

# 4 PILLARS of LEADERSHIP

**Capabilities & Skills:** pausing, paraphrasing, questioning

## REFLECTIVE PRACTICES



Reflective thinking, as introduced by Dewey (1933, 1938), begins with a dilemma. He emphasized that effective coaches resist rushing to conclusions, instead taking time to gather information, analyze the problem, acquire new knowledge, and ultimately make well-informed decisions. This intentional reflection fosters deeper learning.

Lortie (1975) later highlighted that failing to engage in reflection often results in coaching driven by personal biases rather than deliberate decision-making. To fully grasp the complexity of reflective thinking, one must consider its four distinct modes: technological, situational, deliberate, and dialectical (Danielson, 1992; Grimmer et al., 1990).

## INTENTION & PURPOSEFUL INTERACTION

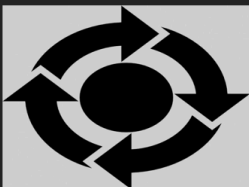


"Know One's Intentions and Choose Congruent Behaviors (Bob Garmston) This capability provides the metacognitive awareness needed to approach interactions with clarity and purpose. While it may seem straightforward, maintaining conscious attention to one's intentions is not always instinctive. This skill serves as the foundation for all others, prompting us to reflect on key entry questions, such as:

Who do I need to be in this interaction?

- What expectations might others have in this situation?
- How can I best serve others in this moment?
- What beliefs, values, and identity will best align with the purpose of this

## RECIPROCAL LEARNING & OWNERSHIP



According to Aagaard (JGIM 2003; 18: 298-302), coaching is "a reciprocal learning relationship in which the coach and coachee form a partnership, working collaboratively toward mutually defined goals that enhance the coachee's skills, abilities, knowledge, and thinking."

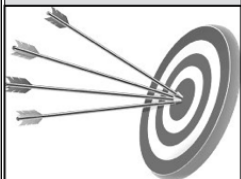
This dynamic learning relationship fosters:

Shared Competence – The exchange of professional knowledge, experience, interpersonal skills, and sound judgment.

Shared Confidence – Access to networks, resources, personal growth, initiative, risk-taking, and both short- and long-term successes.

Shared Commitment – A mutual investment of time, energy, effort, and personal experiences.

## MEDIATOR of THINKING



Mediators shape the intensity, flow, direction, significance, engagement, and impact of information entering a coachee's awareness. They do this by posing thought-provoking questions that activate thinking. Rather than offering advice or solving problems on behalf of others, a coach guides colleagues in analyzing challenges and developing their own problem-solving strategies. A mediator further supports this process by helping individuals establish self-monitoring techniques during problem-solving. Acting as a sounding board, a skilled mediator fosters greater self-direction, empowering individuals to take ownership of their learning and growth.