

Authentic Leadership Model (ALM)

Coaching Guidelines

To coach and support leaders in defining their Authentic Leadership Model, you can use the guidelines below. These guidelines are meant to be a general framework you can use and adapt to your own coaching style. As a coach, take the lead in this conversation using the following structure.

1. **Select** a cluster and, to start the conversation, read out loud the 'leadership expectations' from the top: E.g. 'Let's look at Assure Success. It says: I expect my team members to improve organizational quality and to assure success through.... what sort of actions/behaviors?'
2. **Ask**: 'Tell me in 1 min what you wrote down and explain how this makes sense to you?'
3. **Refine** using active listening and open questions:
 - What I hear from you is...
 - What are you trying to convey?
 - Can you say the same more succinctly?
 - May I give you a suggestion?
4. **Edit**: Ask the leader to edit their statement for that cluster, as needed, or explain where the suggested edit has been explicitly or implicitly included already.
5. **Add** any omissions by referring to the 'Define your Authentic Leadership Model' section in e-learning or GCG Guides (section 'ALM - Create Your Own' in GTC Team Guide or GLA Leader Guide) and ask:
E.g. 'Let's go back to Step 2 of cluster Assure Success, and share with me your answer to the question 'How do I expect my team members to assure success through goal setting, work process, planning and execution?'

As relevant, repeat steps 3-5 to refine other statements in the cluster.

Once the leader - and yourself - are satisfied with the leadership behaviors in a cluster, you can move to the next cluster and repeat the above steps 1-5.

To discuss and refine the entire ALM with the leader takes up to one hour, and is undoubtedly a very inspiring coaching conversation with that leader.

At the end of this coaching session, the leader is inspired to work towards their ALM, and you, as a coach, have created solid trust and credibility with that leader to support them in their development journey.

For questions on using ALM and more information on leadership development and coaching, e-mail us at coach@globalcoachgroup.com or visit: globalcoachgroup.com/coaching-certifications/.

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