

COACHING FOR LEADERSHIP EFFECTIVENESS — PART 2 GETTING STARTED —

THREE KEY DIMENSIONS FOR EXCEPTIONAL LEADERSHIP



MIND TO LEAD

Preparing the MIND with tools that enhance experience, intellect, and mental readiness to face any challenge



WILL TO LEAD

Building a strong WILL that provides the drive and stamina to effectively lead high performing teams



HEART TO LEAD

Nurturing the HEART and soul inherent in all great leaders and organizations

LEADERSHIP
BALANCE®



MIND. WILL. HEART TO LEAD.

AGREEMENT

Please review, adjust as necessary, sign where indicated, and return to your coach.

NAME:

INITIAL TERM

3-month \$9,000 6-month \$18,000 12-month \$28,000

START DATE

COMPLETION DATE

PAYMENT

Payment in full upon agreement commitment

SESSION DAY

Mon Tue Wed Thu Fri Sat Sun

SESSION TIME

AM PM Pacific Mountain Central Eastern

DURATION

3.0 hours per month unlimited phone assistance

PRIORITIES OF FOCUS
FROM *BOSS*

PRIORITIES OF FOCUS
FROM *COACHEE*

SERVICES TO BE PROVIDED

Leadership Effectiveness Development

SPECIFICALLY IN THE
AREA OF

FOCUS OF WORK
Improving behaviors and
soft skills which are

OTHER TERMS

ABOVE AGREED TO ON

_____ (date)

CLIENT SIGNATURE

COACH SIGNATURE

PROBLEMS, CONCERNS, AND BLOCKS

Please respond to each question in the space provided.

FOR PERSPECTIVE FROM:

Boss

Coachee

What are your top three organizational priorities you want to work on and improve upon in the next 90 days? How would you measure them as actionable improvements?

1. _____
2. _____
3. _____

LIGHTNING-ROD ATTRACTION

What kind of problems and crises do you keep attracting?
N/A if not applicable

1. _____
2. _____
3. _____

RECURRING BEHAVIOR PATTERNS, BAD HABITS, AND BLOCKS TO SUCCESS

What feedback (if any) have you received that limits your success? Consider the "how" you get your job done.

1. _____
2. _____
3. _____

ACCOUNTABILITY DEFERMENT TACTICS

Trust is fundamental to your success. This includes being believable, connected, and dependable. What behaviors are you exhibiting in building trust 360°?

1. _____
2. _____
3. _____

12 GOALS TO REACH IN THE COACHING YEAR

What are the goals you most want to set for yourself over the next 12 months?

Please select only those goals you really want, not the ones you ought to, or might want. Look deep inside, write down your 12 personal and professional goals, and discuss these with your coach. When you set the right goals for yourself, you should feel excited, a little nervous, and ready and willing to go for them!

Don't select the goals you historically have chosen, but never reached, unless you're in a much better position to reach them now.

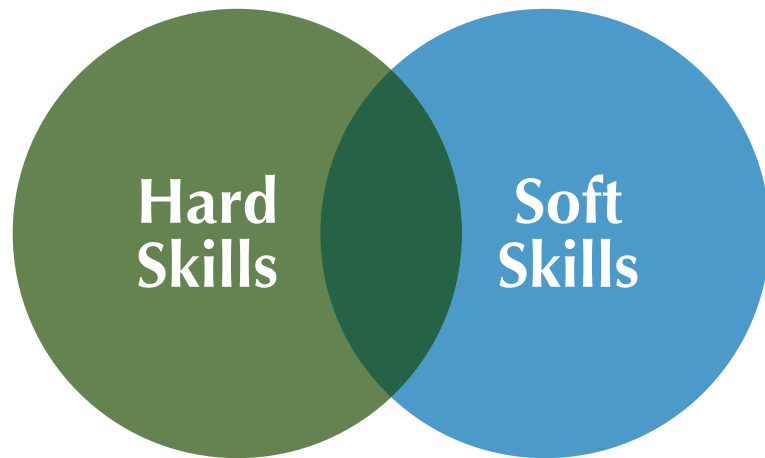
START DATE	FINISH DATE	THE SPECIFIC MEASURABLE GOAL	COMPLETED
		1.	
		2.	
		3.	
		4.	
		5.	
		6.	
		7.	
		8.	
		9.	
		10.	
		11.	
		12.	

SELF-MONITORING IS KEY TO UPWARD MOBILITY

Soft Skills AFFECT Hard Numbers

Hard skills, which consist of specific clinical or technical knowledge and task-oriented skills, can be measured by the effect they have on the individual.

Soft skills, on the other hand, are the interpersonal and emotional skills that are generally measured by the effects produced in others.



Soft Skills AFFECT Hard Numbers

Soft skills essential to highly productive, low-turnover organizations include:

- + Building trust
- + Embodying self-awareness and emotional intelligence
- + Understanding and managing work expectations
- + Adapting one's communication and listening style to meet the needs of others
- + Providing effective performance coaching
- + Coping with stress
- + Dealing with conflicts
- + Delegating effectively
- + Addressing employee work habits effectively

Many senior executives feel great pressure on their soft skills when managing meetings, trying to listen well, and in team building. Yet soft skills affect the hard numbers in each of these areas:

1. Effective meeting management increases efficiency and productivity.
2. Responsible listening increases employee engagement and reduces errors due to lack of clarity.
3. Healthy teams always out-produce dysfunctional ones.

HARD SKILLS SELF-ASSESSMENT

How do you perceive your skills, abilities and talents as a leader?
Strengths are:

What do you see as opportunities for improvement?

What would others say are your talents as a leader?

What would others say are your weak areas as a leader?

LEADERSHIP BALANCE QUOTIENT (LBq)

The LBq is a whole person assessment that gauges a leader's readiness for leadership across three broad dimensions and eleven leadership competencies. The assessment can be used as either a 360° tool or as a stand-alone, self-assessment. It identifies areas that are out of balance to enable the leader to address them, ensuring the leader has a solid foundation from which to lead effectively.



Mind To Lead

This dimension focuses on the leader's cognitive leadership skills. Is the leader's mind sharp? Does he or she have the cognitive competencies and skills to lead well? The complexity of today's fast-paced, rapidly changing business environment requires strong cognitive ability from today's leaders. There are four cognitive competencies that give a leader the right **Mind to Lead**.

1. **Future-Orientation:** Focuses on the future and directs others towards that end
2. **Problem-Solving & Decision-Making:** Defines the problem and makes the right decision in a timely manner
3. **Innovation:** Embodies the willingness to introduce and champion new and creative thinking and ideas, healthy risk-taking, and having a healthy discontent with the status quo
4. **Communication:** Writes and speaks to individuals and/or groups to direct, inform, and respond effectively



Will To Lead

This dimension focuses on the leader's approach to leadership. How does the leader coordinate the mental approach, physical behaviors, and lifestyle to ensure he or she can handle the rigors of sustained, successful leadership? The balanced leader disciplines the mind and body to ensure he or she has the physical capacity and mental approach to lead effectively for the long haul. Too many leaders burn out, not because of bad ideas or lack of passion, but due to a lack of a sustainable, healthy approach to their leadership roles. There are three competencies that give a leader the right **Will to Lead**.

1. **Healthy Mental Approach:** Confident, mentally tough, and optimistic
2. **Self-Regulation:** Disciplined mind and body to act to achieve desired goal
3. **Work-Life Balance:** Pursuit of a sustainable lifestyle



Heart to Lead

This dimension focuses on the leader's character and relational skills. Is the leader's character solid? Does he or she have the right attitude and moral compass to lead? The postmodern workforce demands leaders who demonstrate they truly care about their employees even more than the business itself. There are four cognitive competencies that give a leader the right *Heart to Lead*.

1. **Others-Oriented:** Shows compassion towards and encourages others
2. **Integrity:** Displays authentic and honest behavior in public and private life
3. **Active Listening:** Gives full attention to others' communications
4. **Trusts Others:** Shows confidence in and relies on others

LEADERSHIP SKILLS YOU WOULD LIKE TO WORK ON:



Mind to Lead

- Future-Orientation
- Problem Solving
- Decision Making
- Innovation
- Healthy Communication



Will to Lead

- Healthy Mental Approach
- Self-Regulation
- Work-Life Balance



Heart to Lead

- Others-Orientation
- Integrity
- Active Listening
- Trust Others

EMOTIONAL INTELLIGENCE

Emotional intelligence focuses on four important skills.

The First Two Skills Focus on You:



1. **Self-Awareness:** Your ability to perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.



2. **Self-Management:** Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.

The Last Two Skills Focus More On Your Contact With Other People:



3. **Social Awareness:** Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.



4. **Relationship Management:** Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effective handling of conflict.

What does emotional intelligence look like?

The four parts of the emotional intelligence model are based upon a connection between what you see and what you do with yourself and others.

	What I See	What I Do
Personal Competence	Self-Awareness	Self-Management
Social Competence	Social Awareness	Relationship Management

What are three changes you can make in the areas of self-management and relationship management that would improve your working relationships with others?

1. _____
2. _____
3. _____

