

Strengthening Your Identity as a Leader-Coach

Examining Feedback Tendencies, Blind Spots, and Growth Triggers
Through the Ages & Stages of Leadership



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Before We Begin...

Reflection Question:

When people leave a conversation with you, what do they most often feel?

- **Clear**
- **Encouraged**
- **Evaluated**
- **Defensive**
- **Motivated**
- **Seen**
- **Dependent**



Today's Focus

Participants will:

- **Examine their coaching identity**
- **Identify feedback tendencies and blind spots**
- **Recognize growth triggers under stress**
- **Explore developmental stages of leadership coaching**
- **Practice intentional coaching conversations**
- **Develop a personal growth commitment**



Leadership Eventually Becomes Development

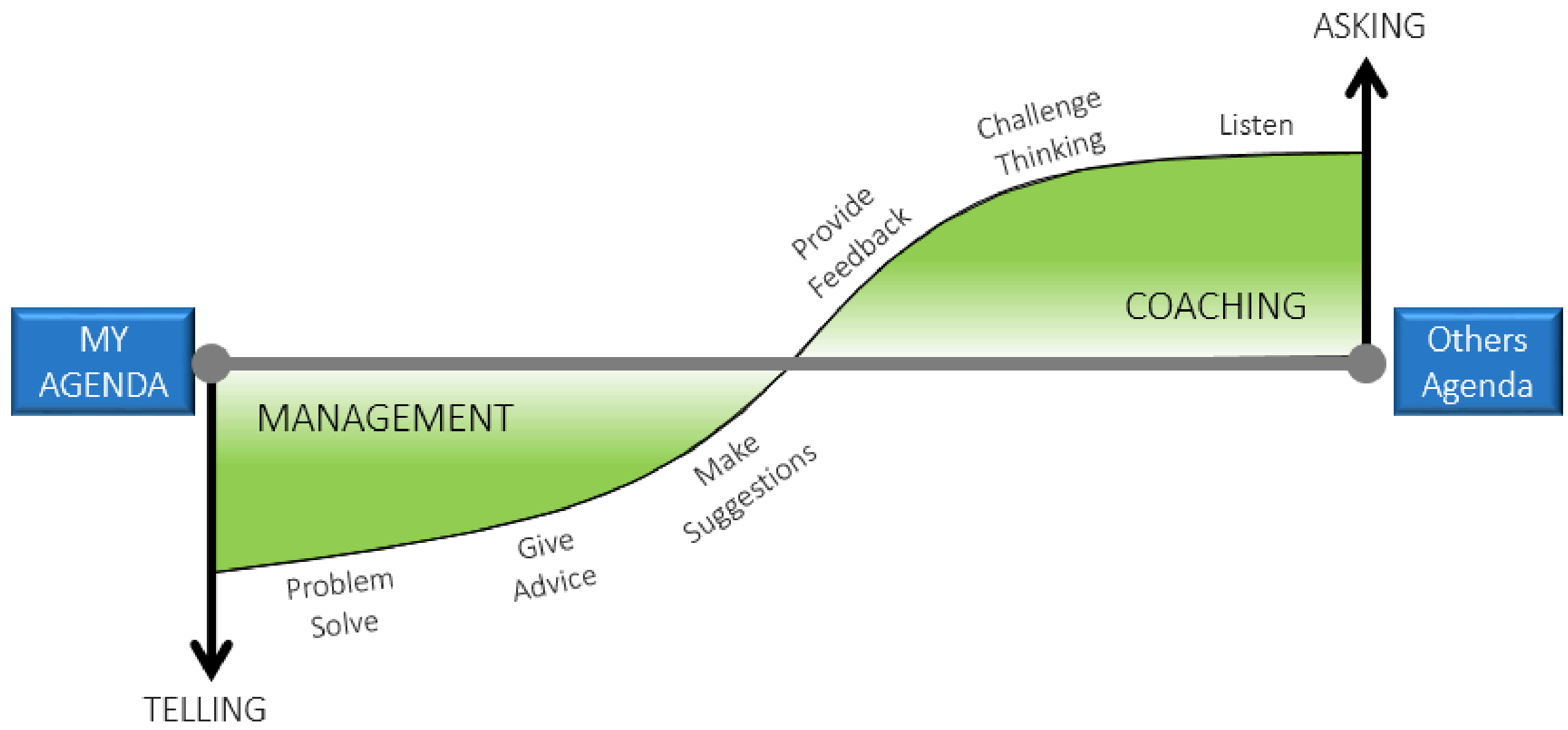
**The longer you lead,
The less your success depends on your own performance...
And the more it depends on your ability to develop others.**

Leadership Evolution

DOER → MANAGER → LEADER → COACH → MULTIPLIER



Continuum of Leadership Behaviors



Coaching Is More Than Technique

Coaching Skills

- **Listening**
- **Questioning**
- **Feedback**
- **Accountability**
- **Goal setting**

Coaching Identity

- **Presence**
- **Emotional regulation**
- **Curiosity**
- **Courage**
- **Self-awareness**
- **Developmental mindset**



A Developmental Lens

Your coaching tendencies are often connected to your developmental stage as a leader.

Developmental Pathway

Infancy → Childhood → Adolescence → Adulthood → Maturity



How Coaching Identity Evolves

Stage	Core Need	Coaching Pattern
Infancy	Control	Fixing
Childhood	Approval	Protecting
Adolescence	Validation	Performing
Adulthood	Development	Empowering
Maturity	Legacy	Multiplying

Stage 1: The Rescuing Coach

Identity Statement:

“I prove my value by fixing.”

Characteristics:

- **Solves too quickly**
- **Gives answers immediately**
- **Over-functions for others**
- **Mistakes urgency for leadership**

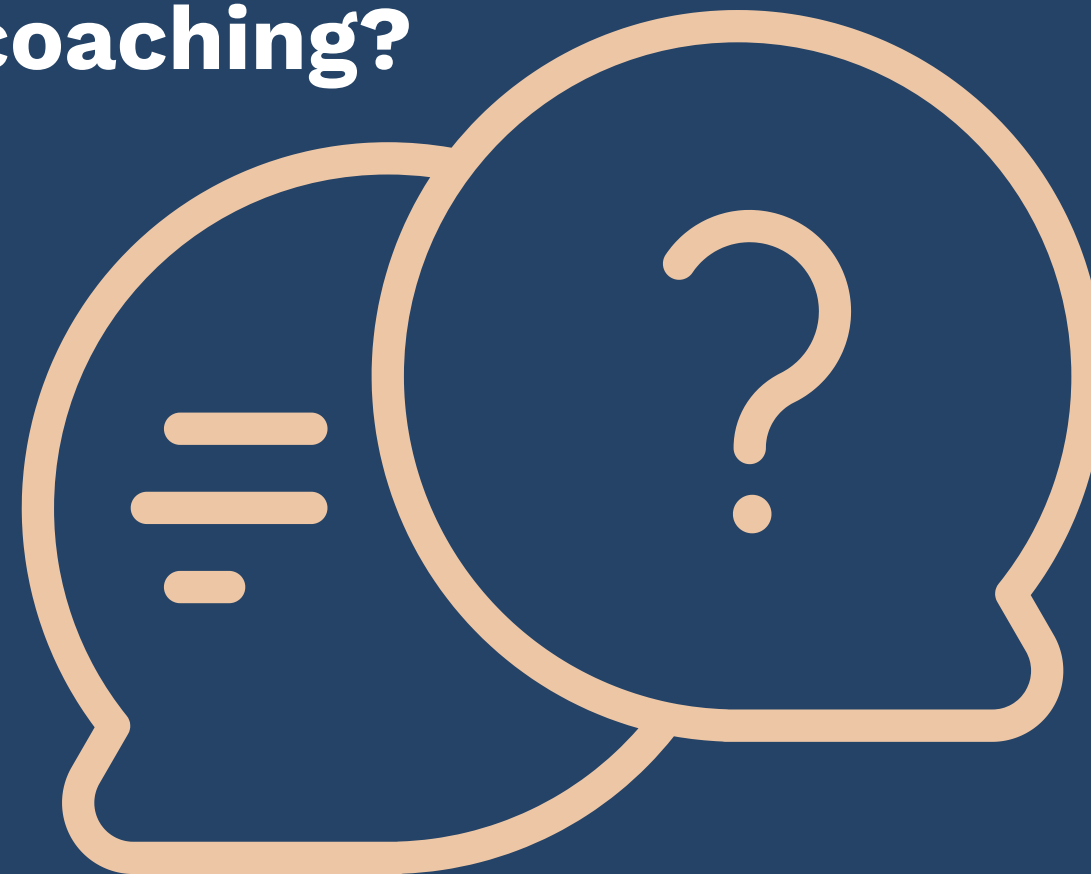


Feedback Tendencies at This Stage

- Advice before inquiry
- Interrupting reflection
- Limited patience with struggle
- Micromanaging disguised as support

Reflection:

Where am I rescuing instead of coaching?



Growth Trigger: Ambiguity

When outcomes feel uncertain, rescuing leaders often become more controlling.

Common Stress Responses

- Overexplaining
- Taking over
- Excessive reassurance
- Fast decision-making



Stage 2: The Approval-Seeking Coach

Identity Statement:

“I coach to be liked.”

Characteristics:

- Avoids difficult conversations
- Softens developmental feedback
- Over-accommodates emotions
- Prioritizes harmony over growth



Feedback Tendencies at This Stage

- **Vague feedback**
- **Excessive empathy without challenge**
- **Delayed accountability**
- **Over-apologizing**

Reflection:

Where am I withholding truth to preserve comfort?



Growth Trigger: Disapproval

Leaders at this stage often experience feedback conversations as relational risk.

Common Stress Responses:

- **Avoidance**
- **Over-accommodation**
- **Emotional exhaustion**
- **Indirect communication**



Stage 3: The Performative Coach

Identity Statement:

“I coach to demonstrate competence.”

Characteristics:

- **Wants to sound insightful**
- **Performs expertise**
- **Over-intellectualizes conversations**
- **Needs visible success**



Feedback Tendencies at This Stage

- **Listening to respond**
- **Asking leading questions**
- **Coaching toward preferred answers**
- **Dominating the conversation**

Reflection:

Where am I performing wisdom instead of creating discovery?



Growth Trigger: Insecurity

Under pressure, leaders at this stage often revert to image management.

Common Stress Responses:

- **Defensiveness**
- **Overexplaining competence**
- **Needing recognition**
- **Controlling perceptions**



Stage 4: The Developmental Coach

Identity Statement:

“I facilitate growth.”

Characteristics:

- **Balances care and challenge**
- **Comfortable with silence**
- **Encourages ownership**
- **Uses strategic inquiry**
- **Builds reflective capacity**



Feedback Tendencies at This Stage

- **Precise and compassionate feedback**
- **Curious questioning**
- **Shared accountability**
- **Development-focused dialogue**

Reflection:

How do I create growth without needing control?



Growth Trigger: Complexity

Mature coaches learn to tolerate uncertainty without over-functioning.

Indicators of Growth:

- **Emotional regulation**
- **Non-anxious presence**
- **Reflective listening**
- **Calm accountability**



Stage 5: The Multiplying Coach

Identity Statement:

“I develop developers.”

Characteristics:

- Builds leadership systems
- Coaches future coaches
- Develops culture, not dependency
- Thinks generationally



Feedback Tendencies at This Stage

- **Develops reflective leaders**
- **Encourages peer coaching**
- **Delegates developmental responsibility**
- **Builds coaching cultures**

Reflection:

How am I building leadership beyond myself?



We All Regress Under Stress

Most leaders move between stages depending on:

- **Context**
- **Pressure**
- **Conflict**
- **Fatigue**
- **Emotional load**



Leader–Coach Identity Inventory

Rate yourself from 1–5:

- **I rush to solutions**
- **I avoid difficult truths**
- **I need to appear competent**
- **I tolerate silence well**
- **I trust others to struggle productively**
- **I coach for long-term development**
- **I ask more than I tell**
- **I remain calm under resistance**



Discussion Questions

- **What stage do you most identify with?**
- **What stage appears under stress?**
- **What leadership experiences shaped this?**
- **What stage are you growing toward?**

Pair/Share



How We Give Feedback Reveals Our Identity

Reactive Feedback

- Immediate
- Defensive
- Emotional
- Controlling

Developmental Feedback

- Reflective
- Curious
- Specific
- Growth-oriented



Unexamined Tendencies Create Organizational Patterns

- **Dependency**
- **Avoidance cultures**
- **Passive communication**
- **Burnout**
- **Learned helplessness**
- **Fear-based performance**



Coaching Presence Matters

People borrow emotional regulation from leaders.

Characteristics of a Non-Anxious Coach

- **Calm clarity**
- **Emotional steadiness**
- **Thoughtful pacing**
- **Presence under pressure**

“Your nervous system enters every coaching conversation before your words do.”



What Activates You?

Common Leadership Triggers

- **Resistance**
- **Silence**
- **Conflict**
- **Disappointment**
- **Lack of progress**
- **Criticism**
- **Emotional reactions**

[Activity: Identify your top two triggers]

rigger



The Pause Is Leadership

Developmental Response Pattern

PAUSE → NOTICE → REGULATE → INQUIRE → RESPOND

Intentionality is more powerful than reactivity.



A Developmental Coaching Structure

- 1. Clarify reality**
- 2. Explore assumptions**
- 3. Ask reflective questions**
- 4. Encourage ownership**
- 5. Identify next actions**
- 6. Reinforce growth**



Questions That Create Reflection

- **What feels most important here?**
- **What assumptions might you be making?**
- **What part of this belongs to you?**
- **What are you avoiding?**
- **What would growth require?**
- **What support do you need?**
- **What does success look like?**



Helping -Can Create Dependency

- **Solves**
- **Rescues**
- **Relieves discomfort**
- **Creates short-term relief**

Developing-Can Create Competency

- **Challenges**
- **Equips**
- **Encourages reflection**
- **Builds long-term capacity**



Practice Scenario

A high-performing administrator is resistant to feedback, emotionally reactive, and increasingly disengaged.

Group Discussion

- **Identify likely triggers**
- **Identify unhealthy coaching responses**
- **Design a developmental coaching approach**



Leader–Coach Practice

Roles

- **Coach**
- **Coachee**
- **Observer**

Observer Focus

- **Listening quality**
- **Emotional regulation**
- **Questioning**
- **Developmental posture**



What Did You Notice?

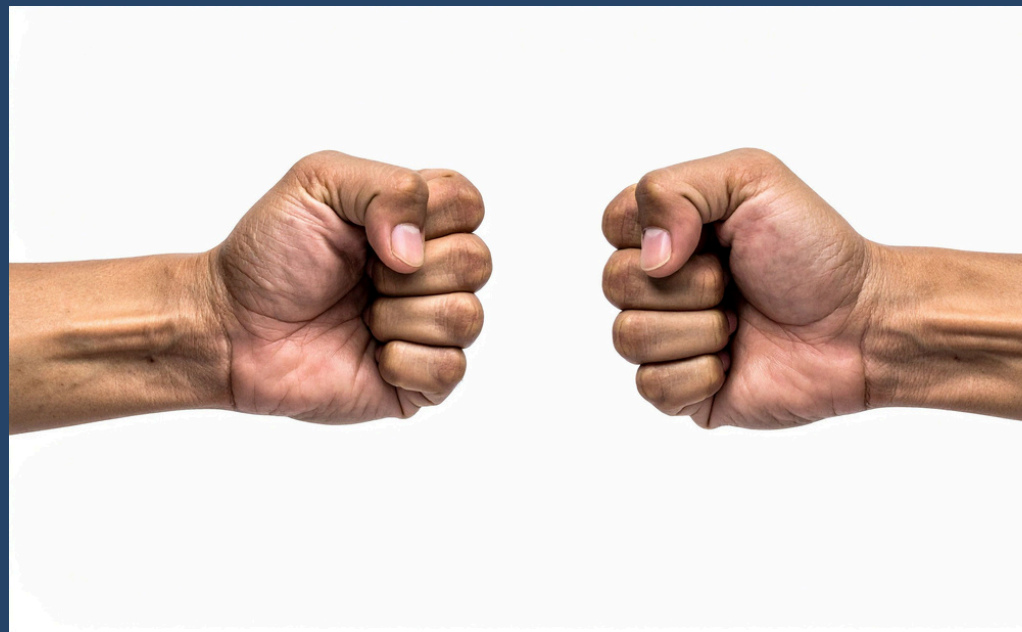
Reflection Questions:

- **What coaching habits surfaced?**
- **Where did you become reactive?**
- **What helped create growth?**
- **What increased defensiveness?**

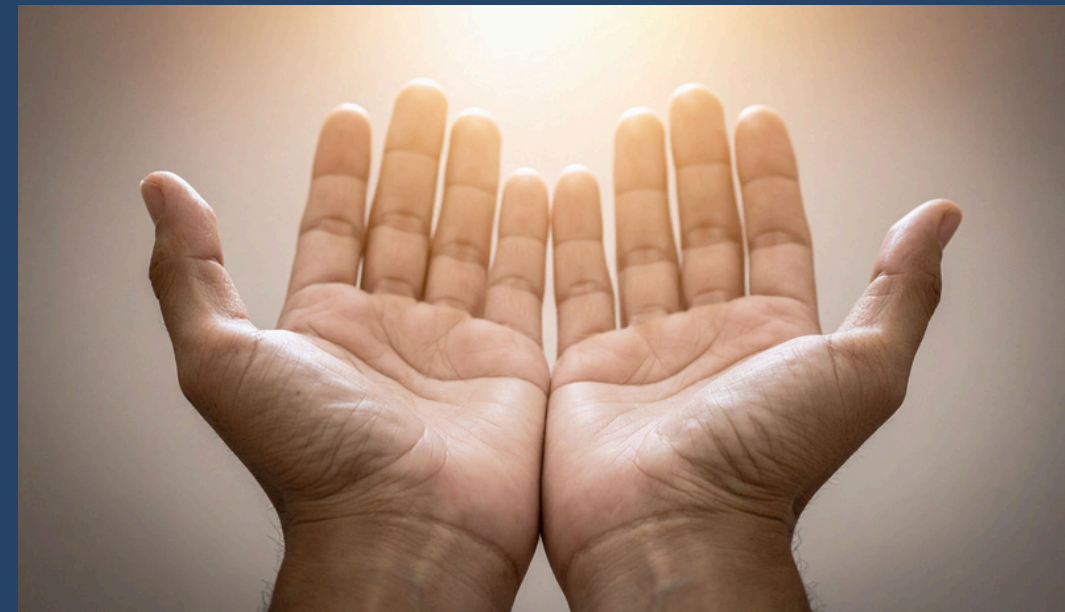


Mature Coaching Requires Letting Go

You cannot simultaneously control people and develop them.



VS



Every Strength has a Shadow Side

Strenths		Shadow
Decisive		Controlling
Empathetic		Avoidant
Visionary		Detached
Strategic		Over-intellectualize
Supportive		Rescuing

Personal Reflection

Journal Prompts:

- **What coaching identity am I outgrowing?**
- **What feedback pattern most limits my effectiveness?**
- **What triggers disrupt my presence?**
- **What does mature leadership require from me now?**



Your Growth Commitments

Complete these statements:

- I want to stop...
- I want to practice...
- I want to tolerate...
- I want to strengthen...
- I want others to experience me as...



The Goal Is Not Dependence

Great leader-coaches create people who:

- **Think clearly**
- **Lead confidently**
- **Take ownership**
- **Develop others**

Leadership maturity is measured by the growth happening around you.



Closing Reflection

Reflection Prompt:

What identity must you release to become the coach your people need?

One Leadership Commitment

Complete this sentence:

“The leader-coach I want to become is someone who...”



Key Ideas to Remember

- **Coaching begins with self-awareness**
- **Leadership maturity changes feedback patterns**
- **Stress reveals developmental gaps**
- **Presence matters as much as technique**
- **Growth-focused leaders multiply leadership**



Thank You

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