. The colleague can be another leader in the organization, an employee from a different department or anyone who is interested in coaching and would be open to experimenting.

6. Practice – The leader should practice reaching a minimum level of confidence. If the colleague of the leader agrees, the coach can join the leader and observe some sessions to provide the leader with feedback. Once the leader is confident they can do the same with their employees, they are ready!

Like any skill, coaching leadership style is a work in progress. Even when hard at first, the coach should encourage the leader to keep practicing. Sometimes the first partner is not the right one, and the leader will need to seek someone else to

practice with. The coach role is to keep the leader accountable and remind them of their vision of who they will be when they master it. (5)

Conclusions:

This research paper focused on the Coaching Leadership Style, the benefits of developing it, the application of it and how can leadership coaches support their clients to develop it. Concluding the above, coaching leadership style is an effective style to both increases the emotional intelligence of a leader as well as creating a meaningful relationship between the leader and their employees. Although developing this style require time and effort, the benefits for the leader are an excellent return for their investment. (6)

Resources

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