

# Coaching Style

# Self-Coaching Guide

## Leadership Styles

The most effective managers use six core leadership styles: **coercive** (demands immediate compliance), **pacesetting** (sets high standards for performance), **authoritative** (mobilises people towards a vision), **affiliative** (creates harmony and builds emotional bonds), **democratic** (forges consensus through participation), and **coaching** (develops people for the future).

### *How can I be a good manager?*

Good managers recognise when to use each leadership style, particularly the last 4 styles listed above – in just the right amount, at just the right time. These managers create the best work environment and business performance. *Coaching style* is often the one least used despite being a very powerful tool.

Google investigated what makes a good manager and found their behaviours to be:

1. Is a good coach
2. Empowers the team and does not micromanage
3. Creates an inclusive team environment, showing concern for success and wellbeing
4. Is productive and results-orientated
5. Is a good communicator, listening and sharing information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates across the organisation
10. Is a strong decision maker

One of the most important behaviours was that they were an effective coach; a manager who focuses on each team member's individual needs. Sometimes this requires more mentoring (passing on expertise and advice to achieve something) than coaching (asking questions and listening instead of giving answers). Here are some tips on being a good manager across the range of the coaching style:

- Have regular one-to-ones with your team member and be fully present and focused on them. [See SCG – *'How can I have better one-to-one conversations?'* for more about this skill.]
- Be aware of your own mindset/attitude and that of the team member
- Practice active listening and ask open-ended questions to facilitate the team member's own insight. [See SCG – *'How can I ask effective questions?'* for more about this skill.]
- Provide specific and timely feedback
- Balance positive (motivational) and negative (constructive) feedback, and understand the unique strengths and development areas of each team member

A good manager demonstrates the above behaviours, employs a coaching style, and invests time and energy with each team member to create a healthy work environment and business performance.

*"The conventional definition of management is getting work done through people, but real management is developing people through work." Agha Hasan Abedi*

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## More Information

**M** +44 (0)7711 856804 **E** [hello@paulhollywell.com](mailto:hello@paulhollywell.com) **L** [www.linkedin.com/in/paulhollywell](http://www.linkedin.com/in/paulhollywell) **W** [www.paulhollywell.com](http://www.paulhollywell.com)