

# Thinking Leadership



Leader's Edge—we develop the interpersonal skills of leaders in organisations.

## Can coaching change minds?

Coaching is king in today's business world. Leaders coach their team members; senior managers have their own executive coaches; coaching is replacing formal training in many aspects of skill development. But how do you make sure that coaching is effective? What can you do to have coaching cause change?

To understand how to make coaching more effective, you first need to understand how minds get changed.

Read on to find out how that happens, and for key tips on how to make coaching more effective.



## Key elements of effective coaching:

Coaching does change minds, that's for certain. Or at least good coaching changes minds, for the better. Here are three key elements of good coaching that create sustainable changes for the coachee:

1. Stimulate personal insights that 'pull' change through for the individual
2. Focus on the future through solution-based questioning
3. Consistent and spaced attention on the desired change

How do these three elements create change? To answer that question you need to understand some basic neurology or brain functions.

**Different types of behaviour are controlled by different parts of the brain.** Old habits, old patterns that happen automatically and unconsciously, are controlled by the old part of the brain.

These actions take no conscious attention and little energy. New habits, new patterns that you have to consciously think about are controlled by the new 'thinking cap' part of your brain. These actions take all your attention and require a lot of energy.

**New habits** become automatic and unconscious through **energy**. Brain science indicates that there is a surge of energy immediately before a personal insight, or an 'ah ha!' moment. This starts the process of creating new neurology or brain wiring. The new pattern is then reinforced by continued attention,

much like a track in the sand is made more distinct as more people walk over it. Good coaches instigate this for their coachees through skilled questioning that 'jiggles the concrete' around their mind-set in the old brain. They also keep their coachee focused on the future and reinforce positive change as it is achieved.

**Neuro-linguistic programming (NLP)** has some practices that can accelerate and intensify the rewiring process of change. NLP Practitioners may use specific practices to rapidly change their clients' minds, with their explicit permission. If a coach is not an NLP Practitioner they can still help people to change by using sound coaching practice - and the three key elements listed above.

So yes, coaching can and does change minds. A good coach will be intentional and focused in interactions with the coachee, so the energy derived from personal insight results in new habits that are reinforced by repetitive attention until the change is permanent.

Leader's Edge works with clients in all aspects of coaching development. You can use Leader's Edge services to:

- improve the coaching quality of your leaders
- coach your senior managers and

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Want more information about our work? Check out our website:  
[www.leadersedge.co.nz](http://www.leadersedge.co.nz)

## Want to improve a business metric?

I recently met with an organisation that is going for Balridge Awards. They have a focus on systematic performance improvement and a sophisticated system to measure KPIs of the individual employees.

One result of their system is that simply giving employees measures and targets has improved their performance. It's not rocket science - we all know that what gets measured gets done.

I was showing them PASS - the performance analysis support system developed by Proofpoint Systems Inc. They rightly identified that their KPI measurement system and PASS are complementary. That is, if measurement alone is not giving the result they need, the next most logical step is to use the performance analysis tools in PASS to analyse the barriers.

Go to <http://www.proofpoint.net> for free trial of PASS. Or you can listen to an interview with the CEO on Leader's Edge Resources page. Hear Jim Hill tell you about the features and benefits of PASS.

If you'd like a refresher on **Performance Drivers**, use the link at the end of this paragraph to access the article on our website. Leader's Edge is the **contact point in New Zealand** for Proofpoint Systems, so give me a call if you'd like a preview introduction to this performance support system.

Quick links:

**Performance Drivers:** <http://www.leadersedge.co.nz/images/PerformanceDrivers.pdf>

**Jim Hill interview:** <http://www.leadersedge.co.nz/interview/player.html>

## Can coaching change minds?

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executives to become more effective leaders

· reduce the cost of training in your organisation by developing sound coaching programmes for skill development

I am an NLP Practitioner and include NLP practices in all aspects of my consulting assignments.

If you're interested in NLP training, contact Stephanie Philp at <http://www.metamorphosis.co.nz>

I've written an article titled *The Leader's Keys To Coaching*—which gives more detail on key elements of effective coaching. Simply click through to <http://www.leadersedge.co.nz/resources/htm> and scroll down to the Articles section.

## Speaking personally



*The days are warming and lengthening, which means summer is near. It also means I'm in the outdoors more often.*

*I've been out and about over the winter months, but for me there's nothing quite like stretching my legs in the morning with a ride along Orewa beach.*

*As you can see from the photo, flowers are blooming on the Hibiscus Coast, and it's time to replenish the garden so that colour-bursts of spring continue into the hot months of summer. What are you excited about doing this summer? Perhaps a great summer day finds you swimming at the beach, boating, in the mountains, or simply spending time with friends and family around your home. I can hardly wait! How about you?*

Until next time ...

*Gail Reichert*

Gail Reichert  
Director, Leader's Edge Ltd <sup>★</sup>

## Do numbers give you nightmares?

*If the thought of **calculating an ROI** (return on investment) for a project scares the pants off you, maybe I can help.*

*I'm that unusual mix of accountant and human resource practitioner, with a little bit of NLP thrown in for good measure.*

*That means I'm very comfortable around numbers, systems and accountants. Plus I understand human behaviour, learning and development.*

*So, if you need strategic thinking support to influence the number crunchers, get buy-in for your projects or plan a report that includes calculations for ROI, then give me a call. I can probably make your life easier on the numbers side, so you can get on with what you really like doing.*

Call me on +64 9 427 9598 or email [gail.reichert@leadersedge.co.nz](mailto:gail.reichert@leadersedge.co.nz) <sup>★</sup>