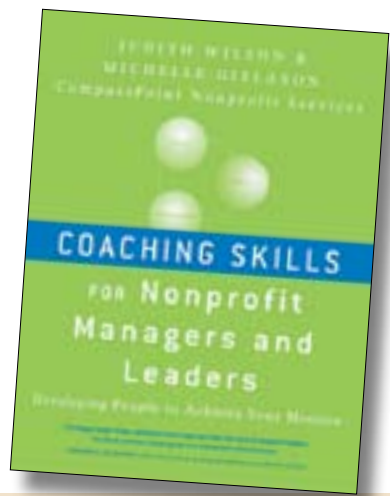




# Coaching Your Way to Effectiveness

Inspire your staff to new peaks of performance with these skills.

By Terrence Fernsler



## Coaching Skills for Nonprofit Leaders and Managers: Developing People to Achieve Your Mission

By Judith Wilson and Michelle Gislason. 347 pages. Softcover. Jossey-Bass, [www.josseybass.com](http://www.josseybass.com).

The nonprofit sector is struggling with a leadership problem. As baby boomers retire and younger workers take their place, nonprofit leaders must manage in new ways. Traditional management practices no longer create sustainable organizations. We need new, inclusive ways to develop leadership.

Coaching is one such strategy—perhaps the most transformational one of all—as *Coaching Your Way to Effectiveness* makes clear. In addition to providing a comprehensive tutorial on coaching, it explains how to coach in specific situations and offers illuminating examples of coaching opportunities.

Coaching is a pathway to productive conversations.

A culture of coaching can complement other leadership approaches and result in better communication within your organization. Coaching is a pathway to productive conversations. It involves four fundamental skills that you can use with yourself as well as others.

Done well, coaching is a proven way to attract and retain staff—including volunteers. Learning these skills will make your organization more effective, bring out the best in others, and help you be a better leader. ■

*Terrence Fernsler has been a nonprofit professional for 30 years.*

### Four Skills Every Leader Needs

Bring your coaching and leadership to new levels with these four fundamental skills:

**Listen.** Focus all your attention on what's being said so that the person you're coaching feels understood.

**Inquire.** Instead of giving advice immediately, take time first to ask questions. Give the people you're coaching a chance to think of their own solutions.

**Give Feedback.** Observe without judging, encourage positive behavior, and address the need for more effective strategies. Remember to focus on the behavior, not the person.

**Share.** Provide insights to help people move to a new awareness.

### Language to Use and Not to Use

When coaching people, your language has a huge impact. If you tend to use any of the phrases in the first column below, consider switching to the more positive, motivating words in the second column.

Don't Use	Do Use
You always...	Many times you...
You never...	You have yet to...
You should...	It might serve you to consider...
It's ridiculous to....	It's less than wise to....
No way...	Possible options...
I insist...	I highly suggest...
Better than before	Even better than before

