

# **"Effective Leadership Through Creative Coaching: How to Build Trust and Become Less of a Boss"**

Dr. Jill O'Shea Lane

# Is there such a thing as a good boss?

- Let's start with, do we know a bad boss when we see it?
- <https://www.youtube.com/watch?v=qHrN5Mf5sgo>
- Bad boss stories
- <https://www.youtube.com/watch?v=GVTd0ecBHcM>

# What's the difference between a boss and a leader?

<http://www.volarisgroup.com/blog/article/the-difference-between-a-boss-and-a-leader>

# It's a process

- **B** **BOSS** - we may be promoted for our skill set rather than our leadership ability
- **L** **Leader** – leadership has to be learned
- **C** **Coach** – coaching is a component of good leadership

# What is leadership?

1. "A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves." --*Lao Tzu*
2. "A good leader takes a little more than his share of the blame, a little less than his share of the credit." --*Arnold Glasow*
3. "The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy." --*Martin Luther King Jr*
4. "You don't need a title to be a leader." --*Mark Sanborn*
5. "It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership." --*Nelson Mandela*
6. "Leadership and learning are indispensable to each other." --*John F. Kennedy*
7. "The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things." --*Ronald Reagan*
8. "Successful leadership is leading with the heart, not just the head. They possess qualities like empathy, compassion and courage." --*Bill George*
9. "The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already." --*John Buchan*
10. "A great person attracts great people and knows how to hold them together." --*Johann Wolfgang Von Goethe*

**In order to build trust you have  
to be transparent and make  
yourself vulnerable  
These are scary things.**

# **Step #1 to being an effective leader: Change the one thing you have the ability to change**

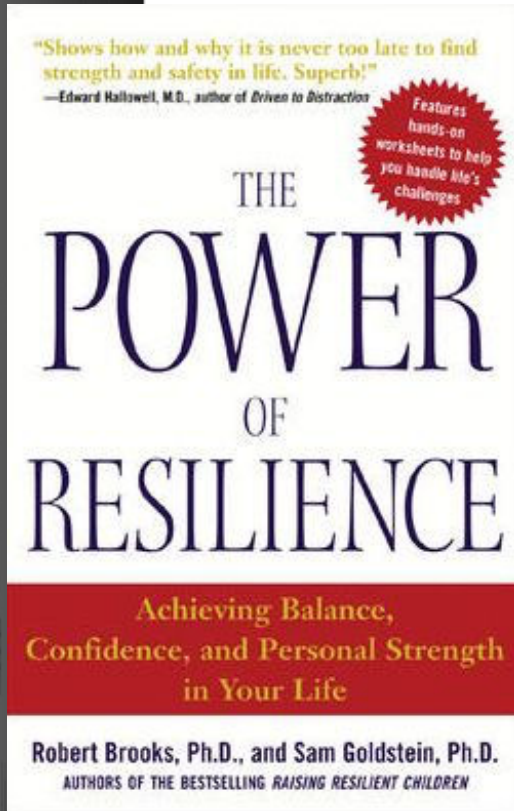
- That work begins with you!
- Assess your own levels of:
  - Emotional intelligence
  - Resilience
  - Growth mindset
  - Grit

# Emotional Intelligence

- <https://www.psychologytoday.com/tests/iq/emotional-intelligence-test>
- <https://implicit.harvard.edu/implicit/takeatest.html>



# Read more about it



## Resilience

*The Power of Resilience: Achieving Balance, Confidence, and Personal Strength in Your Life*

by Robert Brooks, Ph.D. and Sam Goldstein, Ph.D.

# Read more about it

UPDATED EDITION

CAROL S. DWECK, Ph.D.

## mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN  
LEARN TO FULFILL  
OUR POTENTIAL

- \*parenting
- \*business
- \*school
- \*relationships

1.8  
MILLION  
COPIES  
IN PRINT

"Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life."

—BILL GATES, *Gates/Notes*

## Mindset

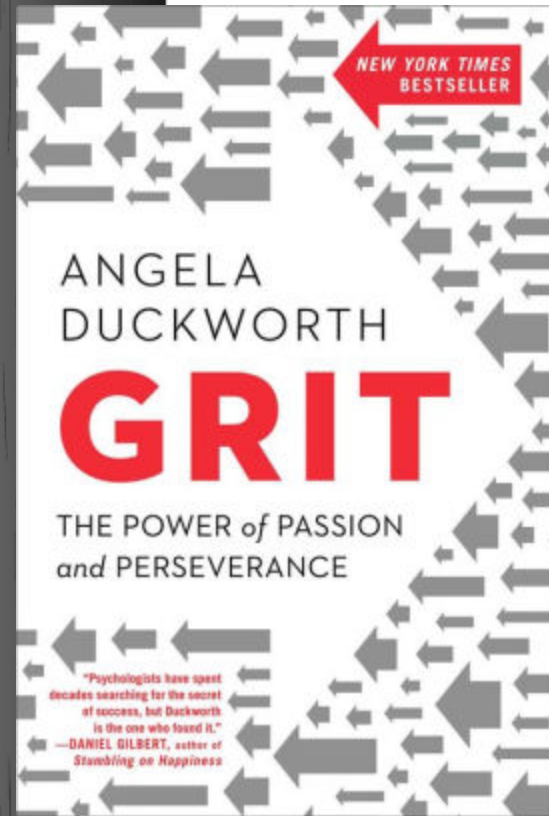
*Mindset: The New Psychology of Success*

by Carol Dweck, Ph.D.

# Read more about it

## Grit

*Grit: The Power of Passion and Perseverance*  
by Angela Duckworth



# Leadership Styles

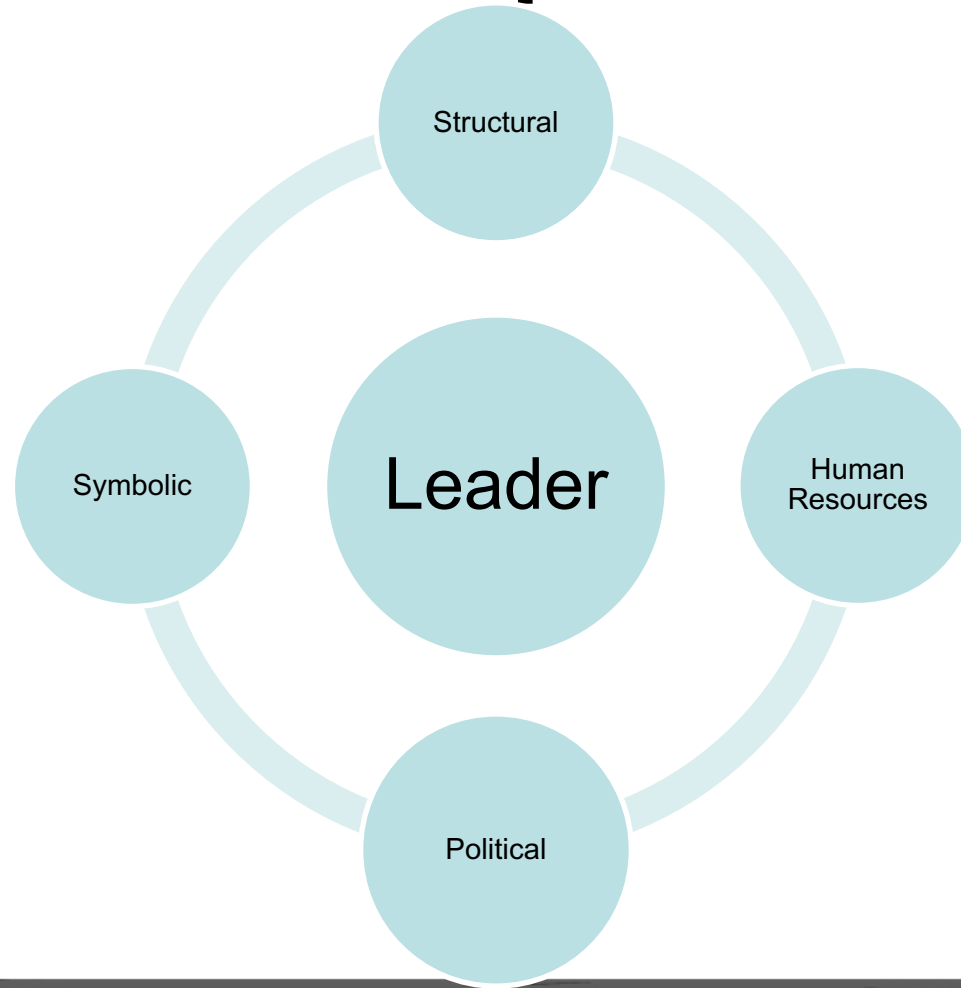
- Authentic
- Servant
- Transparent
- Narcissistic
- Leading from the middle
- You don't have to supervise people to be a leader or a coach

# Leadership Frames

- Structural
- Human Resources
- Political
- Symbolic

(Bollman & Gallos, 2011).

# Leadership Frames



# Read more about it

## Leadership

*The Five Dysfunctions of a Team*  
by Patrick Lencioni

NEW YORK TIMES BEST-SELLER

### The FIVE DYSFUNCTIONS of a TEAM

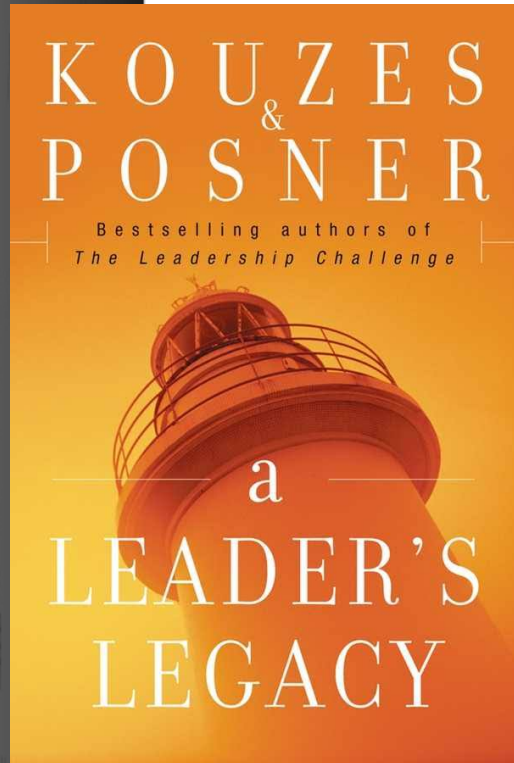
A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER *THE ADVANTAGE*

# Read more about it

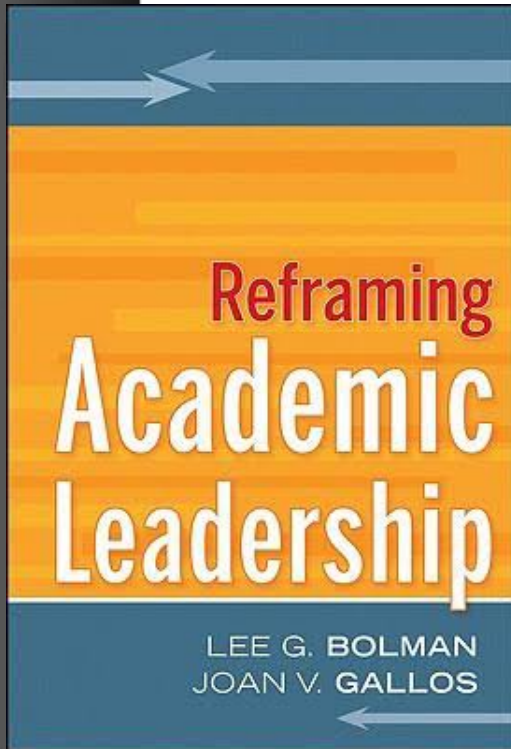


## Leadership

*A Leader's Legacy*  
by Kouzes & Posner



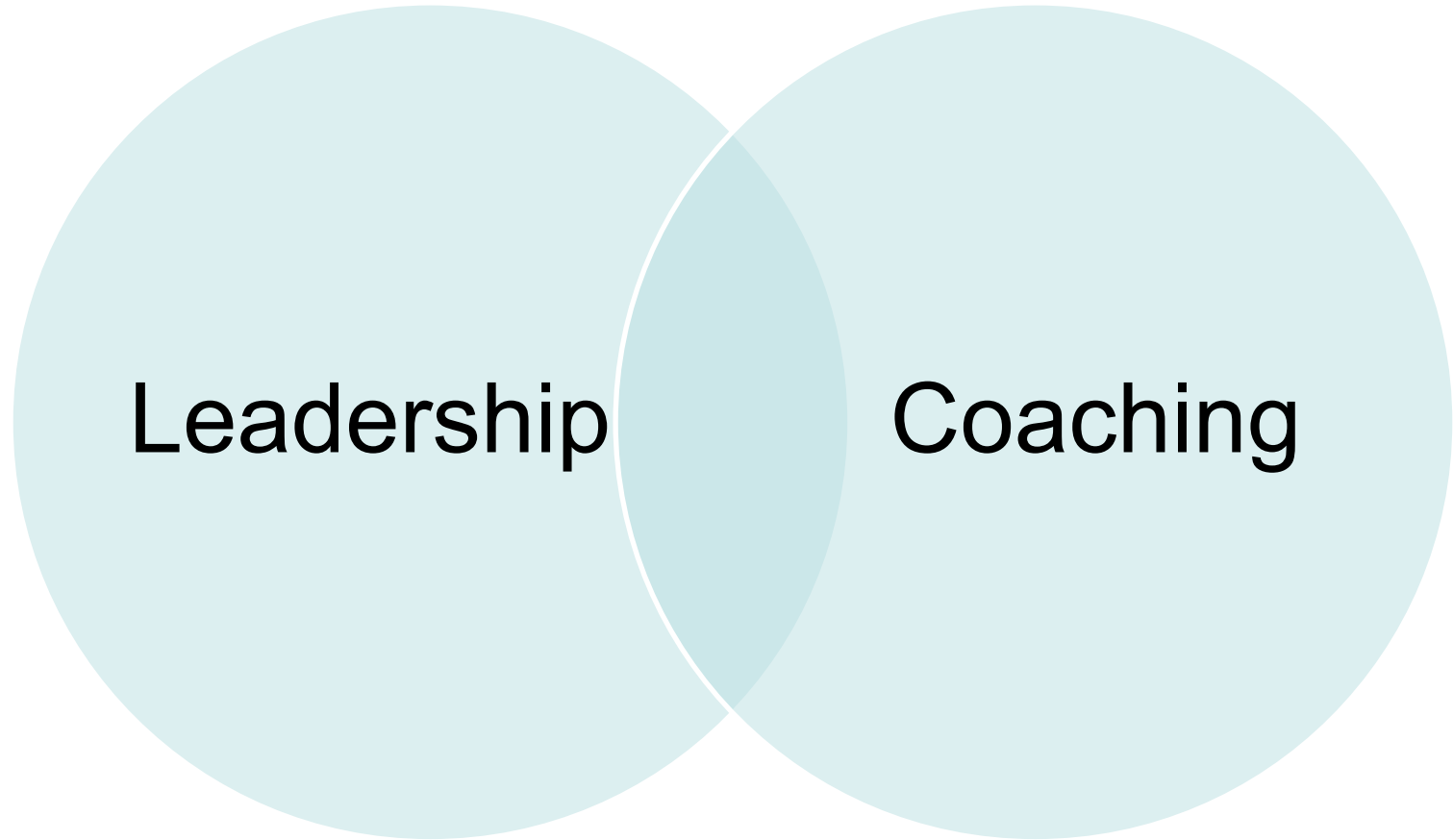
Read more about it



Leadership

*Reframing Academic Leadership*  
by Lee G. Bolman and Joan V.  
Gallos

# Leadership as Coaching



# Leaders as Coaches

## Difference between a boss and a coach

- Bosses inspire fear; coaches inspire trust.
- Bosses like to talk; coaches prefer to listen.
- Bosses need to control.
- Bosses limit the training and development of the people under him or her.
- Coaching is a habit and a process.
- Coaching is an essential leadership behavior.

<http://www.coachingandmentoring.com/Quiz/coaching.html>

# Creative Coaching Skills

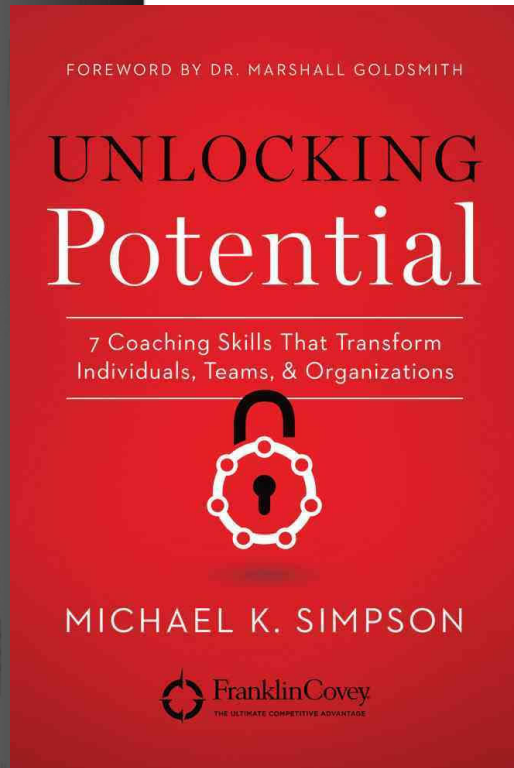
- Build trust
- Challenge paradigms
- Seek strategic clarity
- Execute flawlessly
- Give effective feedback
- Tap into talent
- Move the middle

( Simpson, 2014).

# Creative Coaching

- Challenge yourself to write your own leadership philosophy statement

# Read more about it



## Coaching

*Unlocking Potential: 7 Coaching Skills that Transform Individuals, Teams & Organizations*  
by Michael K. Simpson

# Read more about it

## Coaching

**The Coaching  
Habit** Say  
Less, Ask More  
& Change the  
Way You Lead  
Forever

Michael  
Bungay  
Stanier

Wall Street Journal Bestseller

BESTSELLING AUTHOR OF  
DO MORE GREAT WORK

*The Coaching Habit: Say Less, Ask More, and Change the Way You Lead Forever*

by Michael Bungay Stanier

# Conclusion

You have to learn to be an effective leader and coach.

And in the process, take your work seriously, but **please**, don't take yourself too seriously!



## References

Bolman, L. G., & Gallos, J. V. (2011). *Reframing academic leadership*. San Francisco, CA: Jossey-Bass.

Simpson, M.K. (2014) *Unlocking potential: 7 coaching skills that transform individuals, teams & organizations*. Grand Haven, MI: Grand Harbor Press.

# Questions?

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