

## DEVELOPING EFFECTIVE LEADERS

### A THREE-PART SERIES ON LEADER COACHING SKILLS

by John Cornelius

#### Series Overview

Many organizations today are struggling with how to fill their leadership gap, as Boomers retire and Generations X and Y move up. The younger and emerging managers are characterized by their independence, resilience, and eagerness to make decisions but often are not prepared to handle the myriad of difficult people interactions that their more senior managers have become all too familiar with.

New managers now have to mentor and coach their supervisors without having the benefit of training and preparation in adult learning principles and how effective leaders influence people.

**The Developing Effective Leaders Series** provides valuable insights into the three key skill sets emerging leaders need to have in order to be effective developers of people.

#### **Part One: The Introspective Leader**

Readers will learn the principle that effective coaches must first be able to coach themselves before coaching others. They will learn the impact that their beliefs and biases about people at work have consequences in the motivation and performance of others. A self-scoring beliefs inventory accompanies the article to help the reader to prepare for coaching others.

#### **Part Two: Leader Development Planning**

The second article in the series presents a process map for creating a simple but effective leadership skills development. Desired leadership competencies are identified, learning and performance gaps are considered, and a plan is developed that is customized to the individual needs of the leader.

#### **Part Three: The Four Leader Development Coaching Templates**

The final article in the series introduces four coaching templates managers can use to address the most critical leadership performance challenges supervisors and lead persons encounter today.



*These timely articles and the accompanying tools and templates are featured in the Developing Effective Leaders three-day seminar introduced by Cornelius & Associates this year. Part One of the series is featured in this month's newsletter. Parts Two and Three will be presented in successive issues. [Contact us](#) for more information about the Developing Effective Leaders three-day seminar.*

## DEVELOPING EFFECTIVE LEADERS SERIES

### PART ONE OF A THREE-PART SERIES

#### PART ONE: THE INTROSPECTIVE LEADER

Introduction: Coach yourself before coaching others

*You must coach yourself before coaching others...*



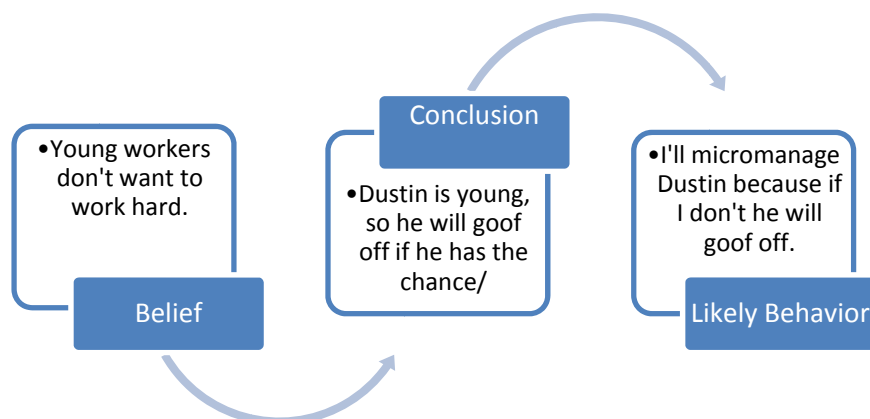
As a new or experienced leader-coach, conducting a periodic self-assessment helps you to identify how beliefs you have about people at work influence how you view things and the management decisions you make. These beliefs may decrease your coaching effectiveness and become a barrier to effectively developing the leadership talent in your organization if not understood and managed appropriately.

Self-Assessment requires openness to personal change and a passion for helping others to be more successful. When you're open to personal change you are more likely to seek feedback that will help you understand your potential strengths and weaknesses. You are on the right track to becoming an effective leader-coach when you apply this understanding to helping others.

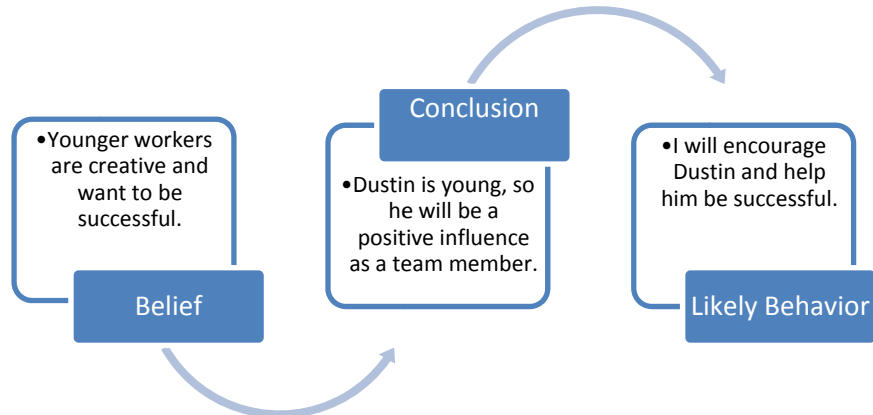
#### HOW YOUR BELIEFS ABOUT PEOPLE INFLUENCE COACHING OUTCOMES

A *belief* is a degree of certainty that something is true. If you believe something to be true, you are likely to respond accordingly. In fact, someone once said, *"we tend to interpret the words and actions of other*

*people in concert with the beliefs we have about them."* Here is an example of how one supervisor's negative belief about a generation of workers influenced his leadership style choice.



Now follow the same supervisor's choice of leadership style if his beliefs about younger workers were more positive:



Note how the supervisor's choice of a leadership style is tied directly to his beliefs and assumptions about the person, and in this case, an entire generation of workers.

### COMMUNICATE YOUR BELIEF IN THE POTENTIAL THE PERSON HAS TO SUCCEED

As an introspective leader, you understand how your conscious and sub-conscious beliefs about people have the potential of having either a positive or negative effect on a successful coaching interaction. But what if you believe the person has the *potential* to be successful yet his/her performance is lacking?

*Answer: You coach to the person's potential for success.*

One common mistake novice leader-coaches make is that their choice of words and their body language may communicate their negative beliefs about the person. They tend to focus on past failure instead of future potential success. Your goal is to do something or say something that will have a positive impact upon the person's present and future success, so why focus on failure? Compare the following statements and then decide which is more likely to bring the results you want:

#### Statement A (Coaching to the person's past failure)

Leader-Coach: "The last time you sent something up to Accounting it bounced back because you failed to provide the proper documentation on the submission form...Tell me why that happened..."

#### Statement B (Coaching to the person's potential for success)

Leader-Coach: "Let's talk about what you can do to win approval from Accounting on your first submission: *make sure you provide full documentation of all unbudgeted expenses on the submission form before sending the paperwork up. You will like the results you get.*"



Statement B is more effective because the coaching is focused on future success and not past failure. You, as the introspective leader-coach, have aligned your positive beliefs about the person with the language of success. Your success in developing effective leaders in the organization will be influenced by what you believe to be true about people and how you communicate those beliefs through your interactions and coaching conversations.

#### A TEN-MINUTE SELF-ASSESSMENT OF YOUR POSITIVE AND NEGATIVE BELIEFS ABOUT PEOPLE AT WORK

Are you interested in taking a short self-assessment to determine whether you have positive or negative beliefs about people at work? [Click here](#) to find out...

**If you would like to sign up to receive our monthly e-newsletter with articles such as these, please complete [this form](#).**