

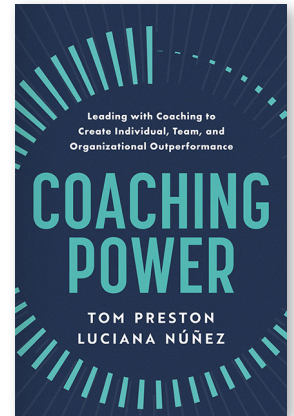


Executive Book Summaries®

Coaching Power

Leading With Coaching to Create Individual, Team, and Organizational Outperformance

by Tom Preston and Luciana Nunez



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THE SUMMARY IN BRIEF

The ability to lead with coaching is now not a nice-to-have, it is an essential. Leaders today are navigating ever more complexity that comes from every angle. They are leading across five different generations, all of whom expect different forms of leadership. The commercial and organizational landscape is fast moving and unpredictable, yet they are expected to navigate it with a deep duty of care to customers, employees, the environment, and the regulatory framework, to name just a few of the stakeholders, and still make companies sustainable and profitable. How exactly are they supposed to do this?

In *Coaching Power: Leading With Coaching to Create Individual, Team, and Organizational Outperformance*, Tom Preston and Luciana Núñez teach people that in order to do this, they need to adopt not just a new mindset or set of learned skills—they need to acquire a totally new way of being as leaders. Whether coaching an individual 1:1, a team, or a group of people, leaders have a responsibility not only to be great coaches to help the people they are working with, but also to help them to develop their own coaching skills to become ever better leaders. This book will equip you with the tools, frameworks, mindset, and way of being to do that, for yourself and for the people you lead and influence.

IN THIS EXECUTIVE BOOK SUMMARY:

- Navigate what it means to be a leader.
- Learn the fundamentals of coaching.
- Discover what makes high-performing teams.
- Uncover how to have the right and effective form of communication with team members.

Your Job As A Coach

The job of a coach today is someone who helps take one or more people from where they are to where they want to be, in life, in business, in their careers, or even in their level of happiness.

Coaching Is a Key Leadership Skill for the Future

The skills that the future will demand of leaders are much more attuned with some of the most fundamental coaching skills. These are: adaptability and flexibility, emotional intelligence, collaboration and team building, visionary leadership, and cultural competence.

Fundamentals First: Leadership in Combination with Coaching

The Fundamentals of Leading with Coaching

There are many views on what constitutes good leadership, so look at leadership through the lens of leadership in combination with coaching. These are defining success, involving others, staying invested, and avoiding the common pitfalls.

Anatomy of a Good Leader

Five characteristics that the best leaders have in common: ability to influence others, integrity, empathy, communication skills, and resilience.

What People Want from Work

Purpose and Authenticity: Leaders need to be able to honestly articulate the purpose of what an organization does in such a way as to be meaningful to the people who work in the organization and those who they serve.

Remuneration: Remuneration might have a higher weighting for people working in a bank than for those working in a green energy company. Many leaders have fallen into the trap that money is the most important and effective tool to deliver what people want from work.

Sense of Belonging: Most people want to learn, to develop, and to grow, personally and professionally. Teamwork, belonging, good relationships, fairness, and fun are all fairly basic human wants.

Flexibility: Post pandemic, people know that working flexibly is effective and liberating and can be effectively combined with being physically present with others.

Coaching Fundamentals

Listening: The truth is that real listening comes about through deep concentration. It requires people to empty their minds and focus on another person and what they are saying. When people are actively listening they are **CALM—in Curious. Active. Listening. Mode.**

Questioning: Asking good questions—Behind good questions is the supposition that the person being coached has the capacity to find solutions when asked the right questions and are then listened to carefully.

Suggestive questioning—As a leader, it is helpful to share their experience and wisdom.

Forward Momentum: How Coaching Can Take You from Reflection to Action

Forward momentum is essential to coaching, for three reasons:

1. It builds motivation
2. It helps overcome resistance
3. Develops adaptability

Check your biases at the door and beware of projection. Adopt a coaching mindset by having the right attitude and mindset as well as the belief that coaching really works.

The Magic of Storytelling: Emotional Leadership

Tricks from the Best

Great leaders never use a conventional communication structure or presentation structure. They also understand that they need to focus on the attitude or the behaviors needed to achieve success, that nobody champions change unless they fully understand the benefit of the change, and they describe how they will measure success.

The Emotional Leadership Flow

Lay out clearly what **SUCCESS** looks like. Set clear **EXPECTATIONS**. Give **CONTEXT**. Agree what are the **BENEFITS**. Specify how they will **MEASURE** success.

Beliefs and How They Influence Leadership Styles

Looking at Core Beliefs

It is only through starting to understand your own life story and how that has influenced your beliefs and values that you can start to coach...

Collaboration vs Competition- leaders who believe in collaboration are naturally adept at being team players, and they lead teams in a way that creates a visible sense of collective cohesion and alignment toward shared goals.

Scarcity vs. Abundance- these beliefs are typically shaped by the culture, values, and reality of a family and later as an individual in society around access to money, opportunities, and resources.

Safety vs. Danger- these beliefs are typically more subtle and nuanced than the previous two areas, and they are often a combination of psychological, emotional, and environmental factors.

How Your Life Story IS Your Life Until Challenged

Beliefs are created in two ways. The first is through something you experienced yourself. The second is a belief that gets transferred to you by someone of influence over you at a certain time.

Deconstructing Early Life Influences

One's early life influences their lives forever—until they audit it and decide, as adults, what they want to retain and what they want to let go. It is only through starting to understand your own life story and how that has influenced your beliefs and values that you can start to coach and help others to understand their beliefs and values and how they may help or hinder them.

Using Intuition as a Coach

In the business world there is often a tendency to value logic and reasoning over intuition. People now know that both are equally important.

Intuition can help build:

Emotional Perception- This is how people are capable of picking up on subtle signs such as body language, tone of

voice, and facial expressions.

Empathy- Through intuition, leaders that want to be good coaches can sense the emotions underlying someone's words or actions.

Decision Making- Good coaches that understand intuition can help coaches unpack their decision-making criteria.

Social Skills- It helps individuals gauge the emotional climate of a situation and adapt their behavior accordingly.

One-to-One Coaching

Trilogy Questions: The Secret Sauce to Effective Thinking Partnerships

What do I want?

WHAT is going on, what does success look like, what have we done so far, what have we learned.

How will I get it?

HOW follows through with real ease, because a lot of the actions you identified during the previous stage.

Who needs to be involved/When is the outcome expected?

This is all about creating commitment and ownership for next steps in terms of WHO and WHEN.

Beware: "Why" Is a Four-Letter Word in Coaching

Avoid questions that start with "why" because it creates defensiveness and it puts the focus on the past.

The Art of Self-Determination: Deciding on My Way of Being

Beware the Overuse of Humility: As a coach, use authentic praise when it is due as a way to balance someone's humility with their confidence.

Over to You, Coach: People all know that the words they use

with other people matter, yet they rarely audit the words they use on themselves to check whether they are empowering and enabling or an extremely subtle form of self-sabotage.

The Power of Visualization

The Business of Sport: See It, Feel It

Sports coaches train athletes to visualize everything they do before they do it. They can use the same techniques in their day-to-day lives and their work.

Visualizing for Public Speaking: How to Tame Your Performance Anxiety

You can really help people overcome their fears with some good presentation coaching that uses visualization as a core tool. Follow these steps:

Step One: Content- Keep in mind what your audience wants to know, how you want them to respond to the presentation, and how you want them to feel about it.

Step Two: Practice, Practice- Once the script is written, it needs to be practiced over and over again.

Step Three: Visualize- Encourage the presenter to visualize the audience, to visualize their own confidence in their delivery, and to picture the audience showing their attention.

The Importance of Values in Leadership and Coaching

When it comes to coaching, values are of deep importance because a good coach needs to adapt their style and approach to what's important to their client.

Direction: Values provide a moral compass that helps individuals navigate life's challenges and make decisions consistent with their beliefs and principles.

Identity: Values define who individuals are and what they stand for, shaping their self-concept, purpose, and worldview.

Motivation: Values influence motivation and behavior by determining what individuals consider meaningful and worthwhile pursuits.

Personal Branding: Crafting Your Authentic Personal Brand

Having clarity on your personal leadership brand will help you make more meaningful connections with others by being your most authentic self, it will help you amplify your impact by focusing on what matters most to you, and it will help you pave the way to better career choices by defining what you want and what you bring as a leader.

Coaching Leaders to Develop Their Personal Brand Manifesto

Do: Take the time to get to know them, help them connect their values to their achievements, challenge them to be bold and make choices that represent what really matters to them, and encourage them to share with people they know and trust.

Don't: Worry about sounding "proper" or "polished", take shortcuts, and forget about connecting their achievements with the impact that was created in other people and the broader environment.

Redefining Impostor Syndrome

Impostor syndrome refers to a pattern of beliefs where an individual doubts their accomplishments and has a persistent fear of being exposed as a "fraud". When you coach people, eventually the topic of impostor syndrome will come up, and this perspective is that coaching is actually a great vehicle to turn it onto its head.

How do you do that? Acknowledge it. Listen to it. Provide evidence of the contrary. Make a plan and act accordingly.

The regular practice of channeling your self-doubts into fuel for self-improvement will help you:

Embrace Challenges, cultivate persistence, learn from feedback, adapt strategies, and celebrate progress.

The Gray Zones: Coaching, Consulting, Mentoring, and Advice

Coaching is a structured process in which the coach guides a client through a series of questions, and the client finds their own authentic answers.

Mentoring is usually a relationship between someone more experienced and someone less experienced, where the more senior person openly shares knowledge often from a similar career path.

Consulting is a profession in which an expert is engaged in

High-performing coaching teams fully take and accept accountability and ownership for actions that need to be implemented.

helping a client solve complex problems and challenges for which the consultant provides specialized knowledge.

Advising is typically a one-off action, and it can take place in a variety of formats: from peer advice from colleagues or friends in a specific situation, to a mentor providing perspective.

Coaching Teams

Common Traits of High-Performing Teams

- They share a clear vision of collective success.
- They actively foster trust as a performance enabler.
- They are courageous, while remaining respectful.
- They are aligned and act as one.
- They fully take and accept accountability and ownership for actions that need to be implemented.
- They have shared and codified behaviors that support their definition of collective success.

Coaching Your Team

Laying Down the Foundations- the whole team will get behind the importance of “soft” topics that are so important to their ability to deliver on the hard outcomes that will be required of them.

Determining the Team’s Strategic Priorities- Once you have laid the foundations with the team, you can then move into working on the future-driven strategic house.

Strategic Thinking

Building Your Strategic House

The Roof of the House: Team Collective Success => The What: This is the purpose of the team within the business.

The Pillars of the Strategic House => The How: Once your vision and goals are established, it’s key to get into execution.

Aligning the Main Goals, Key Initiatives, and Capabilities

- Main goal: What does success look like for this strategic pillar?
- Key initiatives: What are the three to five core drivers and deliverables that will get you there?
- Capabilities: What are the mission-critical organizational capabilities that will enable your team and organization to deliver these goals and initiatives?

Stakeholder Influencing

Developing a Stakeholder Map

Hierarchical Stakeholders- Stakeholders above, in differing levels of seniority, those equal to, those below, also in different levels of seniority.

Enterprise-Wide Stakeholders- People or teams across an organization who have any form of interdependency with a team or individual.

Career Influence Stakeholders- Who can influence promotions or who can put people at risk of redundancy.

Client and Target Client Stakeholders- Quite well thought out at the time of the year when budgets are prepared.

Partner and Supplier Stakeholders- For some organizations external stakeholders can be as important to engage with as internal.

Crisis Stakeholder Mapping- Time to think through all those who may be touched by a crisis.

Life Stakeholders- It is also worth thinking about those beyond work that matter to an individual.

The Power of Safe Feedback

Courageous Conversations

Check Your Intent: Really investigate whether the intent is to help, enable, and open them up to possibility.

One-to-One Courageous Conversations: Start by telling

someone what they are really good at. Move onto what you think that they would benefit from doing more of then what you think that they would benefit from by doing less of. Finally, think of anything that they should start doing that they are not doing and what they should stop doing that is unhelpful.

Courageous Conversations in Team Settings: Give the teams unfinished sentences to facilitate their individual one-to-one conversations.

Coaching for Empowerment

Practicing Empowerment: Empowerment Is Not a One Size Fits All Approach: Good leaders know how to do gradual empowerment, adapting the ask and the task to the person and the context, based on their skill and will.

Structuring an Empowerment Conversation:

Step 1: What Does Success Look Like?

Step 2: What Do You Need from Me, and What Do I Need from You?

Step 3: What and Who Do You Need to Know to Be Successful?

Step 4: What's in it for You and Us?

Step 5: How Will We Measure Success?

Great Team Meetings in Any Environment

Here are a few best practices that can help you create an edge to your meetings:

- Be prepared
- Invite the right people
- Focus on co-creation, discussions, decisions, and problem-solving
- Take the time to check in and set the tone
- Make sure the WHAT is clear
- Give a voice to everyone
- Practice C.A.L.M. active listening
- Empower your team
- Gather live feedback
- Follow through

When to Get the Pros In: Hiring External Executive Coaches

External 1:1 Executive Coaching: To Have or Not to Have: Overall, it is recommended for leaders to consider engaging with an external Executive Coach as they near the top leadership levels in their organization.

External Team Coaching: To Do or Not to Do: Generally, for senior or newly constituted teams it is well worth exploring external team coaches that can then be paired with the leaders adopting a coaching leadership style day-to-day.

Keep It in the Family: Ultra High Net Worth Family Coaching: The one time it is suggested only considering the use of an external Executive Coach is for the purpose of coaching Ultra High Net Worth (UHNW) families and within their operating businesses.

Want to Build a Coaching Culture?

Preparation

Picking a few focus points that perhaps are not yet fully formed ways of working that would greatly improve the performance and happiness of an organization is an important place to start.

Formation: The Combination of Training and Practice

In order to instill a coaching culture, there are two phases that need to be formed—coaching skills training and coaching skills practice. Once people are trained in the coaching basics to be adopted, the approach to practice needs to be carefully considered.

A Look into the Future: What Leaders Need to Be Future-Fit

Emotional Intelligence (EI): Emotional intelligence (EI) is the ability to recognize, understand, manage, and influence one's own emotions and the emotions of others.

Digital Literacy and Technological Fluency: Understanding digital tools, data analytics, and AI will be crucial for making informed decisions in a tech-driven world.

Adaptability and Agility: As a leader-coach, you can help your team become more agile and adaptable through: Cultivating a growth mindset, improving decision-making

skills by building practice and muscle, strengthening trust and collaboration in your teams, and encouraging flexibility in their leadership style.

Cultural Competence: Future-fit leaders will need to develop: Self-awareness, openness, curiosity, and humility, knowledge of other cultures, cross-cultural communication skills, and adaptability.

Artificial Intelligence: The Single Most Powerful Force Shaping the Future

The Impact of AI in Business: There are five main areas that are believed will be deeply impacted by AI: Enhanced Decision-Making, Automation and Productivity, Talent Management and Reskilling, Personalization and Customer Experience, and Innovation and New Business Models.

Then What? The Impact of AI in Leadership: Hard skills like data processing will be automated. AI can augment and potentially replace many cognitive aspects of leadership like analyzing data and information.

Soft skills like adaptability will become mission-critical. Leaders will need to be humble about constantly learning from others, open to changing course when needed, able to articulate a clear vision, and deeply engaged with their environment.

The necessities to become an effective leader have developed over time. Recently, evidence supports that leadership will need the skills of coaches to develop and maintain efficient teams. These consist of adaptability and flexibility, emotional intelligence, collaboration and team building, visionary leadership, and cultural competence. People need to be clear on

their definition of collective success at any given time, they need to empower people to respond with agility to the solutions they need to find every day, and they need to motivate and engage people while supporting them, providing them with both strategic and emotional leadership in a flexible style that is accessible to the types of people they lead.

Through *Coaching Power*, leaders are able to look at themselves and their roles and understand what their title truly means. By learning coaching techniques, people are able to empower their team through various methods and take their leadership to new levels. Furthermore, it helps reassure trust for future generations to thrive in the knowledge that the current issues with leadership are being taken care of today.



Tom Preston has been an Executive Coach for the past 22 years, having founded The Preston Associates, one of the world's leading boutique Executive Coaching firms. Tom has worked with some of the best leaders of commercial organizations across multiple sectors and geographies. Luciana Nunez is an Executive Coach with over 20+ years of international experience as a leader and CEO. Her journey offers her a firsthand understanding on the pressures, challenges, and exhilaration of leading in today's complex business world.

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