

Facet5

Leader as Coach Programme



Leader as Coach

A leadership approach that strengthens judgment, builds trust, and develops capability across teams.

Program Intent

A turning point in how leaders lead.

Leader as Coach is designed to increase leadership effectiveness by changing how leaders notice, interpret and respond in the moments that matter most. Rather than adding more tools, scripts, or techniques, the program strengthens leadership judgment and conscious choice, helping leaders understand when to step in, when to stay curious and how to create ownership without sacrificing momentum, quality, or accountability.

Anchored in deep self-awareness and applied practice, leaders learn to adopt a coaching stance as a deliberate leadership choice rather than a default behavior. The result is observable leadership shifts that strengthens trust, builds capability in others and frees leaders to focus their time and energy on what matters most.

This program is not about fixing leaders, it is about expanding insight and range.



Personality at the Heart of Sustainable Leadership Development

Sustainable leadership growth comes not from learning what to do, but from understanding why leaders respond as they do, especially under pressure, and developing the awareness to choose more effective responses.

Facet5 sits at the heart of Leader as Coach because it provides a clear, evidence-based understanding of how personality drives leadership behavior. Scientifically grounded and non-judgmental, Facet5 offers a shared language that is accessible across levels and roles, making insight easy to understand, discuss, and apply in day-to-day leadership.

Through Facet5, leaders gain insight into how their personality shapes instinctive leadership responses, what works well, and where those same strengths can narrow their options under pressure. They gain more visibility into how their leadership style is experienced by others and where greater flexibility may increase effectiveness.

Development and learning are anchored in each leader's own Facet5 personality profile. Learning becomes personal, relevant and immediately applicable. Personality is no longer abstract insight, it becomes a practical lens for making better leadership choices in real time.

Observable Leadership Shifts

Six months after the program, leaders are consistently observed demonstrating greater self-awareness and situational flexibility in how they lead. They listen more actively, ask sharper and more developmental questions, and shift from solving problems for others to building thinking, ownership and accountability.

Feedback becomes clearer, more constructive, and more capability-building. Trust strengthens across teams, peers, and senior stakeholders.

At an organizational level, these shifts show up as reduced dependency on leaders, stronger bench strength, and more leadership time available for strategic focus rather than constant escalation.

Personality-aware leaders do not become different people. They become more deliberate and versatile leaders. They recognize their instinctive responses and choose how to flex them to best serve the moment and those they lead.

What “Leader as Coach” Really Means

Leader as Coach does not turn leaders into coaches.

Instead, it helps leaders move intentionally between directing, consulting, and coaching based on what the situation truly requires. Coaching becomes a leadership strategy one that builds capability, strengthens accountability, and improves decision quality through inquiry, perspective-taking, and reflection.

Leaders do not give up authority. They use it with greater precision and awareness.

How this Program is Different

Most leadership and coaching programs focus on teaching skills and assume that insight will naturally translate into new behaviors or capabilities.

Leader as Coach takes a different approach. By anchoring development in personality insight through Facet5, leaders do not simply learn how to coach. They learn when, why, and how to lead differently in the moments that matter most.

The focus is on real leadership choices under pressure, producing observable behavior change rather than self-reported insight. The result is not individual heroics, but increased organizational capacity.

We are not telling leaders what they should do. We are helping them understand their patterns, their options and their choices so they can respond more effectively.



The shift is simple and powerful:
leaders move from telling to
asking, from control to **trust**, and
from creating dependency to
developing **capability**.

Programme Overview

You are a leader, not a coach. Learning to lead with a coaching mindset changes how you use your leadership, not who you are.

A Six-Month Leadership Journey

At its core, Leader as Coach represents a pivotal shift from leading primarily through expertise and control to leading through inquiry, trust, and capability. Leaders leave not only with stronger coaching skills, but with a fundamentally different way of seeing themselves, their decisions and their impact.

The program unfolds through a structured learning journey that includes individual preparation, an immersive learning intensive, ongoing coaching, virtual cohort learning and Thrive - a digital platform designed to reinforce application and sustain change over time. Participants engage with Thrive throughout the program as a central development hub, with resources, reflection tools, and timely prompts supporting their continued practice of coaching behaviors in everyday leadership situations.

- Phase 1: Foundation & Self-awareness
- Phase 2: Immersive Experience – In-person Program
- Phase 3: Application & Reinforcement
- Phase 4: Sustained Support & Continued Development



Turn your
insight into
impact.

Phase 1:

Foundation & Self-awareness

The journey begins with a strong personal foundation.

Leaders complete the Facet5 assessment and prepare a Leadership Bio that captures their context, challenges and development goals.

Two individual coaching sessions support this phase. The first focuses on leadership context, current challenges, and completion of the Leadership Bio. The second provides a Facet5 profile debrief, explicitly linked to Bio goals and leadership priorities.

Each participant receives the Leader as Coach book, shipped in advance to align with the program start. Built from the participant's own assessment data and written specifically for them, this highly personalized leadership development resource is used throughout both the intensive and coaching phases of the program.



Phase 2:

Immersive Experience - In-Person Session

The immersive experience is delivered as a sequence of integrated in-person modules, each with a clear learning purpose. These same modules form the backbone of the virtual alternative.

1

Module 1: Check-In & Understanding Pull

Leaders are introduced to the Pull framework, which describes the constant negotiation between the pull of the role, the pull of others and the pull of self. This perspective provides a practical mental model for understanding leadership strain, misalignment and energy drain when one pull goes unmanaged.

2

Module 2: Personality & Leadership Foundations

Leaders engage in an experiential exploration of how personality shows up in leadership behavior, using Facet5 patterns to understand strengths, risks, frustrations, and impact. Attention is given to how stress and pressure amplify default behaviors and how those behaviors affect trust, inclusion, and performance. Insight is deliberately connected to impact, moving beyond awareness to real leadership consequences.

3

Module 3: Leader as Coach Orientation & Foundations

Participants are oriented to the Leader as Coach philosophy and begin working with their individualized Leader as Coach book. Core principles include curiosity over control, accountability over rescue and presence over performance.

Leaders deepen their understanding of coaching versus managing and mentoring, strengthen listening and questioning skills, and explore leadership stance choice as a judgment call rather than a formula.

4

Module 4: Coaching Learning Lab

This is where behavior change accelerates. Leaders practice coaching using real leadership scenarios while receiving structured observation and feedback focused on language, assumptions, impact and choice. Common coaching traps and leadership derailers are surfaced, and leaders learn to choose intentionally between direction, consultation and coaching especially under pressure.

5

Module 5: From Insight to Commitment

The immersive phase concludes with intentional integration. Leaders develop individual action plans linked directly to their Leadership Bio goals, engage in peer coaching, and articulate clear commitments for real-world application.

Phase 3:

Application & Reinforcement

Phase 3 is delivered entirely virtually and focuses on sustained behavior change through guided application in real leadership situations supported through individual coaching sessions, a cohort learning lab, and a digital platform that reinforces practice over time.

Individual coaching sessions focus on applying coaching behaviors in real leadership situations, shifting from advice-giving to inquiry while strengthening accountability and follow-through. Leaders debrief real conversations, reflect on outcomes, and recalibrate judgment in moments of friction.

A two-hour virtual cohort learning lab reconnects the group to reinforce learning, normalize the challenges of applying coaching in practice, and sharpen judgment through peer case coaching and live leadership scenarios including coaching sideways and up.

Participants are supported throughout the phase by a digital platform that provides personalized nudges, habit builders, reflection tools, curated resources, and opportunities for continued cohort connection.

Module 1: Individual Coaching – Recalibrate and Apply

The first coaching session focuses on translating insight from the immersive experience into real leadership conversations. Leaders examine real situations where they tend to default to advice-giving or control and practice applying coaching skills of inquiry, accountability, and shared ownership. Leaders debrief real conversations and recalibrate judgment in moments of friction strengthening accountability and follow-through.

Module 2: Individual Coaching – Recalibrating Judgment

Leaders bring real leadership situations, challenges and goals into the conversation, reflecting on moments where coaching, direction, or consultation may be required. The session focuses on strengthening judgment, recognizing when pressure triggers old patterns, and choosing leadership stance intentionally.

Module 3: Virtual Cohort Coaching and Learning Lab

In this two-hour virtual session, leaders reconnect with their cohort to reinforce learning and normalize the challenges of applying coaching in real leadership contexts. The group setting creates a space for honest reflection and peer learning as participants share experiences from their leadership practice, discuss moments where coaching approaches have worked, where they have struggled, and surface the shifts they are beginning to notice in their own leadership behavior.

Participants also explore what others are noticing: how colleagues are responding differently, where trust or accountability may be strengthening, and where friction still exists. Through peer case coaching and live leadership scenarios, leaders collectively examine real situations—including coaching sideways and up—sharpen judgment, and deepen their ability to choose intentionally between directing, consulting, and coaching in complex moments.

The cohort conversation allows participants to learn not only from their own experimentation but from the lived experiences of others, expanding perspective and reinforcing the practical application of coaching behaviors across diverse leadership contexts.

Module 4: Individual Coaching – Trust, Safety & Leadership Impact

This coaching session explores the role coaching behaviors play in building trust and psychological safety with key stakeholders. Leaders identify where trust is strong, fragile, or strained and examine how their choices either strengthen or erode trust, particularly when navigating differences, tension, or change. The conversation also considers how consistent coaching behaviors—listening, inquiry, accountability, and transparency—shape the culture around them, influencing whether people feel safe to contribute, challenge ideas, and take responsible risks.

Module 5: Individual Coaching – Performance, Growth & Organizational Excellence

This coaching session focuses on driving results while sustaining a coaching approach to leadership. Leaders explore how to hold stretch and growth conversations that develop others through both challenge and support, strengthening accountability without slipping into micromanagement. They examine how coaching behaviors encourage ownership, expand thinking, and create the conditions for learning and innovation by inviting people to contribute ideas, take responsible risks, and solve problems more independently. All of this is in service of strengthening individual capability, team excellence, and overall organizational performance.

Module 6: Leadership Integration & Impact

This final coaching session integrates learning across the six-month journey and focuses on the leadership impact that has emerged through practice. Leaders reflect on progress toward their Leadership Bio goals and review a stakeholder feedback snapshot that provides insight into observable shifts in coaching behaviors, trust, and leadership effectiveness. This feedback is used for reflection and accountability rather than evaluation.

Leaders identify strengths to sustain, clarify development edges for continued growth, and articulate their personal Leader as Coach philosophy along with the commitments they will carry forward to sustain leadership impact beyond the program.

Phase 4:

Sustained Support & Continued Development

Leadership development does not end when the formal program concludes. Sustained change comes from continued reflection, practice, and reinforcement in the flow of everyday leadership. To support this, participants retain access to the digital platform, Thrive, used throughout the program, for an additional three months with an option to continue through an ongoing subscription. Thrive continues to be the development hub helping leaders embed coaching behaviors and continue strengthening their leadership judgment over time.

Through the platform, leaders can continue to access:

- Program resources and learning materials that reinforce the Leader as Coach principles and support practical application in day-to-day leadership situations.
- Nudge support via email, providing periodic prompts and reflections that help leaders maintain momentum and continue practising coaching behavior.
- Access to myFacet5, allowing leaders to revisit their personality insights and use them as an ongoing guide for leadership awareness and conscious flexibility.
- Additional digital resources and reflection tools designed to support continued learning and leadership development.
- Optional additional coaching support, available for leaders who wish to deepen their development or work through specific leadership challenges.

Together these elements ensure that Leader as Coach becomes not simply a program experience, but an ongoing leadership practice supported by continued insight, reflection, and access to development resources.



What Participants Receive

Through the Leader as Coach experience, participants develop more than insight. They build practical capability, stronger leadership judgment, and tangible development assets that support sustained leadership flexibility.

Participants receive:

- A fully personalized Leader as Coach book, created from their Facet5 profile and used throughout the program as an individualized leadership development resource.
- Deep practical self-awareness of how personality shapes leadership behavior, decision-making, and impact.
- Stronger leadership judgment about when to direct, consult, or coach in complex leadership situations.
- Practiced coaching behaviors, applied to real leadership challenges through guided practice, observation, and feedback.
- Greater confidence leading through inquiry, building trust and developing the capability of others.

The shift is clear: leaders move from solving problems for others to building thinking, ownership, and trust—strengthening both individual capability and team performance.



What Organizations Gain

For organizations, Leader as Coach is an investment in leadership capacity across the enterprise, not simply individual development. The program helps organizations build leaders who multiply capability across their teams and make stronger leadership decisions in complex situations.

Organizations benefit as their leaders:

- Multiply capability across their teams, developing others rather than becoming the sole source of answers.
- Reduce dependency and decision bottlenecks, allowing work to move faster and more effectively through the organization.
- Demonstrate more consistent leadership behavior, strengthening trust, accountability, and collaboration across the enterprise.

As leaders shift from telling to asking and from control to trust, teams think more independently, ownership increases, and leadership time is freed for strategic focus and long-term value creation.

Leader as Coach does not tell leaders what to do. It helps them understand why they lead the way they do—and how to choose differently in moments that matter.



Delivery Options

Leader as Coach is designed as a blended leadership journey with flexible delivery.

The Plan

Phases 1 and 3 are delivered virtually, supporting preparation, application, and ongoing development in the flow of everyday leadership. The primary delivery choice relates to Phase 2—the immersive experience, which can be delivered either in person or virtually while maintaining the same program architecture and developmental outcomes.

In-Person Immersive Experience (Recommended)

The in-person experience offers a deeply immersive, high-touch learning environment that accelerates trust-building and supports deep integration of personality insight, coaching practice, and leadership judgment. The extended time together creates space for deeper reflection, real-time observation, and live coaching practice. This allows participants to experience and integrate the relational dynamics of leadership and coaching in ways that deepen insight, strengthen trust, and embed new leadership behaviors.

Virtual Immersive Alternative

For organizations operating across multiple geographies, distributed teams accustomed to virtual collaboration, or those navigating travel and budget constraints, the immersive phase can also be delivered virtually. The virtual alternative delivers the same program architecture, outcomes, and personalization through shorter, focused modules. While delivered differently, the format maintains the core learning journey through facilitated discussion, practice, and reflection. (See Appendix 2 for comparison).

Optional Program Extensions

Organizations may choose to extend the impact of the Leader as Coach experience through additional elements that reinforce learning, celebrate progress, and sustain peer connection beyond the formal program journey.

Group Graduation Session

A facilitated closing session that brings the cohort back together to reflect on the six-month journey, share leadership insights, and celebrate progress. Participants revisit their commitments and reinforce how they will continue applying coaching behaviors in their leadership roles.

Ongoing Peer Coaching Circles

Small peer groups that continue meeting after the program to support one another in applying coaching practices in real leadership situations. These circles provide a structured space for continued reflection, shared problem-solving, and reinforcement of Leader as Coach behaviors over time.

Why Facet5?

Personality insight that unifies leadership, strengthens teams, and drives sustainable performance.

Why choose Facet5

Facet5 acts as a golden thread throughout the Leader as Coach journey, providing a shared and practical language of leadership across the organization. Grounded in robust personality science and supported by ongoing global research, Facet5 helps leaders understand how personality shapes decision-making, communication, and responses under pressure.

Because personality insight is strengths based and non-judgmental, it enables leaders and teams to talk about differences in style, decision patterns, and working preferences with clarity and respect. This shared language supports more productive conversations about leadership, collaboration, innovation and performance.

Leader as Coach is part of a broader Facet5 suite of development tools used by organizations worldwide to strengthen leadership capability, team effectiveness, and organizational culture. When used together, these tools create a consistent foundation for leadership development, talent conversations, and team performance.

Rather than standardising leadership behavior, Facet5 helps organizations leverage leadership diversity and individual potential more intentionally. The result is not only more capable leaders, but stronger teams and more sustainable performance built on understanding, flexibility, and informed choice.

Summary

Leader as Coach approach is a leadership development journey designed to strengthen how leaders think, decide, and act in the moments that matter most. By placing personality insight at the center, sharpening judgment, and reinforcing learning over time, the program develops leaders who build trust, grow capability, and create sustainable performance.

Leaders are not asked to become someone else. Instead, they develop deeper awareness of how they lead, greater flexibility in how they respond, and more deliberate choices in how they show up for others.

The shift is simple and powerful:

Leaders move from telling to asking, from control to trust, and from creating dependency to developing capability.



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Appendix 1:

Roadmap Summary

	Session Name	Details
Phase 1:	Foundation & Self-awareness	
Module 1:	Introduction & Leadership Bio	Group welcome session and virtual cohort learning. This module focuses on their current leadership context, current challenge and completion of a Leadership Bio.
Module 2:	Facet5 Personality Profile	Leaders receive a comprehensive Facet5 Personality Profile debrief that sets a foundation for the program.
Phase 2:	Immersive, In-Person Experience	3-Day In-Person Program
Module 3:	Check-in & Understanding Pull	Leaders learn a practical mental model for understanding leadership strain, misalignment and energy drain.
Module 4:	Personality & Leadership Foundations	Leaders engage in an experiential exploration of how personality shows up in leadership behaviour.
Module 5:	Leader as Coach Orientation & Foundations	Leaders deepen their understanding of coaching versus managing and mentoring, strengthening listening and questioning skills.
Module 6:	Coaching Learning Lab	Leaders practice coaching using real leadership scenarios while receiving structure observation feedback.
Module 7:	From Insight to Commitment	Leaders develop individual action plans linked to their leadership bio goals.
Phase 3:	Application & Reinforcement	
Module 8:	Recalibrate & Apply	Individual coaching, focusing on translating insights from the immersive content into real leadership conversations.
Module 9:	Recalibrating judgment	Individual coaching, leaders bring real leadership situations, challenges and goals to strengthen judgment.
Module 10:	Coaching and Learning lab	Virtual Cohort. Leaders reconnect with their cohort to reinforce learning and normalize the challenges of applying coaching in real leadership contexts.
Module 11:	Trust, Safety & Leadership impact	Individual coaching. Leaders explore the role of coaching behaviours in building trust and psychological safety with teams and key stakeholders.
Module 12:	Performance, growth and organizational excellence	Individual coaching. Leaders explore how to hold stretch and grow conversations that develop others both through challenge and support.
Module 13:	Leadership Integration & Impact	Individual coaching. Leaders reflect on progress toward their leadership bio goals. Leaders leave with a reviewed action plan to take them forward.

Appendix 2:

Delivery Model Comparison

In-Person Experience (*Preferred*)

The Brick & Mortar experience offers a highly immersive, high-touch environment designed to accelerate trust-building and deepen integration of personality insight, coaching practice, and leadership judgment. Longer in-person sessions allow for richer dialogue, real-time observation of group dynamics, and more extensive live coaching practice. This format is ideal when conditions allow for in-person learning and when maximum depth and cohort connection are desired.

Virtual Delivery

The virtual delivery option preserves the full program architecture, outcomes, and personalization while distributing learning across shorter, focused sessions. It is intentionally designed for organizations constrained by geography, scale, or budget. While trust and cohort connection develop more gradually, the experience maintains program integrity through thoughtful design, structured interaction, and ongoing coaching and digital reinforcement.

The outcomes of Leader as Coach are consistent across delivery formats. The difference lies in depth, pacing, and mode of interaction.

Comparison Overview

	In-Person Experience	Virtual Delivery
Overall Positioning	Preferred, premium, immersive experience	Alternative access point when in-person participation is not feasible.
Program Outcomes	Judgment, trust, and capability development	Same outcomes: judgment, trust, and capability.
Depth of Experience	Faster trust-building and deeper cohort connection	Trust and connection develop over time.
Facet5 Foundation	Facet5 used as a core differentiator with in-room interpretation	Same Facet5 foundation and interpretive rigor.
Personalisation	Full integration of individual data, Bio, coaching, and custom book	Same level of individualization and integration.
Leader as Coach Book	Provided in person and used throughout the core experience	Shipped in advance and used throughout the program.
Live Learning	Longer, immersive sessions with richer dialogue	Shorter, focused virtual sessions.
Coaching Practice	Extensive live practice with full room dynamics	Coaching practice included with modality-aware design.
Digital Platform	Central reinforcement hub for habits, reflection, and resources	Same central reinforcement hub.
Learning Rhythm	Immersive core with reinforcement over time	Distributed learning integrated into the flow of work.