The Power of Coaching
How to Evolve your Leadership Skills
Mike Bensi, Bensi & Company

Agenda
• The importance of mindset and emotional intelligence in our approach as a leader
• The common phases - and pitfalls - as we evolve as leaders
• The value of feedback in creating greater efforts towards coaching
• Understand additional tools to help lead meaningful conversations and build productive relationships with team members.

Welcome
• The one thing that excites me about being a manager is ____________.
• I confess the one thing I’m not so excited about with being a manager is ____________.
• On this topic, I’d really like to learn and get better at ____________.

Why Kindergartners Win
• They don’t have any egos.
• They are not trying to prove their intelligence
• They are not trying to be in charge.
• They aren’t scared to speak up because they may be wrong.
• They are not afraid to say no to each other.
• They are not trying to adapt to any social norms.
How can we determine the best way to get things done and forget everything else?

Common Pitfalls
- Make assumptions that I have nothing to share
- There is only one side to every story - and it is mine
- Pretend to listen
- Imposter syndrome

Why this Topic?

Businesses with engaged workers have double the odds of success.

There Is Now A Job For Everyone

Workers quit their jobs at the fastest rate on record in 2019—here’s why
Employee Needs

- Self-Actualization:
  - Mission: Personal growth; Achieving one’s potential
- Belonging:
  - Close relationships with others or as a team
- Physiological:
  - Salary, Benefits, Wellbeing
- Safety:
  - Flexibility; Inclusivity
- Esteem:
  - Feelings of accomplishment; Meaningful work
- Safety:
  - Flexibility; Inclusivity

Emotional Intelligence Insights

IQ may have helped in school, but it does not make you smart at work.
Mindset

Fixed Mindset
- Less likely to try.
- Less likely to persevere.
- Less likely to want to take on challenges.

How might a fixed mindset have an impact in your organization?

Growth Mindset
- More likely to embrace challenges.
- More likely to persist in the face of setbacks.
- Sees challenges as a path to learning.

How might a growth mindset have an impact in your organization?
“Your intellect may be confused, but your emotions will never lie to you.”

- Roger Ebert
**Emotional Intelligence Defined**

The ability to recognize and understand:

... your own emotions
... and the emotions of others
... and use this information
... to guide your thinking and actions.

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**What are signs of high/low EQ in your workplace?**

**High:**
- Understand change is a part of life, and they’re quick to adapt.
- Know what they’re good at, what they can work on, and what kinds of environments suit them best.
- They’re empathetic.
- Able to have a healthy professional and personal life.

**Low:**
- Unable to control their emotions.
- Clueless about the feelings of others, even those close to them.
- They always have a “poker face,” meaning others have a hard time reading them.
- They have trouble being sympathetic with others.

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How results are obtained can be just as significant to an organization as the results themselves.
90% of top performers are high in emotional intelligence.

20% of bottom performers are high in emotional intelligence.

A successful manager . . .
1. Is a good coach
2. Empowers team and does not micromanage
3. Shows concern for success and well-being
4. Is productive and results-oriented
5. Is a good communicator – listens and shares information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates across departments
10. Is a strong decision maker

What makes it challenging about being a leader?
Evolution of a Leader

<table>
<thead>
<tr>
<th>I need to do great work</th>
<th>I need to hire great people</th>
<th>I need to lead great leaders</th>
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</thead>
<tbody>
<tr>
<td>Excel by being the best.</td>
<td>Attract people to your ideas.</td>
<td>Manage people.</td>
</tr>
<tr>
<td>Focused on creating excellent work and ideas.</td>
<td>Share your vision.</td>
<td>Create accountability in others.</td>
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<tr>
<td></td>
<td>Delegate work.</td>
<td>Recognize faults and failures in others.</td>
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<td></td>
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<td>Complexity in managing these factors within others.</td>
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By the end of the year...

1. I will contribute to the organizational success in the following ways...
2. I will use the following strategies to keep my team happy...
3. I will reward my employees/teammates in the following ways...
4. I would like to build myself in the following ways...
5. These are the goals that I wish to accomplish in the next quarter...

Coaching Components

<table>
<thead>
<tr>
<th>Achievement</th>
<th>Learning</th>
<th>Change</th>
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<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>1</td>
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<td>22</td>
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The simple act of paying attention to people has a great deal to do with productivity.

- Thomas Peters and Robert Waterman, Jr.

Only 36% of people are able to accurately identify their emotions as they happen.

How aware are you of your emotions?
Emotions Exercise

1. When was the last time you felt happy at work? Why did you feel happy? How did you express your happiness?
2. When was the last time you failed at work? How did it affect you?
3. Do you get angry at work? What do you do when you are mad?
4. Think about a time when your team performed well. How did you feel? Did you feel responsible for your team’s success?
5. What disappoints you the most at work? How do you deal with the disappointments outside of work?

Being self-aware can be the most important step.

“They may forget what you said, but they will never forget how you made them feel.”

- Carl Buechner, Maya Angelou

Delivering Recognition and Feedback Themes

- Timely
- Specific to an individual versus a group or team
- Personal for the employee
- Comes from the heart
- Considers the environment to build confidence for all

Asking for feedback
Ask For More (Feedback) than You Give

Leadership Effectiveness

| Less Willing to Ask for Feedback | More Willing to Ask for Feedback |

Get Specific

<table>
<thead>
<tr>
<th>Starting With...</th>
<th>Implies...</th>
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<tbody>
<tr>
<td>How</td>
<td>Vagueness</td>
</tr>
<tr>
<td>Who</td>
<td>Blame</td>
</tr>
<tr>
<td>When</td>
<td>Procrastination</td>
</tr>
<tr>
<td>Why</td>
<td>Whiner</td>
</tr>
<tr>
<td>What</td>
<td>Rockstar Status</td>
</tr>
</tbody>
</table>

Asking Questions

- What do you love about working at our organization?
- What do you want me to keep doing?
- What can I do differently to reduce frustrations and improve work conditions?
- What do you want me to begin doing that I’m not doing already?

Giving Feedback

Don't Have All the Answers - Instead, Have All the Questions
**Ensure the Employee Finds the Solution**

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Absentee</th>
<th>Partnership</th>
<th>Micromanagement</th>
</tr>
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<tbody>
<tr>
<td>Hands/ears/mouth off</td>
<td>Hands/ears on, Mouth off</td>
<td>Hands on/ears off/mouth on</td>
<td></td>
</tr>
<tr>
<td>Is afraid of any details</td>
<td>Asks about relevant details</td>
<td>Gets lost in details</td>
<td></td>
</tr>
<tr>
<td>Sets no goals</td>
<td>Leads goal-setting</td>
<td>Sets goals arbitrarily</td>
<td></td>
</tr>
<tr>
<td>Remains unaware of problems</td>
<td>Listens and predicts problems</td>
<td>Tells others how to solve, without full understanding</td>
<td></td>
</tr>
<tr>
<td>Trips on obstacles</td>
<td>Removes obstacles</td>
<td>Tells people what to do</td>
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**Dedicated**

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<th></th>
<th>Delegate</th>
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<tbody>
<tr>
<td>Dispose</td>
<td>Desire</td>
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Step 1: Ask
- Ask your team member if you can give them feedback.
- You’re not asking for permission, but asking if this is the right time and place.
- Good Question: “May I share something with you?”

Step 2: Share the Behavior You’ve Observed
- Discuss actual behaviors you have witnessed - versus attitudes or perceptions that you believe exist.
- Good Questions: “At our last meeting, I saw you...” or “When you....”

Step 3: Wait for a Response
- This is a good reminder that you’re not trying to run over the team member or quickly get through your speech.
- Good Questions. None. Pause and be silent.

Step 4: Point to the Impact
- Tell your team member what you felt or what the impact was on their behavior.
- Consider how it is influencing expectations or goals that you both have set in the past.
- Good Questions: “When you do this, this happens...”

Step 5: Ask for Ideas
- You’re showing that you want to work together on a solution, but that you’re looking for the team member's specific solutions.
- Allow your team member to own the solution for true change to occur.
- Good Questions: “So, what ideas do you have?” or “What are you going to do about this?”
Step 6: Agree on Next Steps

- Ask the team member what they believe is an appropriate next step based on the above.
- Consider what relationships need to be repaired, if any.

  **Good Question:** "How can I help you?"

Step 7: Follow Up

- To discuss progress and refocus if necessary.
- If the team member is making progress, use the time to provide positive feedback.

Seven Step Feedback Method

- Step 1. Ask
- Step 2. Share the behavior
- Step 3. Wait for a response
- Step 4. Point to the impact
- Step 5. Ask for ideas
- Step 6. Agree on next steps
- Step 7. Follow up

Know When More than Coaching Is Needed

Know When More than Coaching is Needed

Don’t Go For Perfect

<table>
<thead>
<tr>
<th>Feedback Focus</th>
<th>Engaged</th>
<th>Not Engaged</th>
<th>Actively Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths:</strong> “My supervisor focuses on my strengths or positive characteristics”</td>
<td>61%</td>
<td>38%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Weaknesses:</strong> “My supervisor focuses on my weaknesses or negative characteristics.”</td>
<td>45%</td>
<td>33%</td>
<td>22%</td>
</tr>
<tr>
<td>None: Ignored</td>
<td>2%</td>
<td>57%</td>
<td>41%</td>
</tr>
</tbody>
</table>
Taking Action

1. What did you learn about yourself today to help you, your team, and the organization?
2. What would you like to train your brain to do?
3. What will make practicing these skills most challenging for you?
4. What help do you need from this group to make the change?
5. What can I do differently next time?

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