

A man in a light blue button-down shirt is engaged in a conversation with two other people in a modern office environment. He is holding a coffee cup and gesturing with his hands. The background shows a bright, open-plan office with large windows and modern furniture. The image is overlaid with a blue geometric graphic in the top right corner.

# A LEADER'S ROLE IN SHAPING A COACHING CULTURE

bluepoint

A man in a light blue button-down shirt is sitting at a table, talking to a woman whose back is to the camera. She is wearing a red top with a white and yellow pattern. The man is holding a brown paper coffee cup in his left hand and gesturing with his right hand. The background is a bright, modern office space with large windows and a whiteboard.

**A Coaching Culture  
is \_\_\_\_\_**

**If your organization's coaching culture  
were a fitness plan, would it be:**

**If your organization's coaching culture  
were a fitness plan, would it be:**

**A. A gym membership**



# If your organization's coaching culture were a fitness plan, would it be:

**A.** A gym membership



**B.** A lifestyle



# Coaching Cultures

## **Gym Membership**

- Coaching is an HR initiative, not a leadership habit.
- Leaders ask questions after they've given the answer.
- 1:1's are status updates.
- Coaching is reserved for hipo's and those who need 'fixing'.
- Meetings end with unclear ownership.

# Coaching Cultures

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## Lifestyle

- Leaders consistently start with: What's your thinking?
- 1:1's include time dedicated to coaching.
- Challenges are presented with thoughtful solutions, not just as problems.
- Meetings produce ownership and next steps.



A  
LEADER'S ROLE  
IN SHAPING A  
COACHING  
CULTURE



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**bluepoint**

# Why Coaching? Why Now?



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- Organizations with strong coaching cultures are more likely to be **high-performing (54% vs 29%)**.
- Coaching helps employees implement key initiatives like **upskilling (92%)** and **well-being (90%)**.



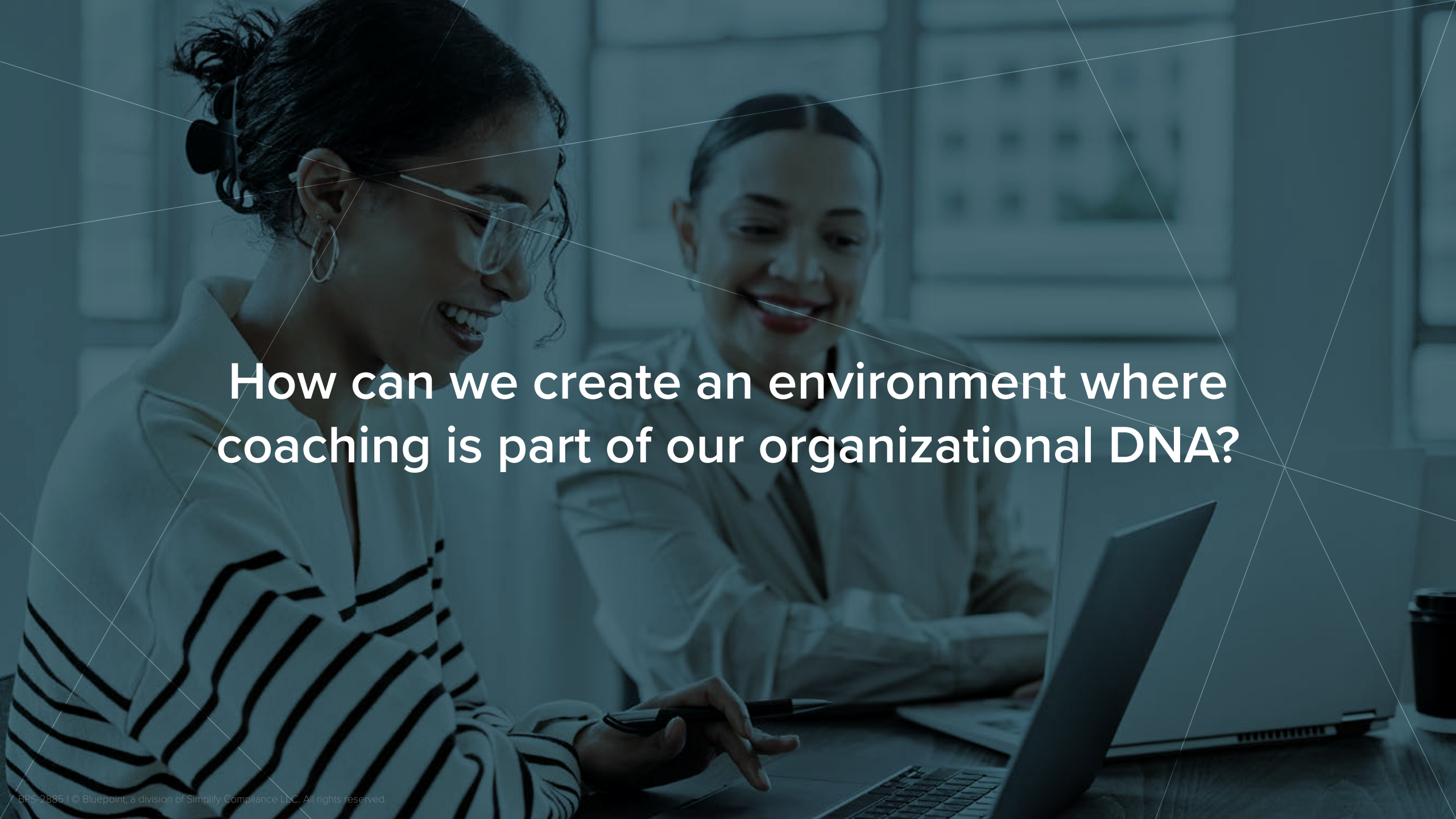
# Why Coaching? Why Now?

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- Coaching helps employees implement key initiatives like **upskilling (92%)** and **well-being (90%)**.
- **Less than half (44%)** of the world's managers say they've received management training.





**Teaching managers to coach effectively can boost performance by 20–28%, and drive engagement gains of up to 22%.**



**How can we create an environment where coaching is part of our organizational DNA?**

# Ways to Build a Coaching Culture:

- Executives and employees value coaching
- Leaders/internal coaches have coach-specific training
- Coaching exists via multiple modalities (manager, internal, external)
- There's budget and infrastructure

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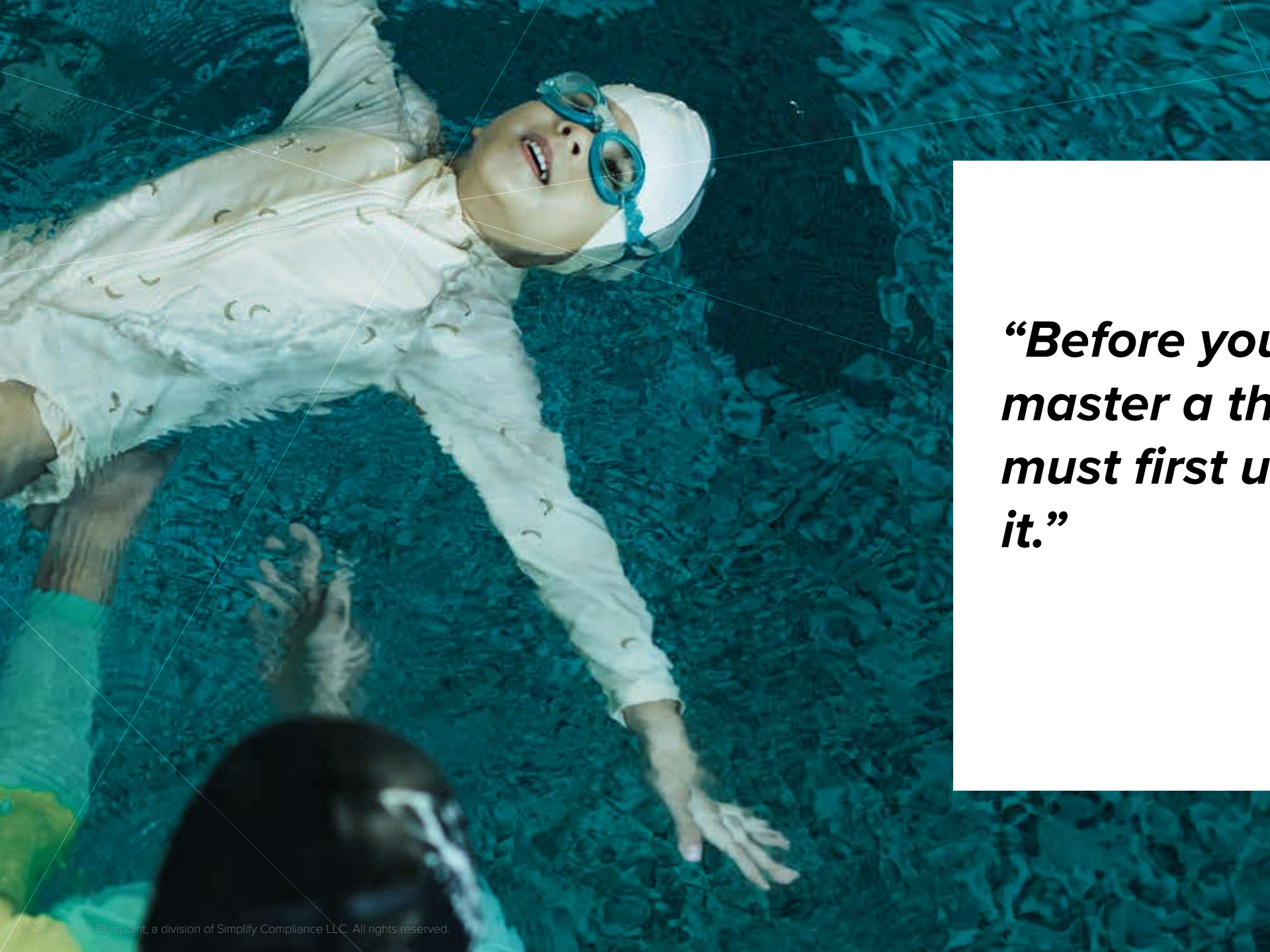
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**Skillset ≠ Coaching Culture**

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**Skillset + Mindset + Practice → Coaching Culture**

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***“Before you can  
master a thing, you  
must first understand  
it.”***

***UNKNOWN***

A hand holding a pen over an open book, with a dark overlay and geometric lines. The text is centered on the page.

# COACHING MYTH

## Coaching means the same thing to everyone.



# Who was your Best Coach?



# Resource: The 60 Big Coaching Questions



## The 60 Big Coaching Questions

### Discovery – exploration & learning

- How can we make this conversation most useful to you?
- When you are at your very best, what are you doing?
- What excites you most about your future?
- For what are you most grateful?
- For what do you want to be known?
- What can you do better than most everyone else?
- Are you currently doing your best work?
- Where have you achieved your greatest success?
- On what do you waste your time and energy?
- What are your most ambitious aspirations?
- If you do not change, what is likely to happen?
- What distractions are impeding your best work?
- Whom do you most frequently blame for your problems at work?
- What is the most important unanswered question facing you right now?
- What relationships are most important to you?
- What talents do you know you have but are not using?
- Whom do you serve?
- What kind of person or leader do you want to be?
- What did you do yesterday that is worth talking about today?
- Is your best work ahead of you or behind you?

### Creation – possibilities & opportunities

- What is the most exciting outcome you can imagine?
- How can you do more of the work you love?
- What will happen if you take your foot off the brake?
- What is an entirely different way of looking at your situation?
- How would others describe your performance and your potential?
- To shift to a new level of performance, what skills and competencies do you need to master?
- What would need to happen for you to feel powerful and in control?
- What thoughts, attitudes, and habits no longer serve you well?
- What would you do if you had unlimited resources?
- How can you use more of your natural talents every day?
- What future do those who care about you most want for you?

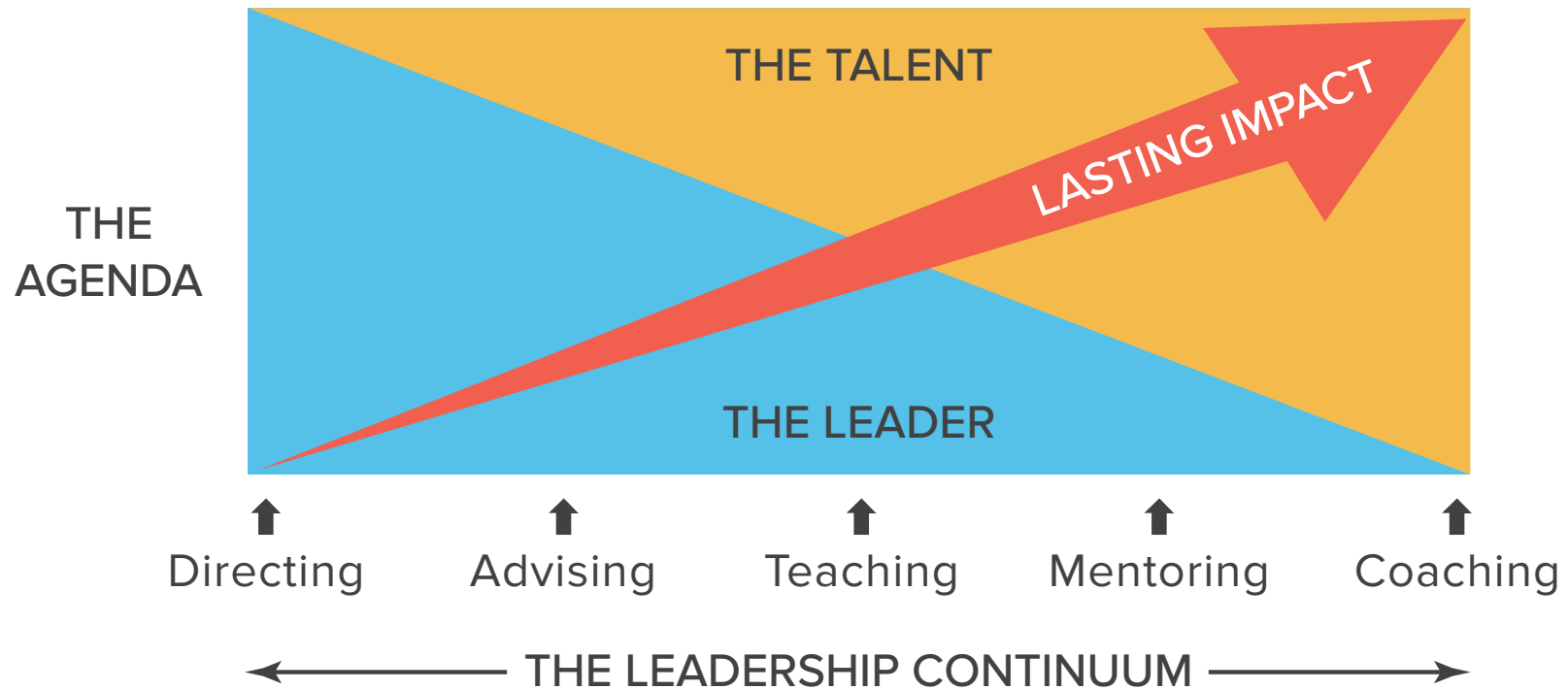
### Commitment – action & execution

- What is the riskiest, scariest option?
- What do you do very well, love to do, but no longer need to do?
- If failure had minor consequences, what would you do?
- In what ways can you shine a brighter light into the work and lives of others?
- What would it take to shift your performance to a whole new level?
- What is the most important thing you have learned about yourself recently?
- How can you become more mindful of the people around you?
- How can you have a more positive impact on those you care about most?
- What will make you happy?
- What specific outcomes are you expecting?
- How important are these outcomes to you and others?
- What is the most potent first step you can take?
- What milestones will you use to measure your progress?
- What difficult conversation needs to happen?
- Whose support is most valuable?
- To whom will you be accountable?
- What promises will you make to yourself and others?
- What actions do you need to take but are avoiding?
- What will you do when you encounter unexpected obstacles?
- What one personal change will result in the biggest benefit?
- What do you need to learn to accomplish your goal?
- What are you prepared to invest, risk, and sacrifice?
- What short-term breakthroughs will energize your undertaking?
- What new practices will you put in place to make sure the changes are enduring?
- How can you get others eager to partner with you?
- How will you know when you are on the new road?
- What are your best sources of feedback to measure your progress?
- What do you need to do so that you will have no regrets?
- How will you celebrate your success?



**COACHING MYTH**  
**The best leaders coach all the time.**


# Coaching Impact



**Skillset ≠ Coaching Culture**  
**Skillset + Mindset + Practice → Coaching Culture**



**What does a coaching mindset look like?**



**A true coach earns  
the right to ask hard  
questions by first  
building deep trust.**

A woman with red hair in a bun and a man with curly hair are sitting at a wooden desk in an office. They are both looking thoughtful, with their hands near their faces. There are several laptops and a coffee cup on the desk. The background is a modern office setting with large windows.

**COACHING MYTH**  
**Some people are just “uncoachable.”**



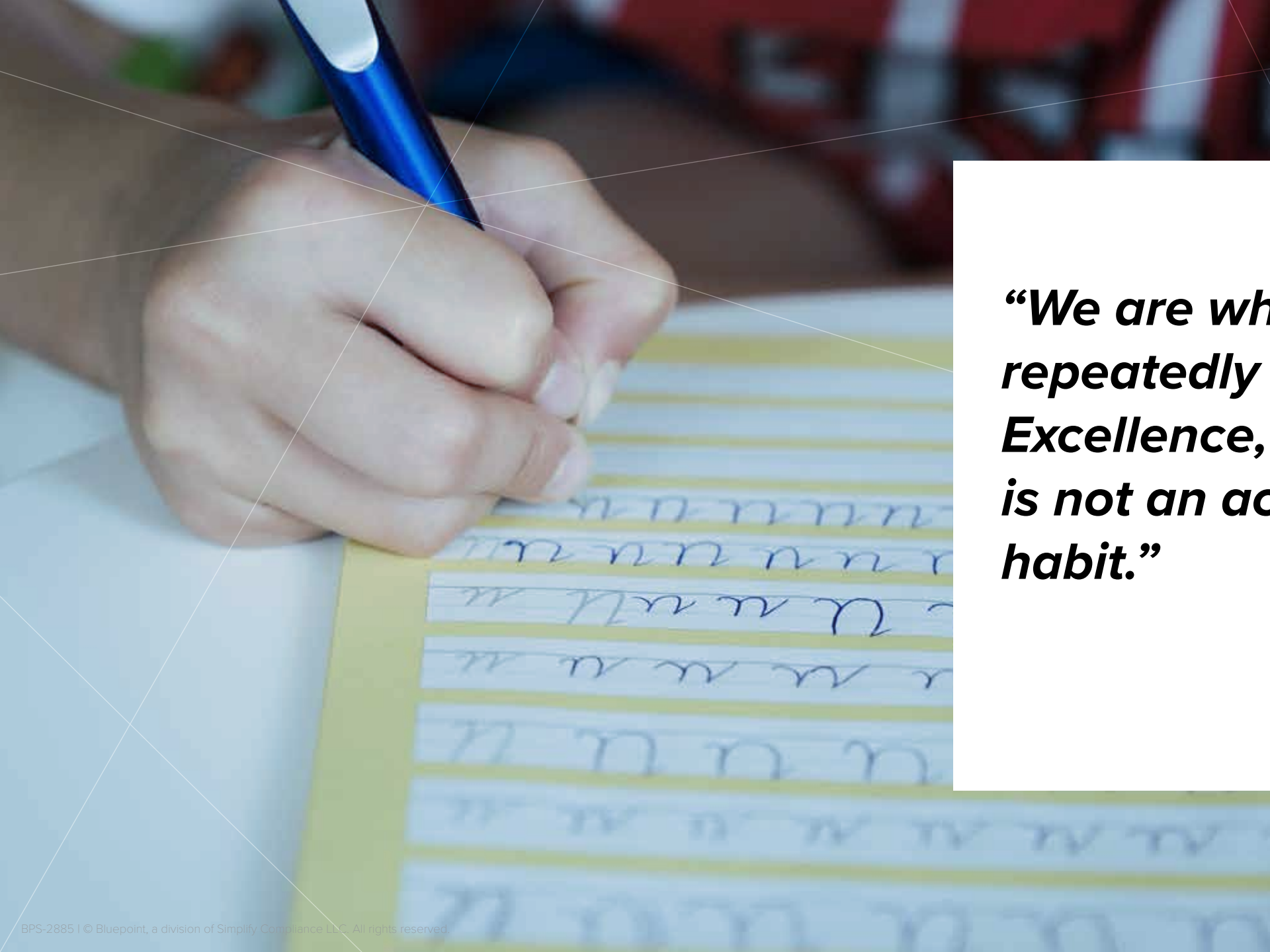
**What does it take to  
earn the right to coach?**



***“Treat people as if they were what they ought to be and you help them to become what they are capable of being.”***

***JOHANN W. VON GOETHE***

**Skillset ≠ Coaching Culture**  
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***“We are what we repeatedly do. Excellence, then, is not an act but a habit.”***

**ARISTOTLE**



**I'M LATE. I'M LATE.  
FOR A VERY IMPORTANT DATE!**

A young girl is standing on a lush green lawn. She is wearing a vibrant, multi-colored tutu with shades of blue, green, purple, and pink. Her shoes are white with a decorative floral pattern. In her right hand, she holds a long, thin stem with a single white flower at the top. The background is a soft-focus green field. The text "Role Play vs. Real Play" is overlaid in the upper right corner in a large, white, sans-serif font.

# Role Play vs. Real Play

# **The Power of Practice**

What are ways that organizations can facilitate opportunities for leaders to practice coaching?

# The Power of Practice

What are ways that organizations can facilitate opportunities for leaders to practice coaching?

- Application Coaching Pairs/Trios
- Coaching Assignments: Formal & Informal
- Team Coaching
- Coaching Circles

# **Application Coaching Pairs/Trios**

## *Best Practices*

# Application Coaching Pairs/Trios

## *Best Practices*

- Pair thoughtfully
- Provide a clear framework
- Anchor to real work
- Build in self-reflection and feedback
- Celebrate and share learning

## Potential Agenda (30 min)

- **Check-in (2 min each):** Quick update on progress
- **Coaching Round 1 (10–12 min):** Person A is Talent, Person B is Coach
- **Reflection (3 min):** What worked? What was learned?
- **Switch Roles (10–12 min):** Person B is Talent, Person A is Coach
- **Reflection (3 min):** Capture insights, agree on next steps

# **Formal Coaching Assignments**

## *Best Practices*

# Formal Coaching Assignments

## *Best Practices*

- Small & Structured: 3 sessions of 30 minutes over 6 weeks
- Direct Report, Peer, Colleague from workshop
- Anchor to everyday work
- Self-evaluate: What went well? What would I change next time?
- Ask for feedback: What was helpful? What could have been more impactful?
- Coaching is never perfect. Celebrate progress!

# **Coaching Commitments-in-Action** *Best Practices*

# Coaching Commitments-in-Action

## *Best Practices*

- **Choose an intention:** I'm going to pause before giving advice.
- **Daily Cue:** When someone brings me a problem or asks me for advice.
- **Habit:** I'll pause and ask an open-ended question.
- **Reward:** I'll note and celebrate my coaching for the day.


**Don't Break the Chain!**

A man in a white shirt is looking thoughtful, with his hand to his chin, while reviewing documents in an office setting. The image is overlaid with a dark blue filter and a white geometric pattern of intersecting lines.

**COACHING MYTH**  
**Coaching is best done one-on-one.**



**One-on-one coaching builds individual capability.**



**One-on-one coaching builds individual capability.  
Team coaching builds collective capability  
(how we think, decide, and execute together).**

# Team Coaching

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## **Team coaching is NOT:**

- A team building activity
- A problem-solving session where the leader solves all the problems
- Facilitation only

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## **Team coaching IS:**

- Creating conditions for performance (clarity, roles/decision rights, norms)
- Improving “how we work” while working (real agenda, real decisions)
- Building the team’s capacity to learn (individually and together)

# Building Team Coaching Capabilities

- **Tools** (questions, templates)
- **Fluency** (practice, peer coaching)
- **Judgment** (when to coach vs direct)
- **System** (meeting design, decision rights, shared language, etc.)

# Coaching Circles

## *Best Practices*

- Small, structured, safe
- Focused on real challenges
- Not about solving each other's problems, but building the muscle of coaching

# Typical Coaching Circle Agenda

- Welcome/Agenda
- Psychological Safety
- Successes/Challenges/Learning Opportunities
- Coaching Challenges x 2
- Commitments and Close

# **Join Bluepoint for a Complimentary Coaching Circle**

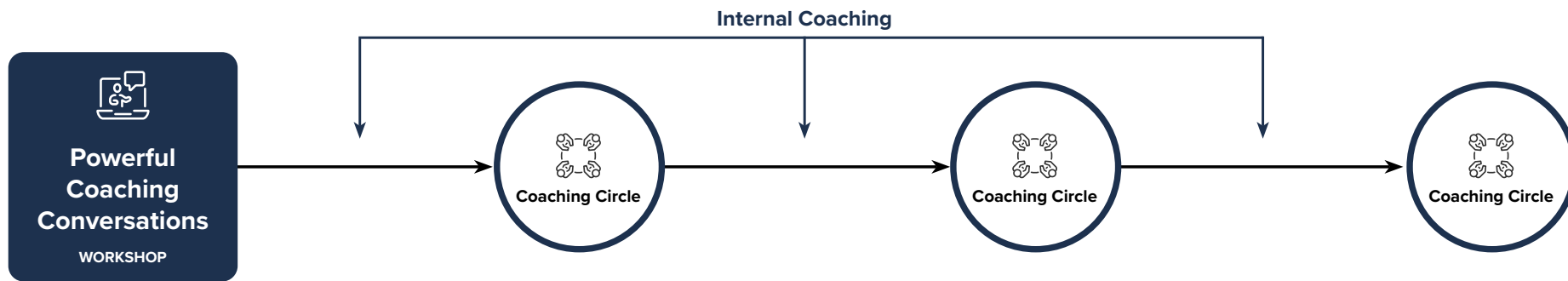
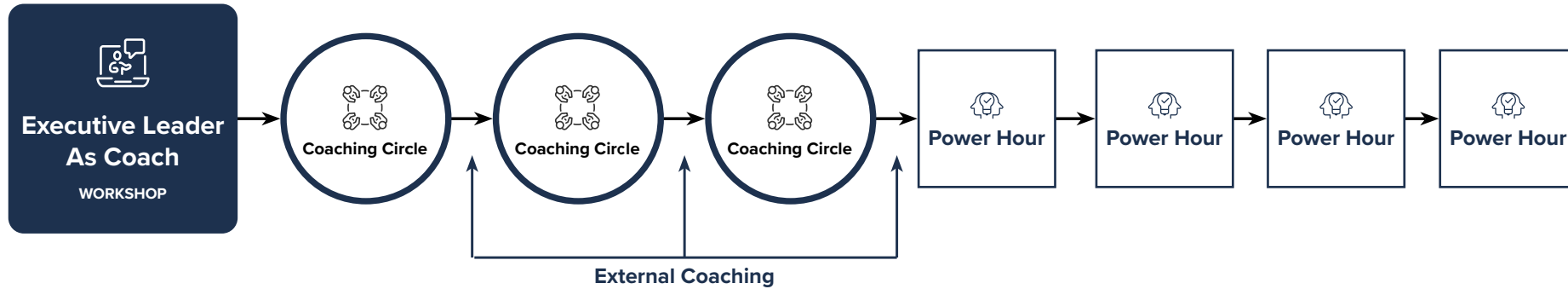
**March 12th, 12:00-1:30 pm EST**

**Please RSVP by putting your email in the chat pod,  
or email us at [info@bluepointleadership.com](mailto:info@bluepointleadership.com).**

# Building a Coaching Culture in Action

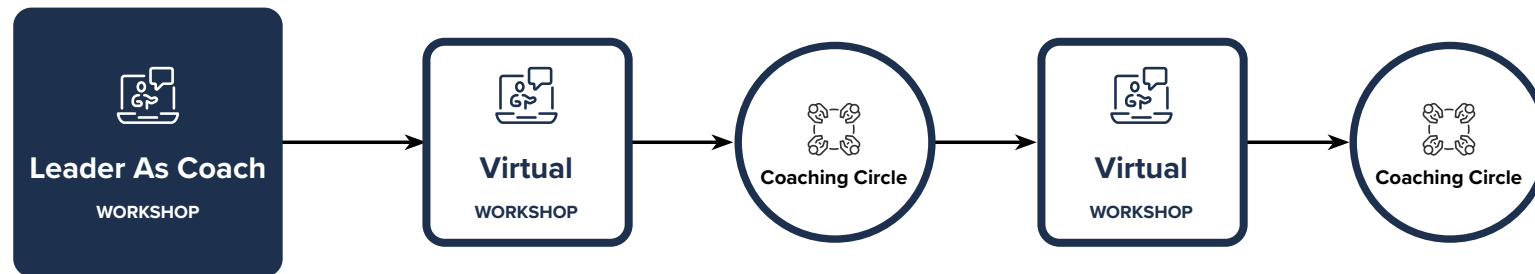


# Executive Leaders

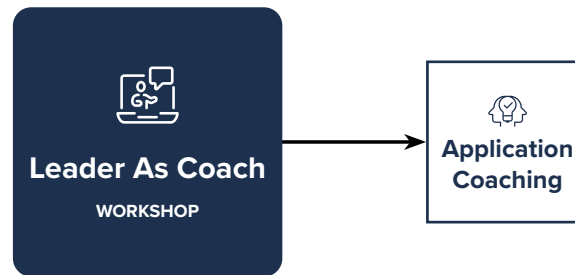


# Supervisors & Managers

# Executive Sponsorship



# Executive Sponsorship



## Building Internal Leader Coaches Program



**COACHING MYTH**  
**You can't measure the impact of coaching.**

# How do you measure the ROI of coaching?



# Measuring Outcomes: *Quantitative Measures*

- Leader and key employee retention
- Team retention and turnover
- Team morale and engagement
- Company wide morale
- Expanded bench strength pool
- Promotions
- Expanded and/or new leader roles

**Resource:**  
*Strategies to Evaluate  
the ROI of Coaching*



**Strategies  
to Evaluate  
the ROI of  
Coaching**

**bluepoint**

# The Three Modes of Coaching



# The Three Modes of Coaching

## 1. Formal, Ongoing Coaching



# The Three Modes of Coaching

1. Formal, Ongoing Coaching

2. Coaching in the Moment



# The Three Modes of Coaching

1. Formal, Ongoing Coaching

2. Coaching in the Moment

3. A Universal Coach-Like Approach





**Making Conversations Matter!**

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# We'd love to help.



**Joan Peterson**  
*VP, Master Facilitator  
& Leadership Coach*  
[jppeterson@bluepointleadership.com](mailto:jppeterson@bluepointleadership.com)

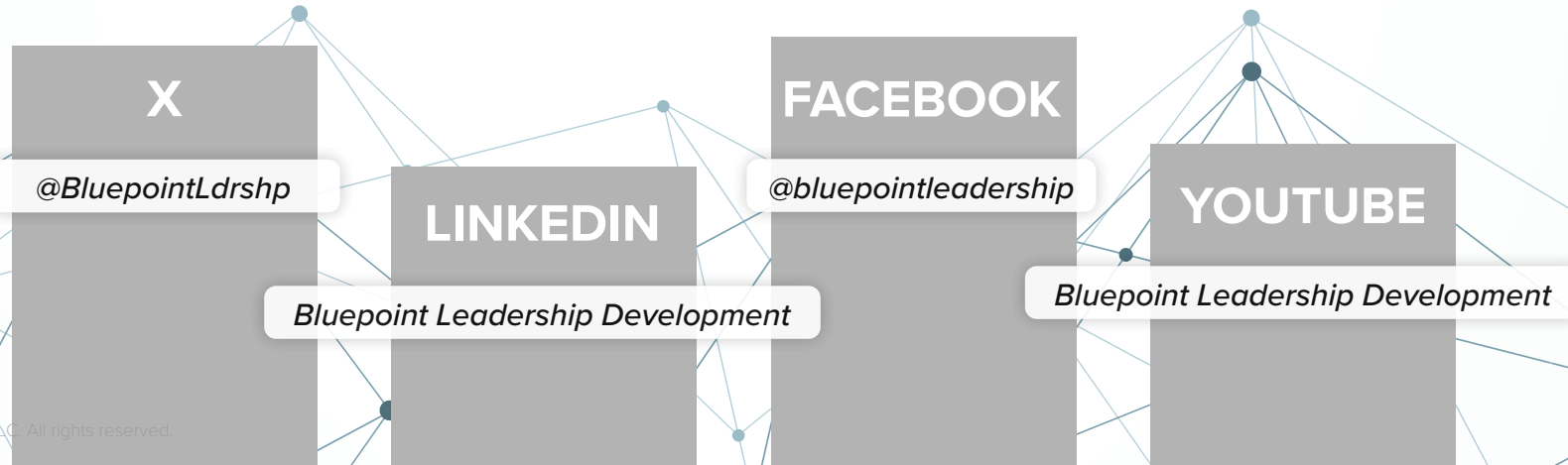


**Julie Henry**  
*Director,  
Client Services*  
[jhenry@bluepointleadership.com](mailto:jhenry@bluepointleadership.com)

# Ways We Can Help

[info@bluepointleadership.com](mailto:info@bluepointleadership.com)

<https://bluepointleadership.com>



# Resources



**Strategies to Evaluate  
the ROI of Coaching**



**The 60 Big Coaching  
Questions**

A group of people, including a woman in the foreground, are clapping and smiling in a bright, modern office setting. The background is slightly blurred, showing large windows and indoor plants. The overall mood is positive and celebratory.

# Thank You!

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