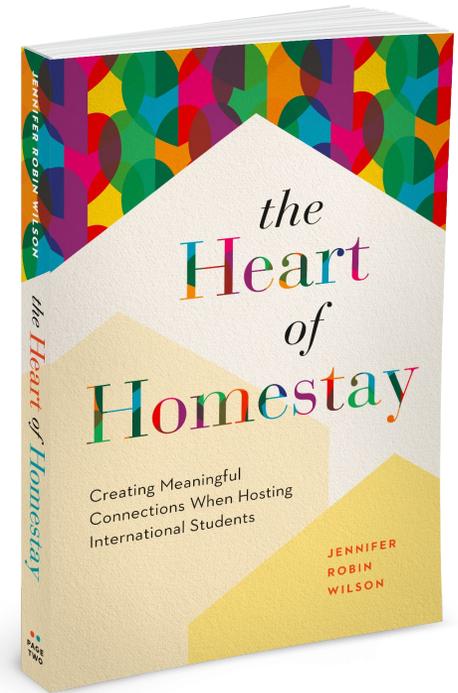


COACHING FOR PERFORMANCE: SUPPORTING THE LEADERS OF TOMORROW

Jennifer R. Wilson
Languages Canada Conference
March 2026

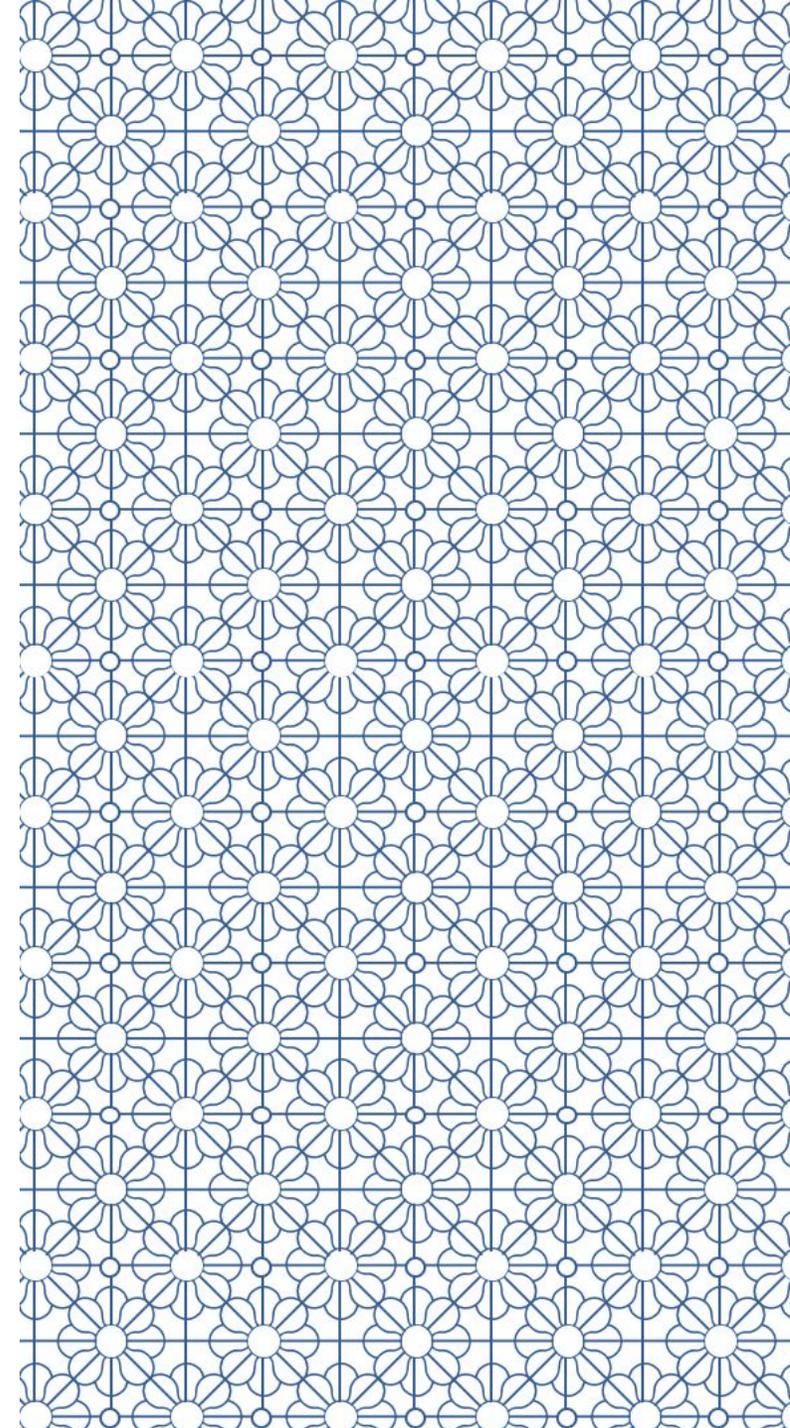
Hello! I'm Jennifer

- Associate Certified Coach (ACC) with the International Coaching Federation (ICF)
- Business & homestay consultant, facilitator, author
- Retired CEO & current Board Chair for the Canada Homestay Network (CHN)
- CHN has placed over 100,000 students across Canada since 1995
- Certified Kolbe consultant
- Compassion fatigue educator
- MBA in leadership, MFA in creative nonfiction



LEARNING OUTCOMES

- What is coaching, really?
- Why does coaching matter?
- Coaching Tips
 - *Coaching as a busy leader*
 - *Coaching and delegating*
 - *Coaching questions*



WHAT IS COACHING?

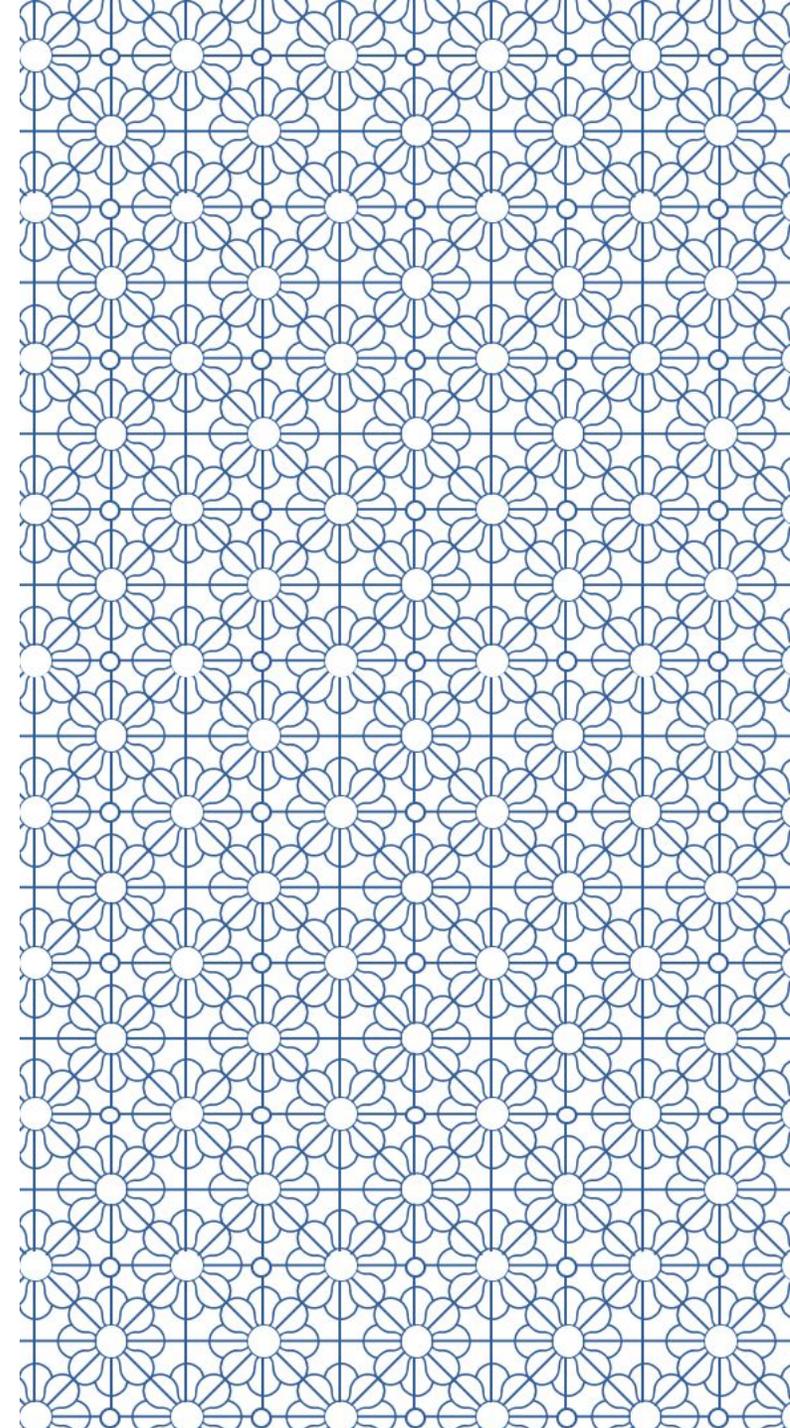
| Mentoring: How | Counseling: Why | Coaching: What if |
|--|---|--|
| Subject matter expert; teaches skills and knowledge, shares personal experience and advice | Has clinical training and relies on therapeutic frameworks such as cognitive or behavioural interventions | Process expert; no need for subject matter expertise; facilitates reflection, decision-making, and accountability rather than directive guidance |
| Developmental; draws on experience over time | Often addresses present distress and past influences | Forward-looking; emphasizes action and change |
| Longer-term | Short, medium and long-term | Short, medium and long-term |
| Objective is professional development | Objective is psychological wellbeing, mental health or emotional issues | Objective is performance, goals, action, blind spots, self-limiting beliefs |
| Hierarchical or senior-to-junior relationship, may develop informally over time. | Professional therapeutic relationship | Coaching relationship is structured, contractual, and time-bound |

WHAT IS COACHING?



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- ✓ They lack life skills or organizational knowledge that is relevant



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- ✓ There's a serious compliance/legal/safety/ethical/financial risk
- ✓ They lack life skills or organizational knowledge that is relevant
- ✓ There's a crisis that requires fast decision-making



WHY DOES COACHING MATTER?

Because your advice may solve the wrong problem.



WHY DOES COACHING MATTER?

Because your advice isn't as good as you think it is.



WHY DOES COACHING MATTER?

Because your advice disempowers your colleague.



WHY DOES COACHING MATTER?

Because it fosters psychological safety.



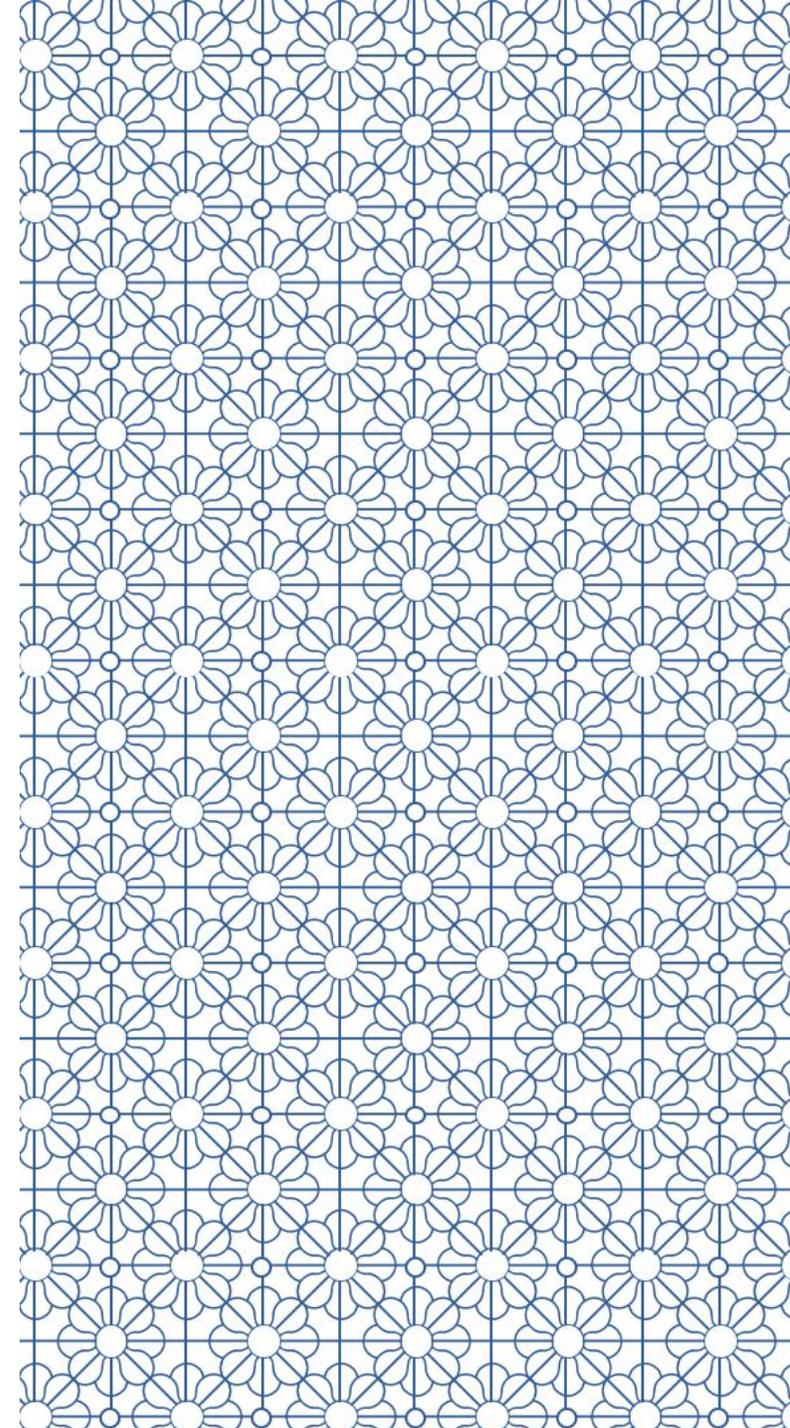
WHY DOES COACHING MATTER?

Because it helps people and organizations navigate change.



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- **Coaching Tips**
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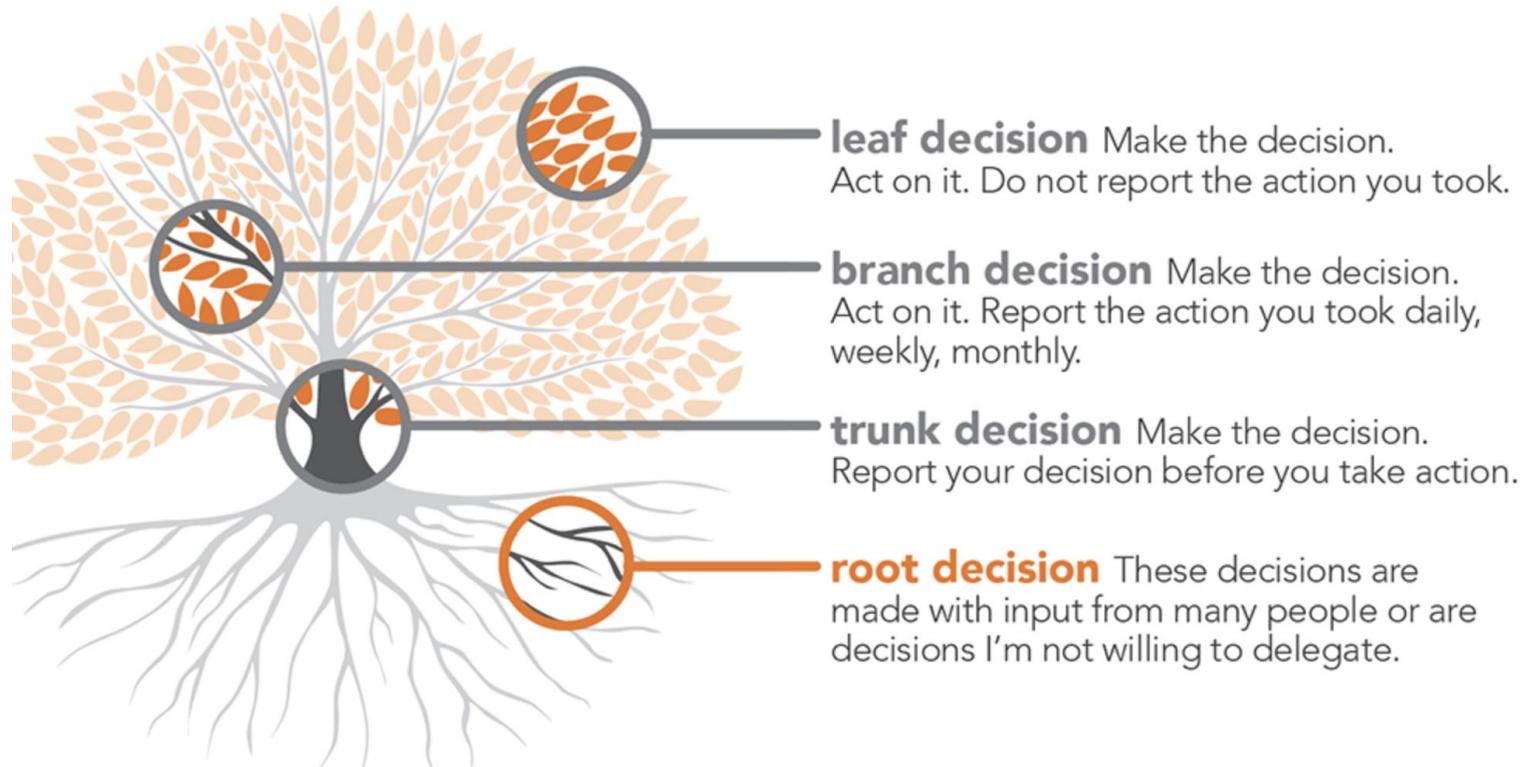
HOW TO COACH AS A BUSY LEADER

- Incorporate coaching into your conversations.
- Allow your colleague to choose the focus.
- Use coaching during key moments.
- View coaching as a time investment.
- Start small and be consistent.



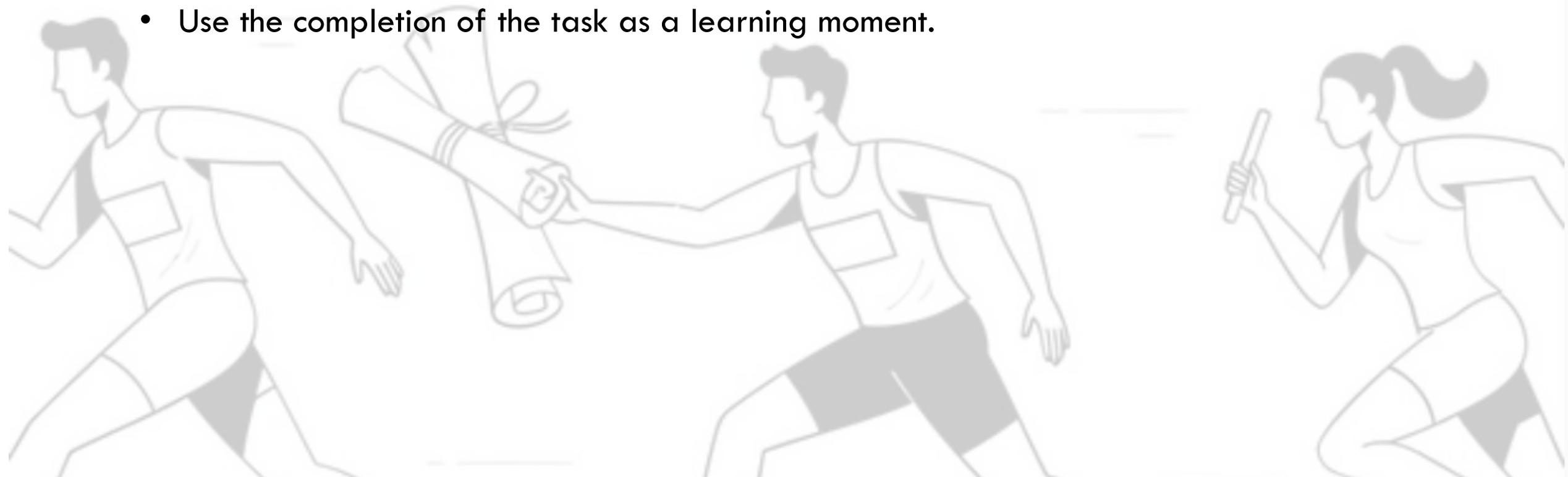
COACHING AND DELEGATION

The Decision Tree Model



COACHING AND DELEGATION

- Delegate outcomes rather than instructions.
- Check understanding before stepping away.
- Resist the urge to take the work back if problems arise.
- Use the completion of the task as a learning moment.



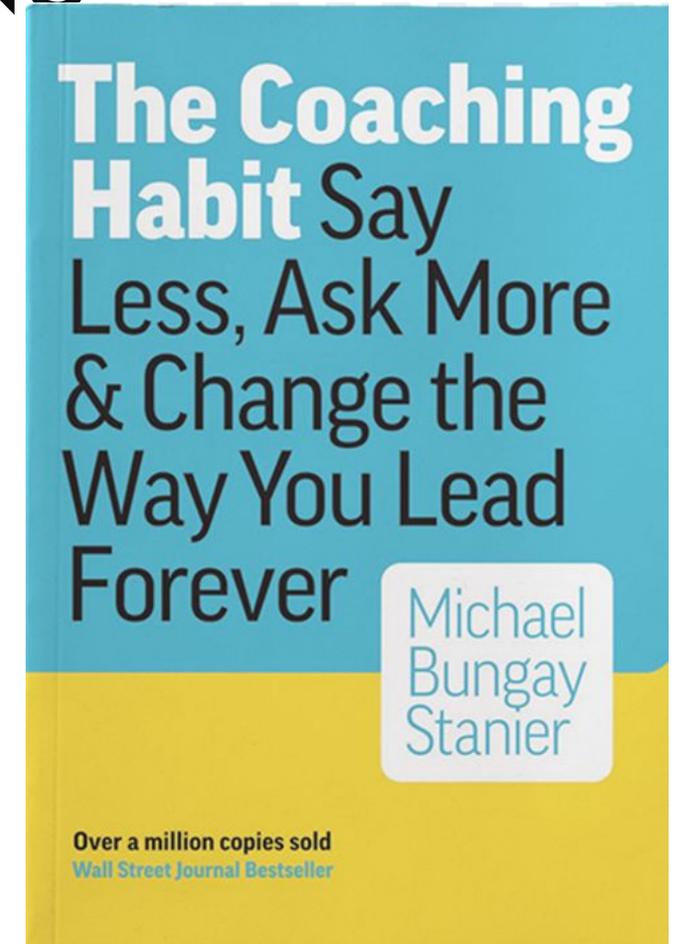
COACHING TIPS: CURIOSITY

- Slow down and get curious
- When you need to stay curious a bit longer, ask “And What Else?”
- When you find yourself wanting to problem-solve, get curious about vocabulary
- When you think you know how you can help, get curious about what they need:
ask “What do you need?”
...And then ask, “How can I help?”

COACHING TIPS: QUESTIONS

Recycle a few key questions

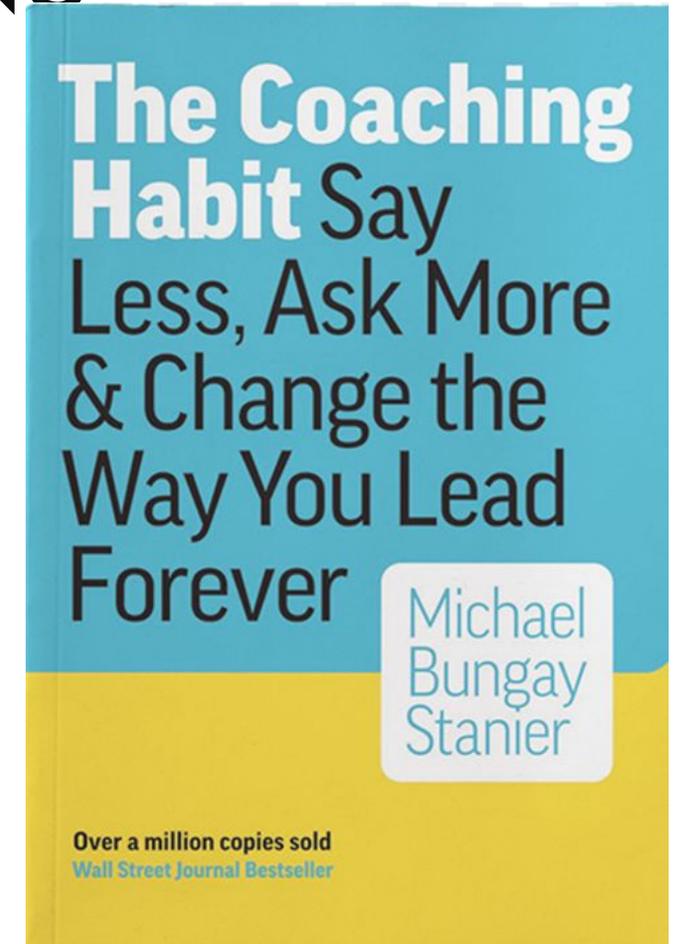
1. What's on your mind?
2. And what else?
3. What's the **real** challenge here **for you**?
4. What do you want?
5. How can I help? / Tell me what support looks like.
6. If you're saying yes to this, what are you saying no to?
7. What was most useful / valuable for you?



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COACHING TIPS: QUESTIONS

Recycle a few key questions

- What options have you considered?
- What do you think would work best?
- If you got that/ that happened, what would be different for you?
- What might happen later, as a consequence of doing this now?
- What is meaningful about that observation/pattern?
- Have you ever been in a similar situation, or observed someone else in this position or scenario? Could you try what you did before/ observed or do the opposite?
- What is between this experience and the one you'd like to have?
- What's it like not to know?

COACHING TIPS: QUESTIONS

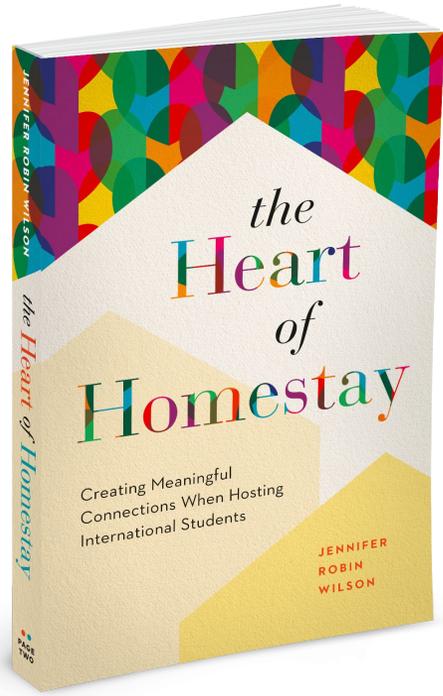
Helpful questions for international education

- Who and what else is affected by this? (systems thinking)
- What assumptions are you making?
- What information do they have that you don't have?
- What role is culture playing in this situation?
- What do our agents/students/hosts/partners need from us?
 - Or: How would they define success?

COACHING TIPS: THEMES

- Control
- Respect
- Integrity
- Trust
- Appreciation
- Acknowledgement
- Commitment





THANK
YOU!

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