

LEADERSHIP COACHING

The sparring partner leaders rarely have

Why the right time for coaching is when things are going well

MLI Leadership Institut · 2026

People influence people. How we think, speak and act has a direct effect on the behavior of those around us. It is no surprise, then, that a large part of economic success can be explained by social dynamics.

Leadership works on both sides: on those who lead and on those who are led. A person in a leadership position is only human — but one whose behavior is watched and interpreted by many.

The right moment is the inconspicuous one

Staying successful is harder than becoming successful. Athletes know this, and it shows in our work as coaches.

Leaders often lack a counterpart with whom they can take a critical look at their own approach without consequences. Their own boss is not that person, because the boss evaluates. Their team is not, because it is affected. Peers at the same level rarely are, because they compete.

A good moment, therefore, is when things are going well. Excellent results do not happen by themselves; they are the product of decisions one must be able to repeat. Anyone who wants to stay on a successful course has to question it regularly: What is carrying us right now? What has appeared on the horizon? What matters now?

What the work focuses on

Coaching starts with the person being coached and takes effect on the team from there. Typical areas:

- leadership behavior and leadership style
- dealing with power and with one's own boss
- self-management
- working through conflict

- crises and decisions under uncertainty
- one's own levers of success

Clear goals are the basic prerequisite. They are developed, questioned and readjusted in coaching. This also makes the result of coaching verifiable — it is tied to the goals agreed at the outset.

What the MLI approach does differently

We examine what leadership can do to bring individuals and teams into a high-performing state, and how to direct everyday focus to the few situations that decide whether a strategy is lived or not. We call them moments of truth.

The target state is not balance but poised composure: inner clarity and outer structure as one. A stance that creates credibility and commitment among employees.

Checklist: how to recognize a good coach

- training in the behavioral sciences — psychology, sociology, education or human resources
- personal experience in a leadership role
- verifiable references from leaders they have coached
- certification from recognized bodies such as the International Coaching Federation
- work based on psychologically grounded methods, not on anecdotes
- goals and expectations are defined in advance, and progress is evaluated

What remains decisive is whether the chemistry is right. We recommend a short trial session before agreeing to work together — and the option to switch without giving a reason.

How it works at MLI

It starts with a free first conversation to clarify whether coaching is the right lever at all. You then book a contingent of sessions. We select coaches from the network whose qualifications match the need; your leaders see a short video and a competence profile and decide for themselves.

In the assignment clarification, coach and coachee agree on the goals. As the client, you receive a report on the contingents used and quarterly invoicing — without any content. Confidentiality toward the client is set out in the contract.

When coaching is the wrong answer

Coaching works on the person. It does not help with a problem that lies in the structure.

When a leader fails because their area is saddled with contradictory goals, because they have no authority to decide, or because the level above them models the opposite of what they are supposed to implement — then coaching is an expensive way of assigning them the responsibility for it. We say so in the first conversation, even if it costs us an assignment.

And coaching is no substitute for therapy. Where strain reaches into the personal sphere, a different discipline is responsible. A good coach recognizes that boundary and names it.

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