

Beyond Management: Coaching and Leading your Team

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Hi, I'm Derek.

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Derek Mulhern
Coaching



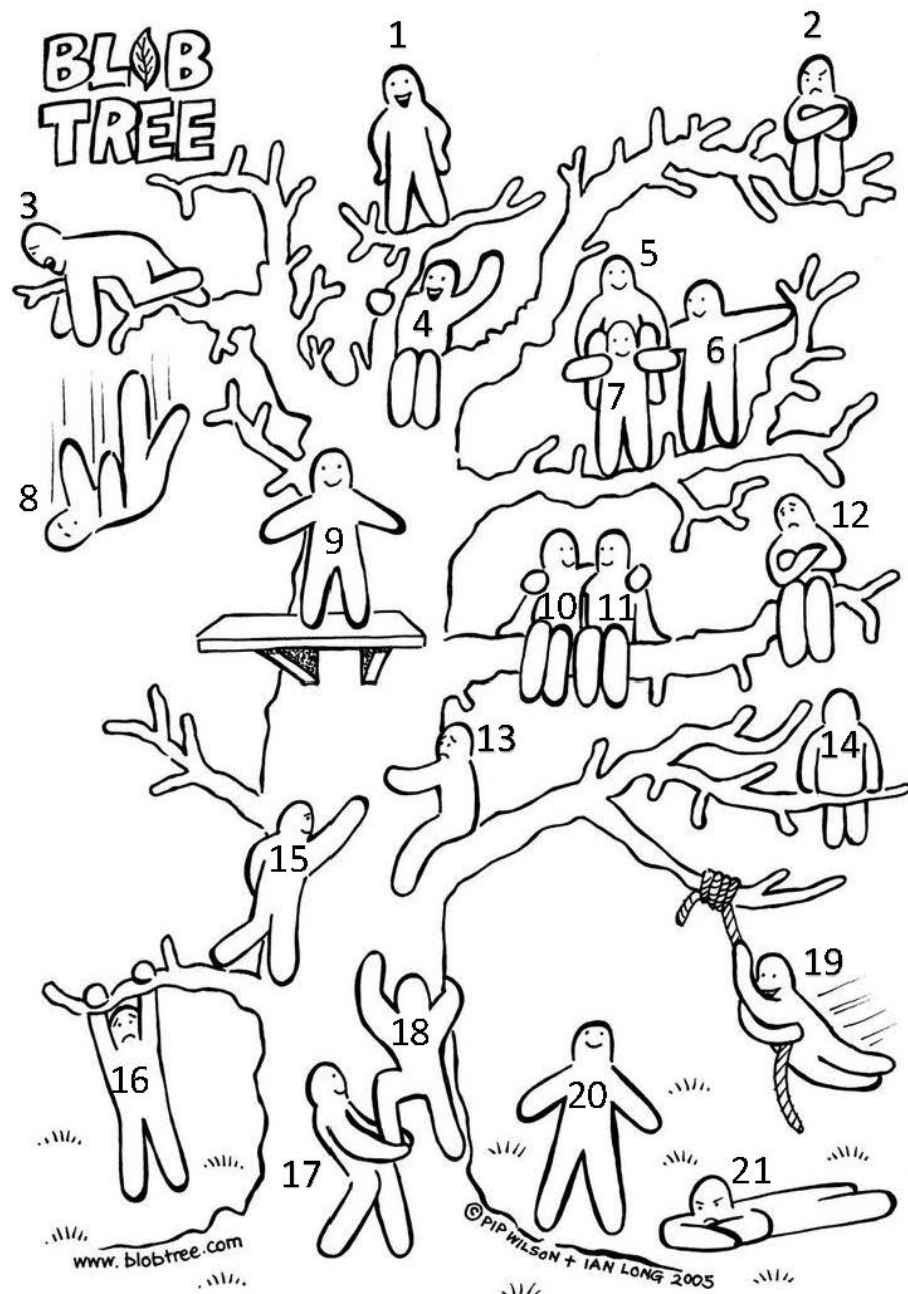
Today's Agenda

- What is coaching and why should we care?
- How can I deploy structured and unstructured coaching in my organization?
- What is a coaching culture and what does it mean for my organization?
- How coaching can support fundraisers and nonprofit employees?

Let's get
cleared



BLOB TREE



The Leader Checklist

- ✓ Think and Act Strategically
- ✓ Take Charge
- ✓ Act Decisively
- ✓ Communicate Clearly
- ✓ Find Common Ground
- ✓ Build Trust
- ✓ Listen to others
- ✓ Be Transparent





What do you
think of when
you think of
management?

What do
you think of
when you
think of
coaching?



Coaching vs. Traditional Management

- Focus on Individual Growth vs. Tasks, Goals and Performance
- Empowerment vs. Control
- Listening and Inquiry vs. Instruction
- Long Term Development vs. Immediate Results
- Collaborative Partnership vs. Hierarchical
- Strengths Based vs. Weakness & Gaps Based
- Being vs. Doing

What is Coaching

- Living in the unknown
- Present to what is
- Intuition & heart
- Listening effectively
- Whole and complete
- Creative and resourceful
- Being vs. doing



The Coaching competencies

- Embody a Coaching Mindset
- Establish and Maintain Agreements
- Listen Actively
- Maintains Presence
- Cultivate Trust and Safety
- Evoke Awareness
- Facilitate Growth & Learning



Why do you
see you
would need a
professional
coach?





People vs. Problems

All problems are people problems, and we look at problems instead of looking at people.





Focus on the person, not the
problem

**Breakthroughs
exist inside of
a commitment**

**No
commitment
=
problems**



Higher Job Satisfaction

A study published in the Consulting Psychology Journal found that coaching interventions led to increased job satisfaction among employees, with participants reporting higher levels of job satisfaction three months after coaching.





Enhanced Nonprofit Leadership

The Center for Creative Leadership (CCL) conducted a study showing that nonprofit leaders who received coaching reported increased self-awareness, improved decision-making abilities, and greater effectiveness in their roles, ultimately benefiting their organizations.

Increased Employee Engagement

According to a study by the International Coach Federation (ICF), 70% of individuals who have received coaching report improved work performance, relationships, and more effective communication skills.





Employee Retention

According to a study by Bersin & Associates, organizations with a strong coaching culture exhibit 21% higher business profitability and 37% higher employee retention.

Better Goal Achievement

The American Management Association (AMA) found that coaching increased goal achievement by 22% compared to individuals who didn't receive coaching.



Being Coached vs. A Coaching Culture



Marvelously Bad Meetings

Think about your least favorite person in a meeting. What comes to your mind when you think of them?



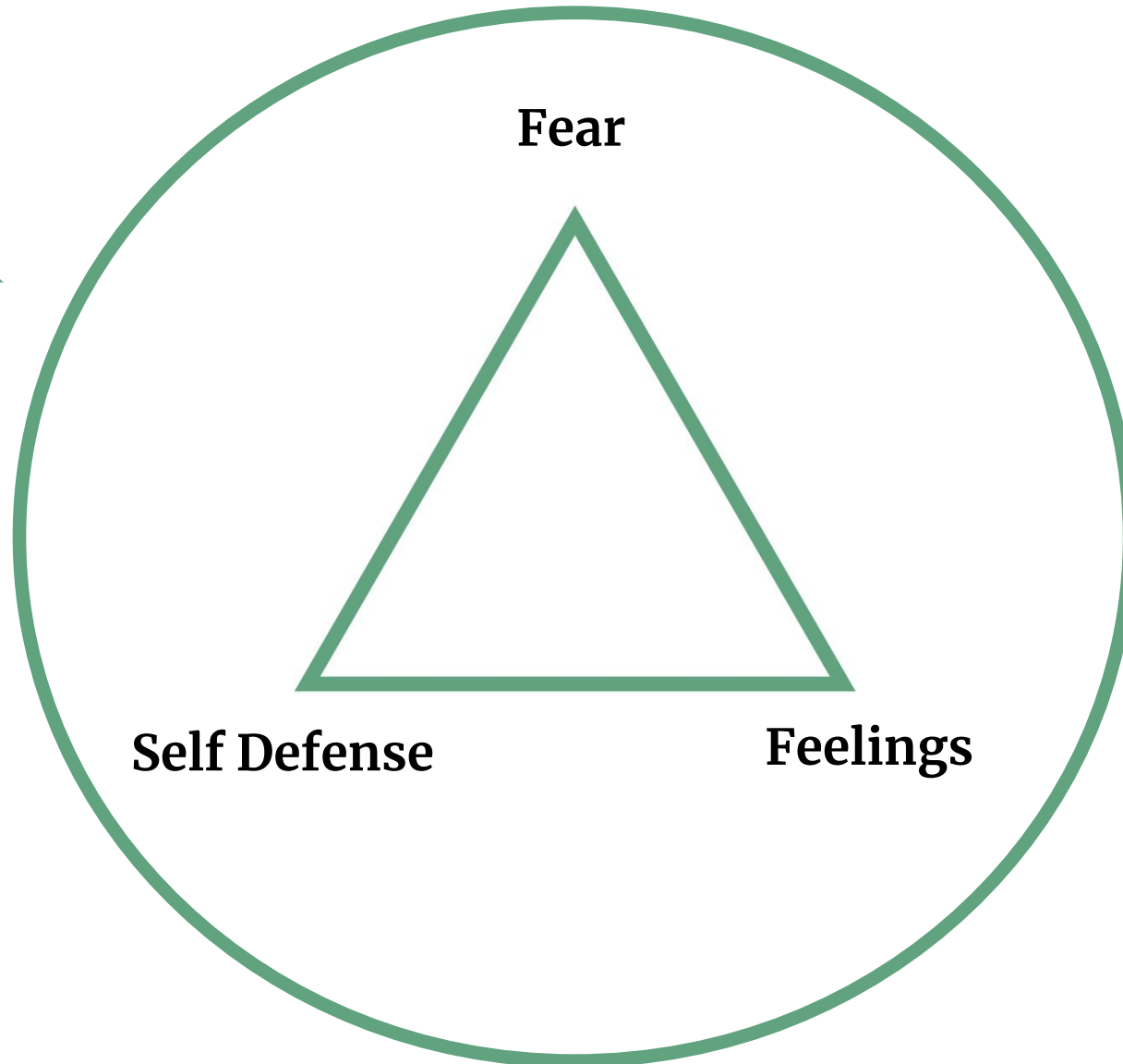
Marvelous Meetings

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The Motivation

**Leadership
Saboteur**



Through what lens?

What lenses are you using when you assess where you're at in your life and career?



A common thread

- Achievement
- Time
- Performance
- Never Enough
- Being Liked



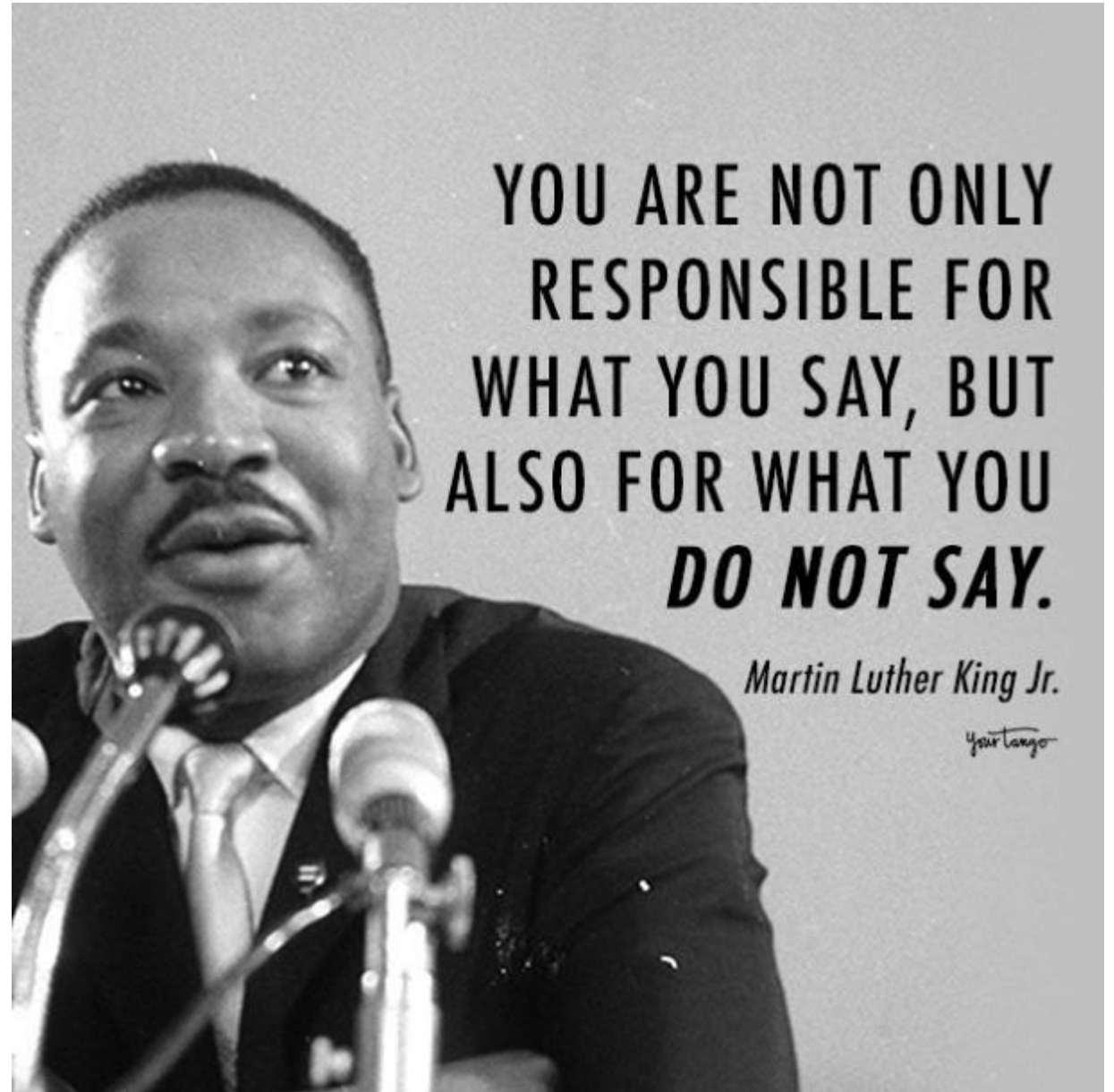
An aerial photograph of a red running track with four white lane lines. Four cyclists are positioned in the left half of the frame, each in a different lane. From top to bottom, they are wearing dark blue, dark green, maroon, and black clothing. The text 'What we celebrate' is overlaid on the right side of the image.

What we celebrate

vs

What we punish

Ownership



Alignment VS Agreement



Adam Grant ✓
@AdamMGrant

Strong relationships don't need agreement.
They need alignment.

Agreement is having identical opinions.
Alignment is having shared values.

Agreement is taking the same path.
Alignment is heading in the same direction.

Closeness is a matter of commitment, not
consensus.

Brave
leaders
create
courageous
cultures



Be curious & listen



Adam Grant 
@AdamMGrant

The best way to open people's minds isn't to argue with them. It's to listen to them.

When people feel understood, they become less defensive and more reflective—and develop less extreme, more nuanced views.

Productive disagreements begin with curiosity, not persuasion.



How does
coaching exist
inside your
organization
already?

Informal Coaching

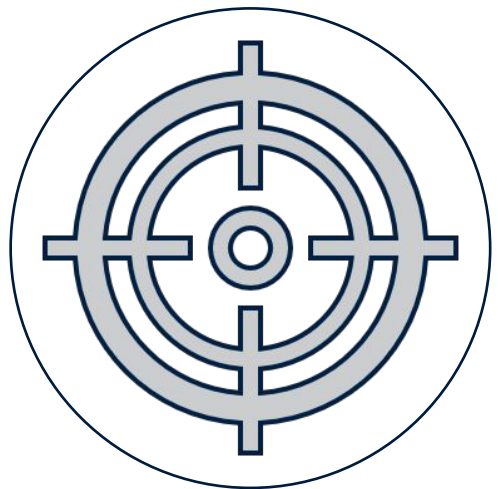
In what ways have you coached people on your team or at your organization?



The Coaching competencies

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GOAL

Identify a desired outcome, goal or aspiration.

Coaching the Conversation:
- Ask questions to guide the coachee to a higher degree of clarity on where they want to be



REALITY

Describe what's currently happening to complement or complicate goal attainment.

Coaching the Conversation:
- Empathize and support what is making them feel stuck or upset . Recognize facts and commitments.



OPTIONS

Imagine possibilities and options available that support the goal and current reality

Coaching the Conversation:
- Explore and evaluate the possibilities for what might be most helpful and realistic.



WAY FORWARD

Declare and fulfill milestones and moments for accountability.

Coaching the Conversation:
- Close with clarity, commitment and accountability for what steps will happen next.

Formal Coaching

- Group coaching
- Individual coaching
- Focused goals



So what?

Where do you see
this making shifts in
your organization?

Questions? Contact me!

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