



COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY

CIGIE Fellows Cohort Training Activity – November 2022

Leaders as Coaches presented by Brian J. Sano, State Department OIG

On the afternoon of Wednesday, November 9, 2022, from 1:00 p.m. to 3:00 p.m., Presenter Brian Sano, Director of Organizational Health, State OIG, took the FY22 CIGIE Fellows Cohort through an exploration on the topic of Leaders as Coaches. We discussed the importance of curiosity and exploring what would it look like if we were to set aside our judgments and become more curious?

The cohort discussed key questions focusing on what does leadership has to do with Change? Power? Growth? And Which is more valuable for leadership: Questions or answers? People or ideas? Strengths or weaknesses? Care personally or challenge directly? Presence or absence? We explored polarities, and similarities. Bottomline, the answers will always depend on the situation and the person.

Top Activity Takeaways:

1. What do we mean by leaders and leadership?

- a) Leader vs. Manager – is not one or the other – the best managers are leaders and vice versa.
 - GW Prof. James R. Bailey talked about the importance of balancing both skillsets and to think of them as verbs not as nouns. For example, lead and manage vs. leaders and managers.
- b) Leaders don't have all the answers, but what they do have is perspective.
 - Instead of coming up with answers all the time, they should ask great questions
 - Asking instead of telling
- c) Leaders can encourage curiosity by being inquisitive and model inquisitiveness by being curious rather than judgmental.
 - Leaders focus on the whole person and create enough space and empower people to find those great ideas throughout the organization.
- d) Leadership involves Relationships
 - Humble leadership – 4 levels of relationships
 - Domination and Coercion – often ineffective

- Transactional
- Personal, cooperative and trusting
- Emotional connection/intimate

2. Coaches and Coaching

- a) The cohorts shared common traits of coaches in their lives. We described coaches as those individuals who cared about our potential, who “held a mirror” to help us see our blind spots.
- b) Coaching is about helping others find their true potential and empowering them to find their own answers.

3. Leaders as Coaches “Coachship”

- a) This style of leadership is less frequently used but it’s thought to be more effective.
- b) Coachship is about remaining curious and inquisitive. Leaders should have a sense of curiosity, coming up with the right questions to seek the answers together!