

2020 White Paper Competition

Leaders as Coaches: The Why, How, What and What not

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Leaders using coaching skills in their day-to-day interactions can be an effective way of leadership as shown by companies such as Google where being a 'good coach' comes on top of the list of great leadership skills. Based on four studies, including surveys with leadership coaches, analysis of videotaped coaching conversations of leaders learning how to coach and in-depth interviews with employees receiving coaching, benefits and challenges for organizations are discussed. Organizations need to realize the importance of the 'leader as coach', define the approach, let leaders learn and incorporate it, showcase benefits and support challenges and never force it.