

*Teap.*

Everyone deserves a little couch-time.



Quarterly Leadership Seminar

**Using Coaching Instead of Managing:  
Turning Employees Into High-Performers**

March 2026

# ABOUT THE PRESENTER

## Miguel Lozano, PhD

- Change and Leadership Practitioner, MD Anderson
- Executive coach and organizational consultant
- Adjunct professor in leadership and project management
- PhD in Public Health, University of Texas
- PMP, Six Sigma Black Belt, PROSCI certified
- Avid golfer



# Why This Matters

- Research shows up to 70% of engagement is influenced by the leader
- Development-focused leadership improves retention and performance
- Poor communication drives stress and disengagement
- How leaders communicate shapes outcomes



# Why We're Here



- Shift from managing tasks to developing people
- Strengthen communication through coaching
- Reduce defensiveness and increase ownership
- Build accountability without increasing stress
- Apply practical coaching strategies



# Leadership Reality Check



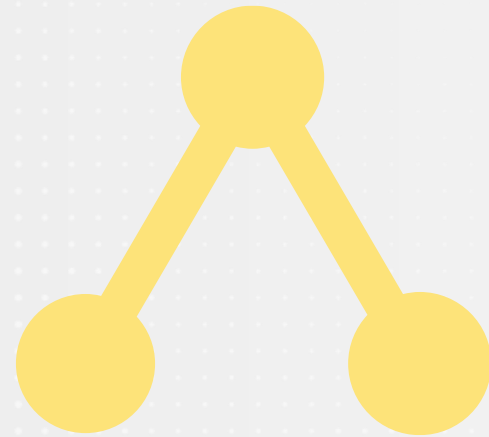
Leaders are trained to solve problems and give answers

High-performing teams require ownership and thinking

The gap is not effort, it is skill

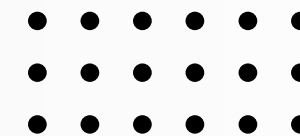
# The Leadership Shift

You have to be intentional to make the shift.



**Managing:**  
short-term output,  
control, correction

**Coaching:**  
long-term growth,  
ownership,  
development



# Poll #1

**How would you describe your experience with coaching as a leader?**

- A) I regularly use coaching in my leadership approach
- B) I use coaching occasionally
- C) I'm familiar with coaching but don't use it consistently
- D) I have little to no experience using coaching



# Why Coaching Works



- Directing creates dependency and stress
- Coaching activates thinking and engagement
- Leads to better problem-solving and confidence



# The Hidden Cost of Managing



# Coaching is a Soft Skill Multiplier

**Coaching strengthens** key leadership skills. It improves how you listen, how you respond, and how you guide others

-  Builds emotional awareness
-  Improves communication
-  Encourages ownership
-  Strengthens follow-through

# Reducing Defensiveness

- Shift from telling to asking
- Create space for employee input
- Tone impacts response



# Poll #2

**What is most challenging during difficult conversations?**

- A) Staying emotionally regulated
- B) Not interrupting
- C) Asking instead of telling
- D) Holding accountability

CEO PROFILE



# Coaching Builds Accountability

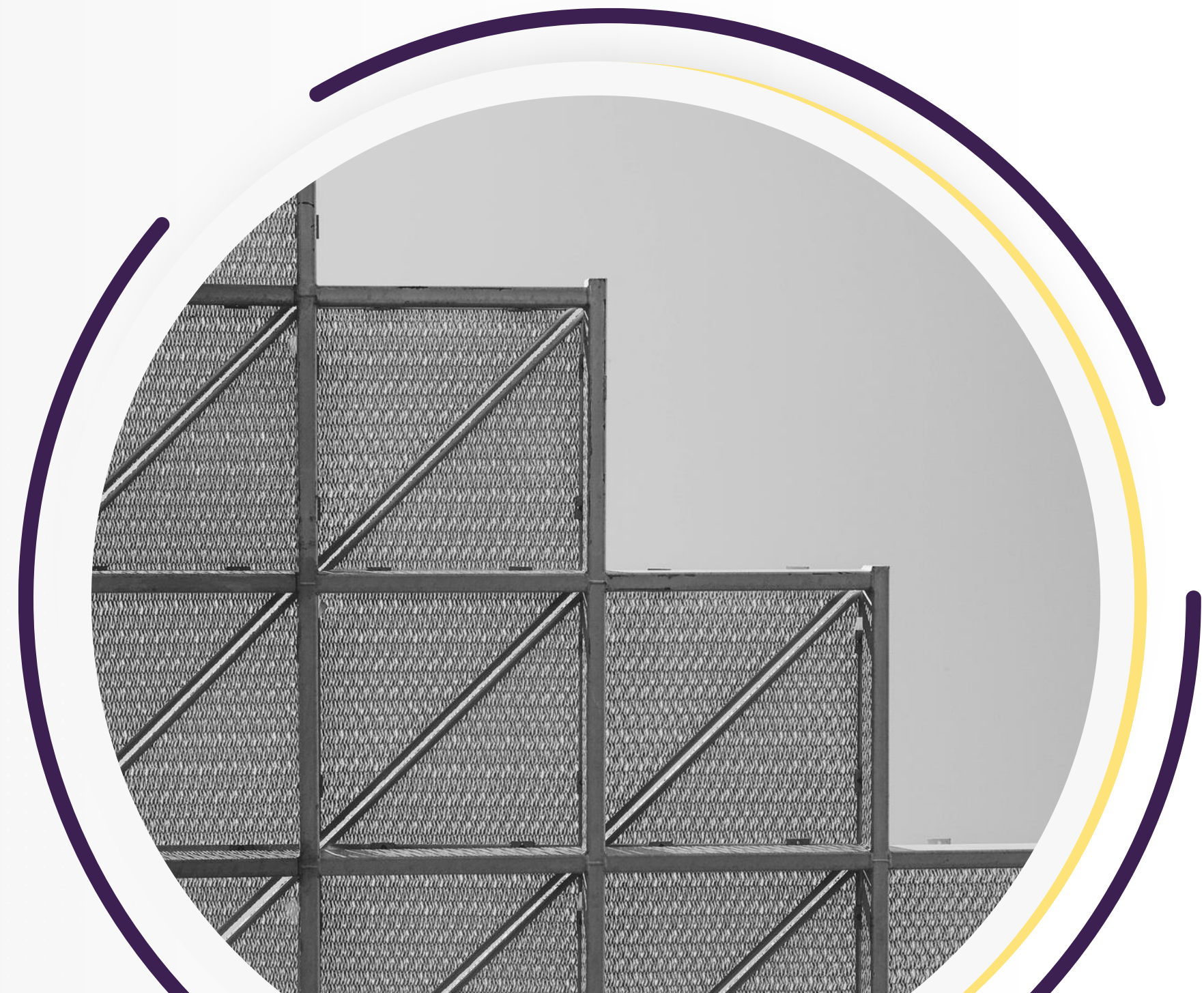


- Clear expectations
- Ownership of action
- Consistent follow-up
- Balance support and accountability



# Coaching Framework

- What is the goal?
- What is happening now?
- What are your options?
- What will you commit to?
- When will we follow up?



# Case Study



## Employee

Employee struggling with follow-through



## Coach

Coaching identifies root cause



## Plan

Action plan improves performance

# Mentoring vs Coaching

**Mentoring** is about giving advice. It is effective if the other person has sought advice. “Unsolicited advice is poor advice”.

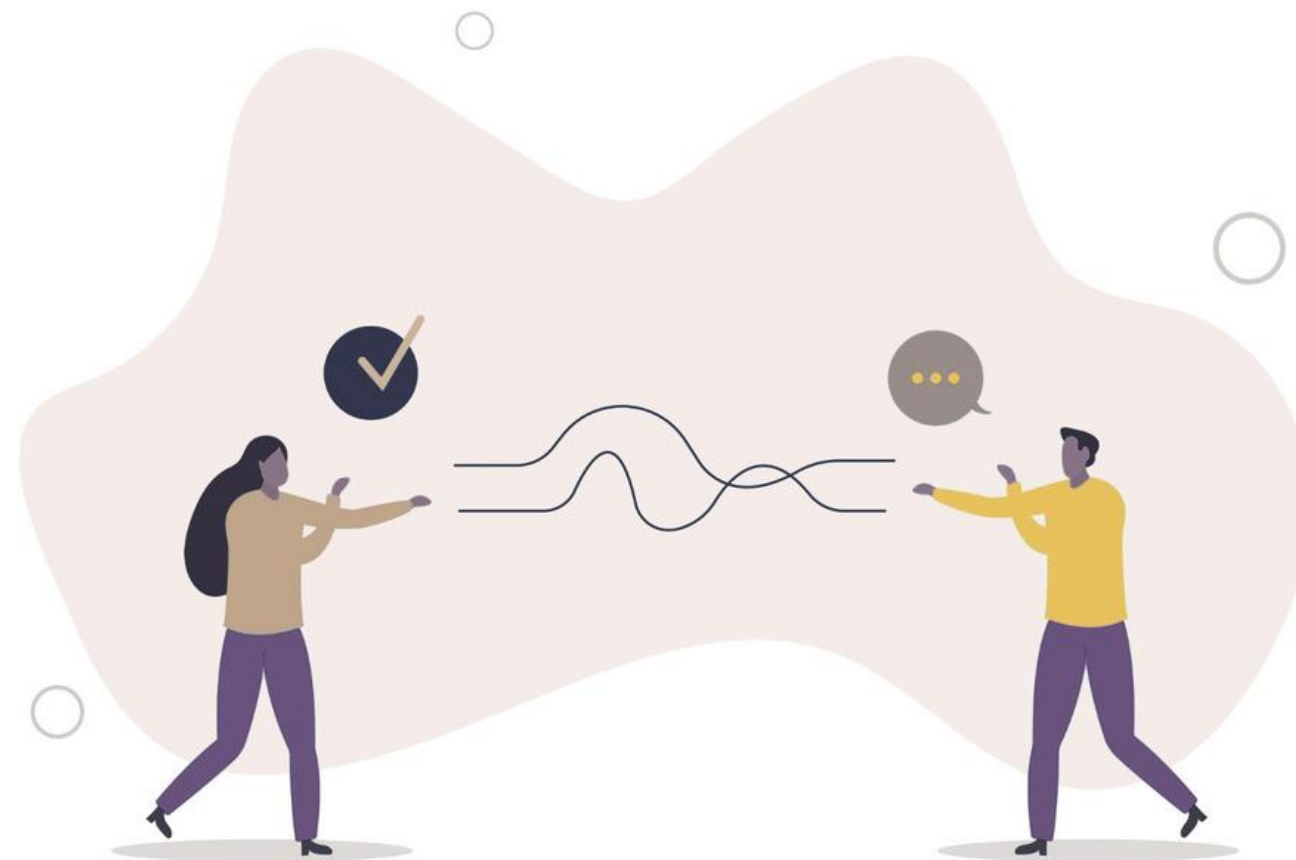
**Coaching** is about listening, being curious, observing body language, and tone of voice. It’s about asking questions and letting the other person make their conclusions. It requires mutual trust.



# Coaching Scenario

Miguel has missed two deadlines recently without proactively communicating delays, which has created downstream stress for others and upset the customer. Miguel's Enneagram results scored high in the Helper, Achiever and Perfectionist categories.

What would mentoring look like?



# What would coaching look like?

What happened that resulted in the missed deadlines?  
What obstacles are you facing?  
How do you feel about the support you have?

How could I have helped?  
How do you feel about this?  
What is your conclusion on what led to this issue?

How can this be prevented in the future?  
What can you commit to doing differently?  
What could hold you back?

Tips:

Avoid “Why” questions; they can sound judgmental  
Reaffirm by saying “I understand...”, “I heard you say ...”



# What would coaching look like? (cont.)

## Create Psychological Safety

- Choose a setting and tone that signals constructive intent.

## Ask for Permission to Make Observations

- Encourages receptivity and reduces defensiveness.

## Invite Their Perspective

- Use prompts like “How do you see it?” or “What’s your take?”

## Listen Actively & Acknowledge

- Paraphrase to confirm understanding and validate feelings.

## Use Coaching Questions

- Swap “Why?” for “How...?” or “What...?” to spark forward-looking thinking.



# Poll #3

## Coaching conversation

- A) Take too much time
- B) Save time long-term
- C) Only work with high performers
- D) Are hard to measure



# Immediate Application

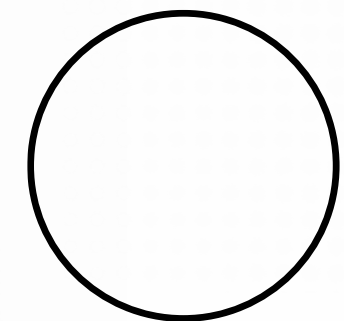


- Replace one directive with a question
- Pause before solving
- Follow up consistently



# Final Message

- Managing creates dependency
- Coaching builds capability
- High-performing teams are developed



# THANK YOU...

for joining us today, we look forward to seeing you next time!



[miguel@lozanopi.com](mailto:miguel@lozanopi.com)



Miguel Lozano



Miguel Lozano

# Access Your NEAP Benefits

Employee Assistance Program

## LIFE COACHING

### FEATURES INCLUDE:

- Have convenient telephone conversations with your Life Coach.
- Establish your vision, set goals and create an action plan in your very first meeting.
- Engage in up to 5 follow-up meetings to help recalibrate, refresh, and progress with your goals.
- Your progress towards any goal, career, parenting, relationship, time-management, can be enhanced by working with your Life Coach.



### Online:

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☐ **24/7 Hotline: 866-212-6096**

### THE PATH TO PERSONAL AND PROFESSIONAL SUCCESS IS NOT ALWAYS CLEAR

A Life Coach can help by guiding you through a thought-provoking, creative process of reflection and goal setting to maximize your potential and navigate life transitions.

