

# People skills



## Katleen De Stobbeleir

PROFESSOR OF LEADERSHIP

Katleen De Stobbeleir is Professor of Leadership and Coaching at Vlerick Business School. She focuses on the development of leadership at all organizational levels. Katleen holds a PhD in applied economics from the Faculty of Economics and Business Administration at Ghent University. She also holds a master's degree in organizational psychology and labor sciences. In her research, Katleen focuses on the proactivity of employees, leadership, coaching, feedback, and creativity in organizations.

Digitalization presents organizations with a rapidly changing context. Organizations must be agile to respond quickly to these changes, and this demands that everyone in the company has the necessary people skills. The traditional leadership style based on command and control has to shift to a connected style of leadership that focuses on coaching. As a result, both managers and employees need to develop coaching skills.

The three essential elements of coaching are goals, feedback, and

support. The greatest challenge lies in finding the right balance between these three elements. The agility of your organization depends on the objectives you set for yourself and your team. But just as important is your approach to giving feedback and supporting each other in dealing with challenges and heightened emotions.



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The people skills module focuses on every employee in an organization who wants to adopt a coaching leadership style, formally or informally. You develop an understanding of what coaching leadership is and become familiar with the tools available to help you become a better coach. You also learn skills that enable you to respond more flexibly to internal and external changes in your environment. For example, how do you change your focus from tasks and results in building relationships? How do you give open and constructive feedback? How do you ensure that you are visible within the organization?

The aim of the people skills module in the Learn to speak business program is to gain a better insight into your coaching and communication style. You develop more self-confidence and learn to evaluate and improve your approach. You also learn how to be more open to the ideas and preferences of others. The learning tools you use in the module include questionnaires, online roleplays, articles, podcasts, and a discussion platform. By combining theory and practice, you elevate your coaching and communication skills to the next level.