Leadership Bites:
Coaching Others Through Change
LEADERSHIP LEARNING IN 20 MINUTES

NHS
Leadership Academy
South East

Introduction

The one certainty in life is change. The irony about change is that on the one hand we want change in our lives, careers, organisations etc, and yet on the other hand we often wish for things to remain the same. The wise leader is aware and alert to change and looks to face, embrace and shape it where possible – they show up and help others through the process.

> **Key Insight: "Tomorrow's leaders will not lead dictating from the from, nor pushing from the back. They will lead from the centre; from the heart." – Rasheed Ogunlaru, Coach-Speaker-Author**

The nature of change, flowing with change

The reality is that just like everything else in nature or organisations change: leaders, staff, service users. But so does the wider industry, society and economy. Mindful of this these steps may help you.

1. **Awareness**: expect change, keep informed, study your environment, anticipate
2. **Alert**: plan, prepare and be poised where you can in order to move swiftly
3. **Anger:** know that change can have resistance. The value of anger is to prompt action
4. **Acceptance:** once we move from anger to acceptance and clear, considered action
5. **Armed / Able:** what information, communication, skills, support, resources etc are required?
6. **Action:** what action is required by whom and when? - be strategic, specific and holistic
7. **Adapt:** This is an ongoing process, reflect, review, improve and fine-tune.

Remember the 10 Fundamentals of Inspiring Leadership

Here are 10 Fundamentals of inspiring and effective leadership which you will also discover in the Leadership Bites on Motivating Yourself and Your Team.

The difference during times of change and challenge is that all of these may need to be reviewed, revisited and even changed … from the destination right through. However, the fundamentals remain the same that these are important to check in on and many of them including Communication / Information, Collaboration / Co-operation become even more important. As far as Inspiration and Motivation are concerned and even the Destination, then in times of change you need to step forward and show even greater leadership.

1. **Destination:** where are you headed? clear goal, strategy and action plans.
2. **Motivation / Inspiration:** take time to find out what makes everyone in your team shine.
3. **Designation / Delegation:** ensure everyone is in the right role and delegate fairly and wisely.
4. **Expectations:** ensure everyone knows what's expected of them in their role / as a team.
5. **Regulations:** ensure all know / abide by the policies, procedures, rules and behaviours.

6. **Aspiration:** learn what each person seeks to achieve in their career – encourage progress
7. **Communication / information:** this is the lifeblood of success – ensure it flows wisely.
8. **Collaboration / co-operation:** foster a team spirit find ways to work collectively.
9. **Perspiration:** foster a work ethic where everyone pulls their weight and plays their part.
10. **Appreciation & Celebration:** Give praise, find ways to make work fun and enjoyable for all.

Leader, Manager and Coach

In times of change especially you will need to wear all three of your leadership hats even more visibly.

1. **Leader**: Providing vision, inspiration, leadership, empowering, enabling and guiding
2. **Manager**: Ensuring key tasks, goals are addressed – in changing times these may change notably
3. **Coach**: Developing your team – helping them build their confidence, skills and abilities.

Give it a go:
Taking Stock …Coaching Yourself and Others

Here are some simple coaching style questions that will help you at any time – and may be of extra importance in times of change or challenge.

Take a pen and paper or open a document and type out your responses. You may not know all the answers but they may well help you get deeper insight and may prompt actions to help you coach yourself and your team.

Before you answer the questions consider what timeframe would be best to think about. For example, if you considering major change but things are fairly stable you may want to consider a 5-year timeframe or maybe that and a longer one. If things are changing swiftly and the environment is very changeable and volatile you may want a short-term timeframe of weeks and months and you may want to regularly review it.

1. Where are you / your team / your organisation at right now?
2. What are the key challenges a) in your role b) your team c) your organisation?
3. What are the key opportunities a) in your role b) your team c) your organisation?
4. What current / future internal and external factors may impact on the issues above?
5. What are the key priorities a) as you see it b) as your organisational leadership see it?
6. What 3 things in your / your teams control or influence would make the greatest positive impact on your current situation and would help you be best placed for the future?
7. Mindful of the above what's your goal / what would you like to achieve (be specific)?
8. What are the strengths, weaknesses, opportunities and threats of your team?
9. What skills, tools, support resources **do you have** to help you / your team?
10. What skills, tools, support resources **do you additionally need help you / your team?**

Time for action:

Reflecting on the questions above and your answers what actions do you need to take and when?

Check out the accompanying *Coaching Others Through Change* video on the website to help you pause and consider this topic further. It will also give you some other pointers into how to develop your team.

Time to reflect…

Take some time to note down your thoughts on what you've learned.

What resonated?

What has made you curious?

What small changes could you make to start having an impact differently and quickly?

What might you need to share with your team, and commit to 'testing and learning' together?