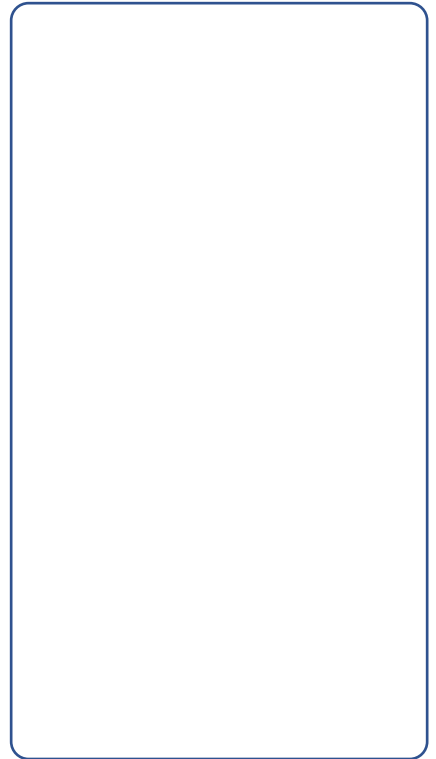


## LEADERSHIP CODE

*Coaching from Mindset to Tool*

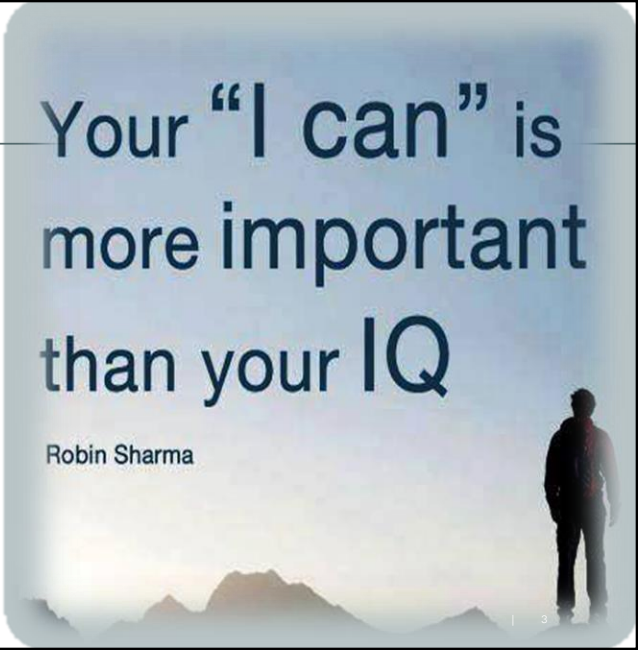
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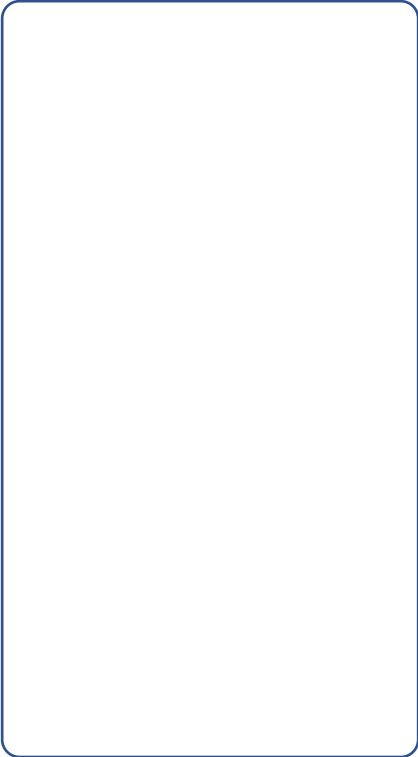


- Unify -agree on- definitions related to **leadership/coaching**
- **Coach role & effective QBR mindset**
- Differentiate the **leader role** from other management roles
- **Coaching mind-set & Coaching Model**
- Establish **Key Performance Indicators KPIs**
- Demonstrate the **Business Rationale** behind the tool

# Objectives

	 <p>Your “I can” is more important than your IQ</p> <p>Robin Sharma</p>
<p><i>“Becoming a leader is not easy but learning to lead is a lot easier than most of us think it is, because each of us contains the capacity for Leadership.</i></p> <p><i>In fact, everyone of us can point to some leadership experience”</i></p>	

Is it a kind of learnable skills??



LEARNING  
Big Questions

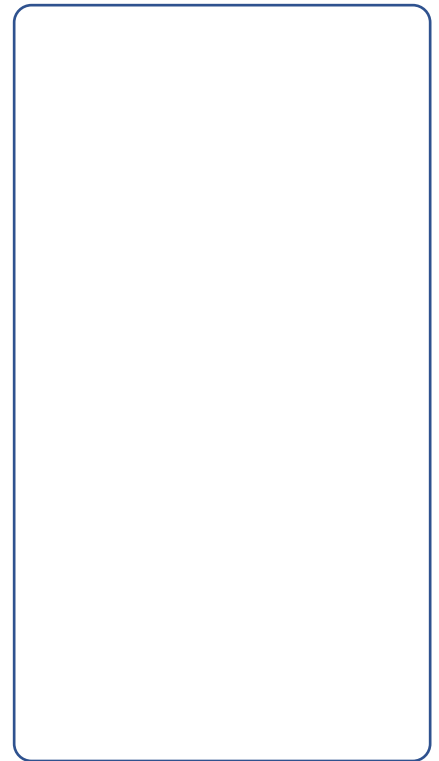
What should I know?  
KNOWLEDGE

What should I learn to do?  
LEADERSHIP Skills

How should I plan to succeed?  
Planning

What should I understand?  
Business Intelligence

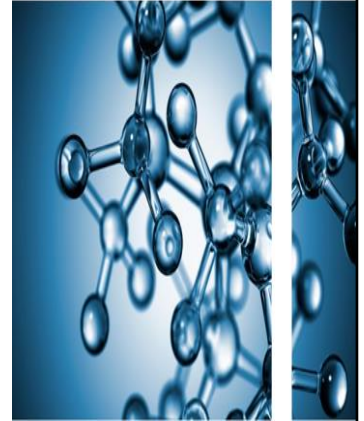
**BIG**  
questions



***“Influencing people so that they will strive willingly towards the achievement of group goals”<sup>1</sup>***

*Our world has changed. Today, every manager is expected not only to be an effective leader but also a **coach & mentor**. Balancing of the skills between leadership & management is the focus for all managers and leaders today.*

*We required to leverage our leadership style to **be “the best we can be” in order to get the best results for ourselves & organization?***

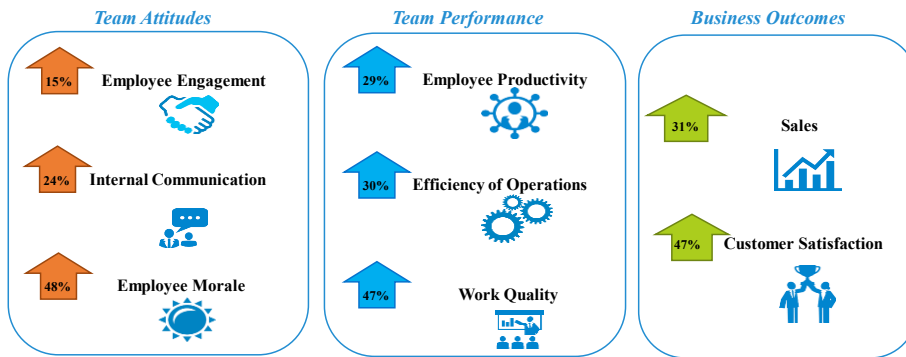


<sup>1</sup> Koontz, H. and C. O'Donnell. "Management: A System of Contingency Analysis of Managerial Functions". McGraw-Hill, New York, 1976.

**Notes: -**

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## Application of Team Leadership Skills on the Job



6

In **2015**, DDI published a “**meta-analysis**” by aggregating the results of:

- **161** unique studies of the impact of leaders’ skills on their teams and business outcomes.
- Over **15,500** leaders and over **10,200** observers (managers, peers, and direct reports of leaders applying their skills) were included across the studies.
- Study participants were located in **44** different countries and employed in **15** different industries.

# Overview & Agenda



Today Business  
and coaching  
value



What's new in this  
workshop?!  
what can we expect



New Coaching  
Model



CM/CT as a supportive  
tool for coaching process



KPIs, where they come  
from? why?!



Coaching  
conversation  
structure

## SELLING IN TODAY'S WORLD

Today's business requires a greater level of skill than ever before. **Why?**

Because:

- Customers have more choices and are better informed.
- Quality of product is no longer sufficient to guarantee sales.
- Customers demand personalised solutions to their problems.

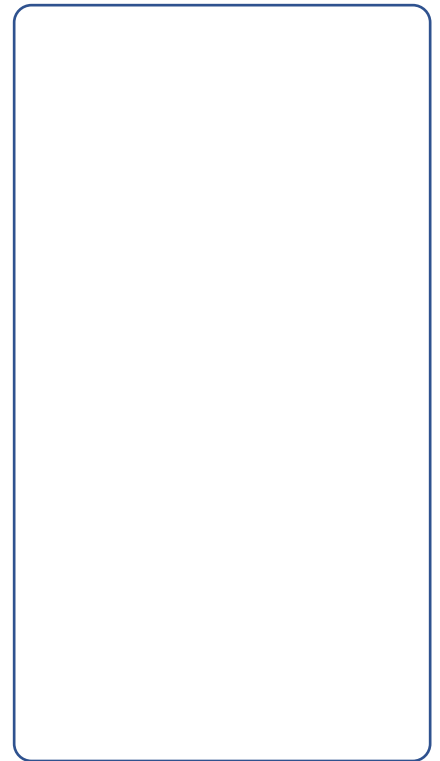




**How Could That Affect The Value  
Of dealing with client ??**

6/05/20XX

9





### Group Exercise:

What could attract candidates to your organization?

What could be reason team member consider to leave organization?

10

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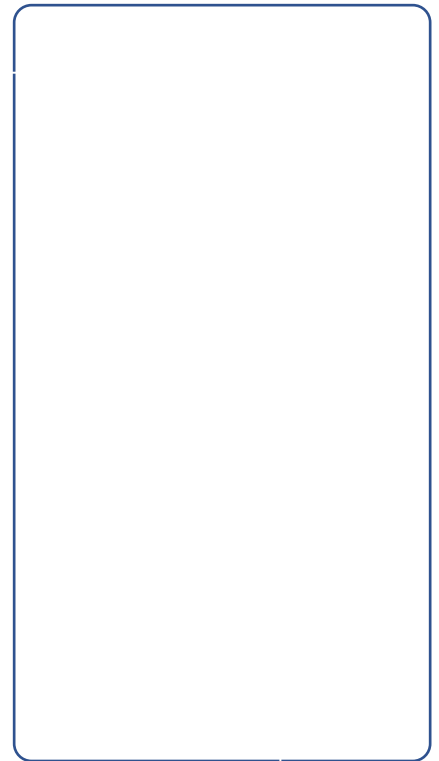
## Team Discussion

Each team has a focus question. You will have 5 minutes to identify your top five responses.

**Discussion 1:** What are the most important skills of best Leader?

**Discussion 2:** What are the most important characteristics and/or mindsets of the successful coaches?

**Discussion 3:** What are the main barriers to coaching?

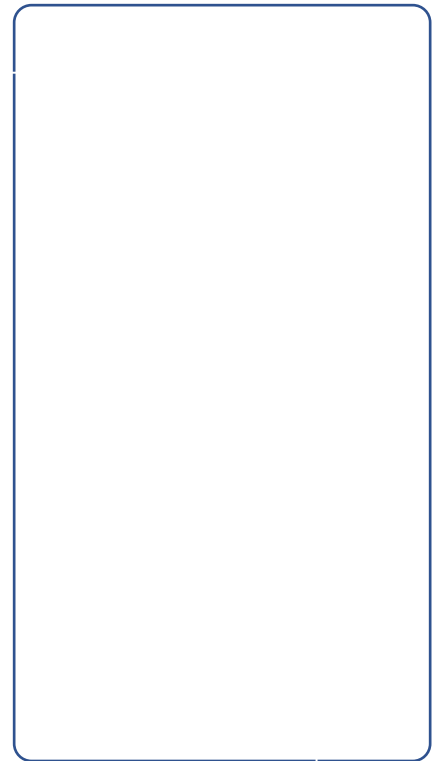


## Create Your Compelling Question

How can I:

- develop my ability to (skill)
- and adopt the (characteristic or mindset)
- to overcome (obstacle)
- to get (value of coaching)

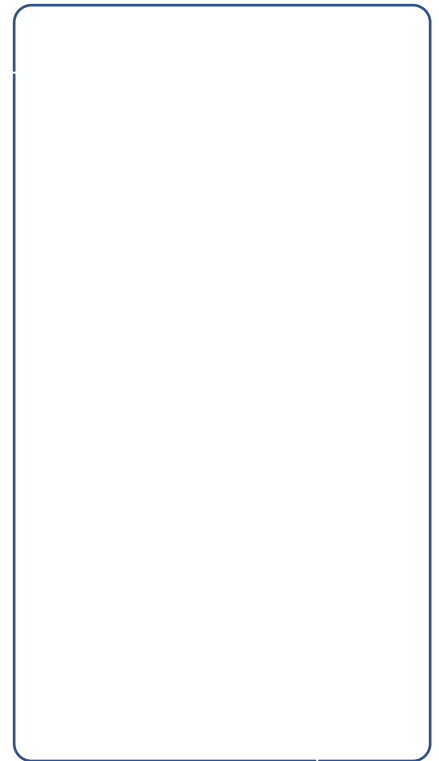
*You can't answer a question that has not been asked.*



## Questions On Mindsets

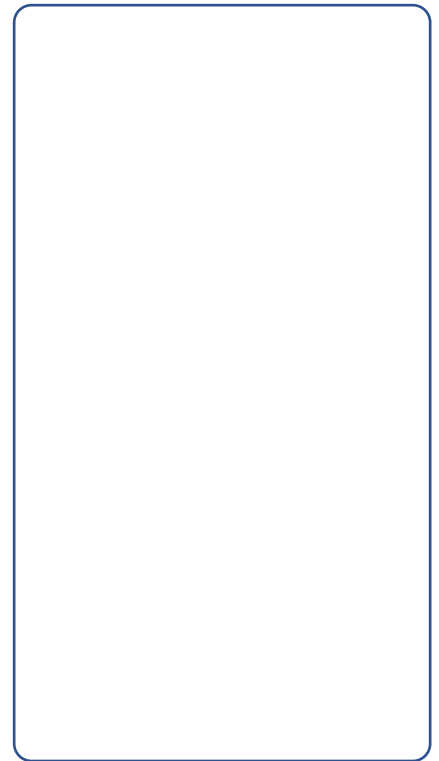
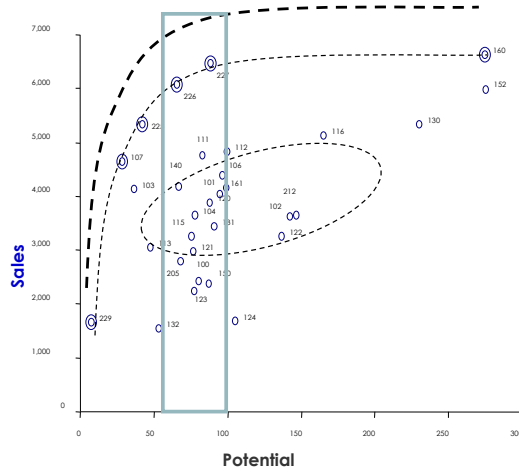
In your teams, answer the following questions and be prepared to share with the larger group:

- Describe in your own words what you think this mindset means.
- Why might it be important and/or useful for a coach to operate from this mindset?
- How might this mindset impact the behavior of the coach and the result of the coaching?



# THERE MUST BE A REASON !!

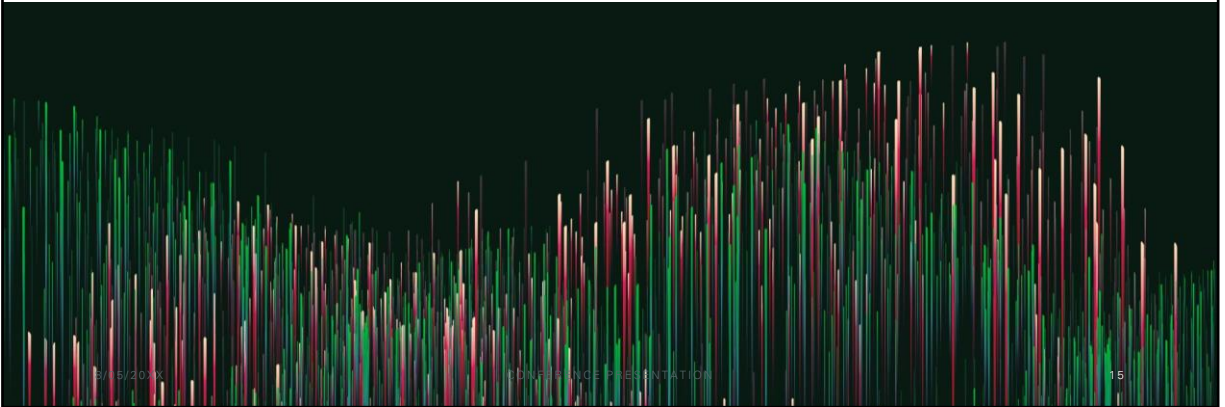
If all other factors are the same, **WHY** we have different levels of performance



---

**The overall objective  
of coaching is QBR**

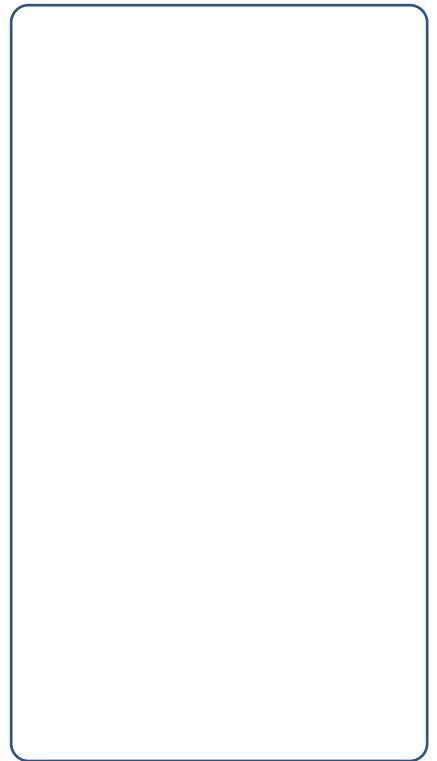
QBR as objective is an attitude, a skill,  
a habit & definitely a **MIND-SET**



5/15/2014

CONFERENCE PRESENTATION

15

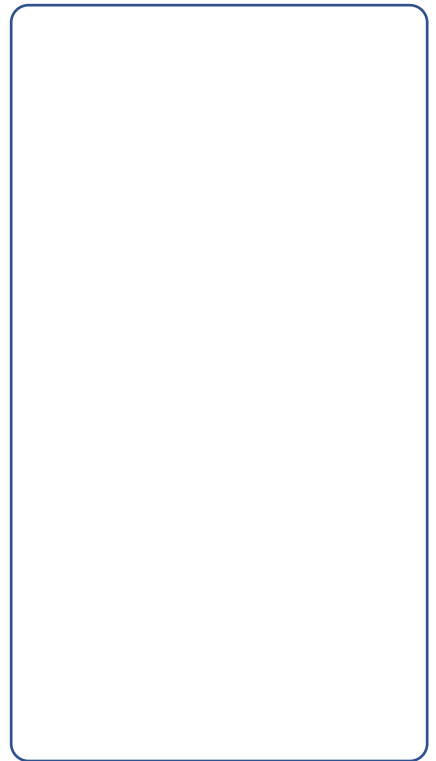




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**Coaching Map “CM”  
&  
Coaching Monitoring Tool “CT”**

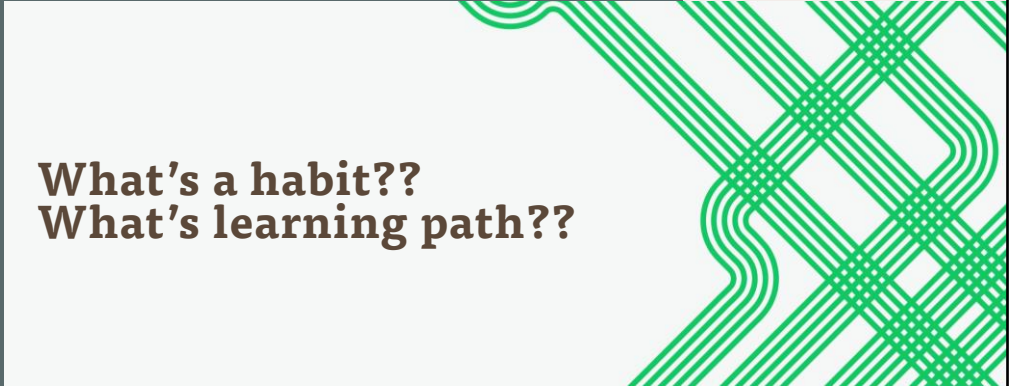
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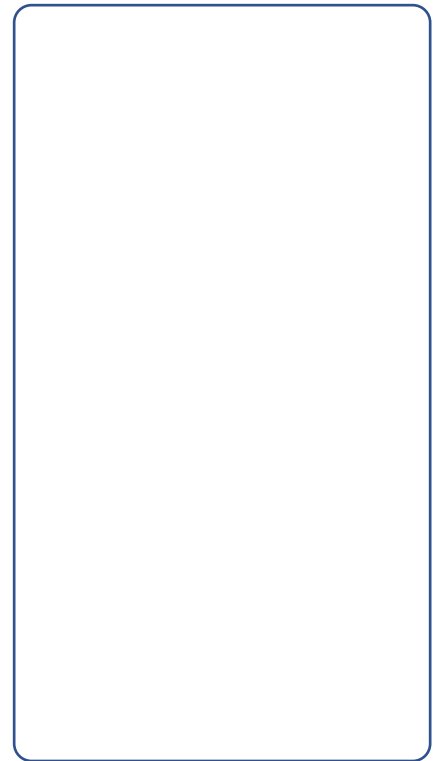


## **A new coaching tool - Why?**

- One of the strongest levers for building impact & driving results is high quality coaching.
- High quality coaching needs well trained MSR/managers and effective support tools. (CM/CT)



**What's a habit??  
What's learning path??**



## Core Competences (for team member)

### Knowledge

industry background  
Product knowledge  
Competitor knowledge

### Dialogue structuring skills

Opening (Attractive approach)  
Interaction (convincing) informative/ productive discussion  
Closing (compelling with confidence)

### Business intelligence

Handling customer objection  
Assertiveness in asking for business  
Adapt message according customer style

### Business planning

Setting SMART objectives  
Reporting and notes  
Executing business planning & follow up

What should I know?

KNOWLEDGE

What should I learn to do?

LEADERSHIP Skills

How should I plan to succeed?

Planning

What should I understand?

Business Intelligence

**Thinking-Oriented Roles**

Plant: innovators & ideas. Prefer to work alone.

Monitor Evaluator: Separate good ideas from bad

Specialist: skills in a specialist job

**Action-Oriented Roles**

Shaper: Challenge norms, take lead, push team

Implementer: Executors of plans

Completer Finisher: Complete the fine details

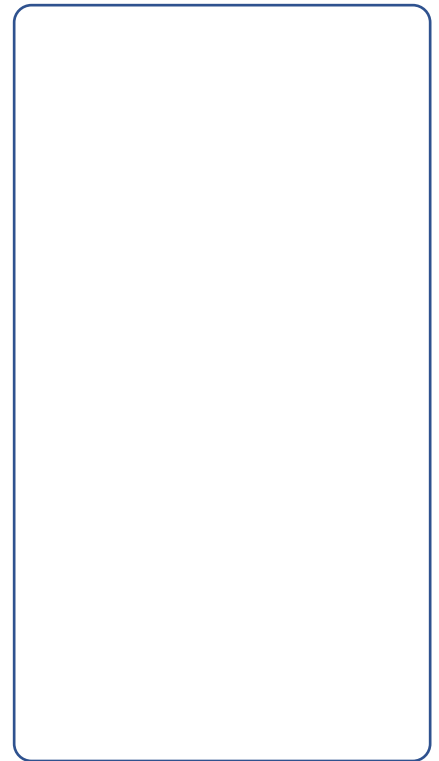
**People-Oriented Roles**

Coordinator: Natural team leaders

Team Worker: Diplomats, keep team cogs turning

Resource Investigator: find external resources

What are the nine "Belbin" team roles?

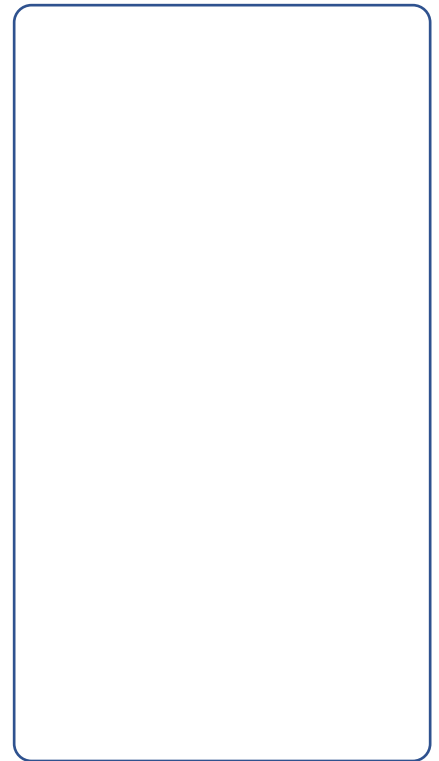


## **Exercise**

Identify two people on your team that:

- You think need to improve results now
- You want to coach more effectively

***“Tell me about this person”***



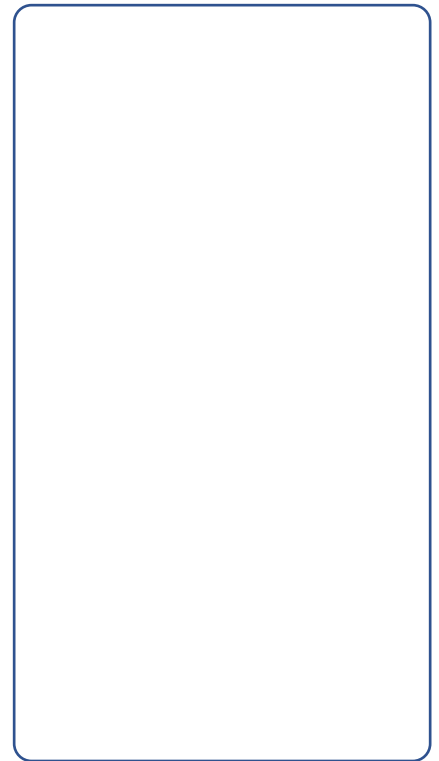
## What Are You Looking At?

Don't want

Want



**What you focus on grows!!**



## Exercise

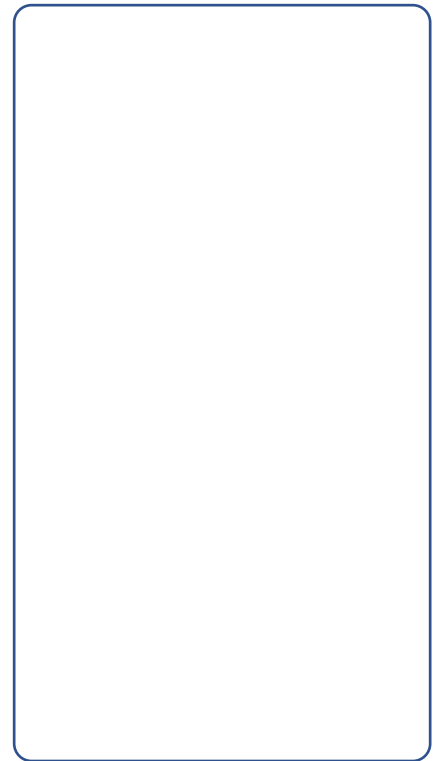
Revisit the exercise where you identified two people who:

- You think need to improve results now
- You want to coach more effectively

Now shift your focus:

- Write a “useful” mindset
- How might this impact how you coach your team?

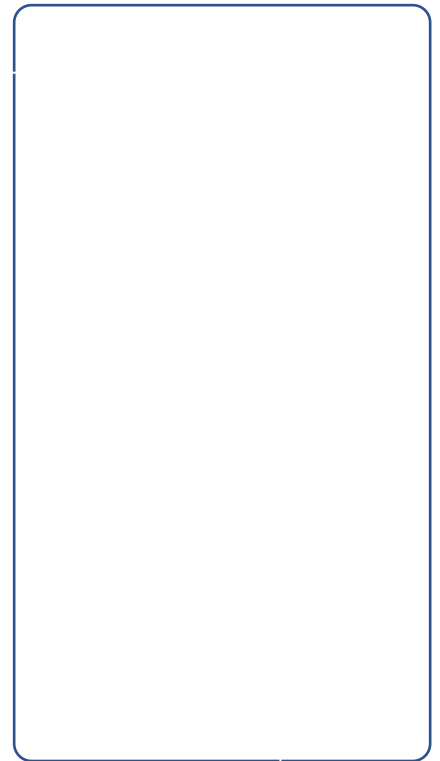
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*"The significant problems we face cannot be solved at the same level of thinking we were at, when we created them"*

*Albert Einstein*

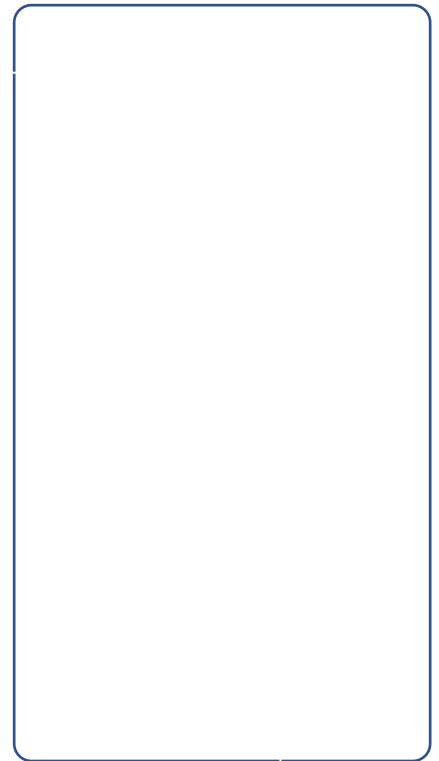




## Questions They Have About You (as leader)

### Any coachee mind-set

- Can I trust you?
- Do you care about me?
- Are you committed to this?

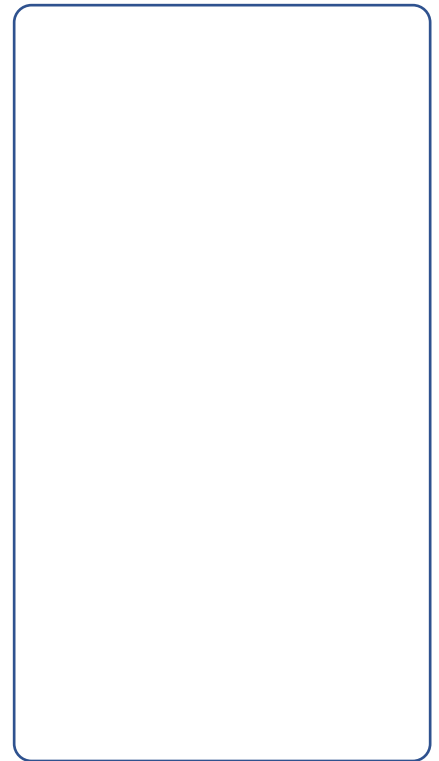


## Building The Emotional Bank Account

- **Deposits**

- Kindnesses, courtesies
- Honesty
- The making and keeping of promises
- Managing expectations
- Loyalty
- Apologies

- **Withdrawals**





## Leadership Key Principles To Meet Personal Needs



Maintain or enhance self-**esteem**



Listen and respond with **empathy**.



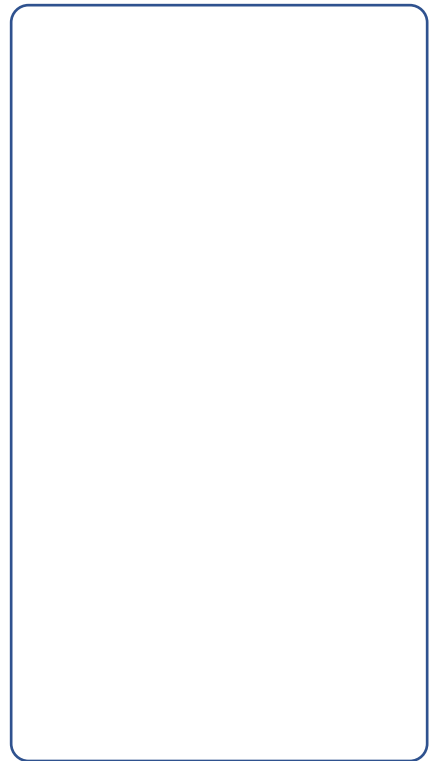
Ask for help and encourage **involvement**



**Share** thoughts, feelings and rationale.  
*(to build trust)*



Provide **support** without removing responsibility.  
*(to build ownership)*



## Coaching for QBR

Diagnose

Destination

*Coaching is simple! There are four action steps.*

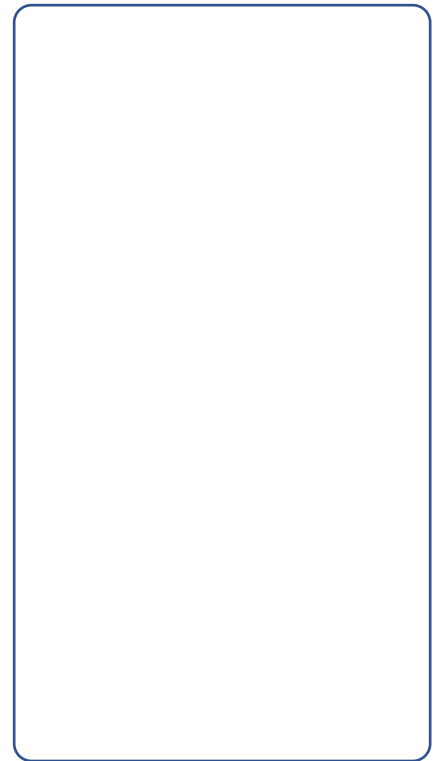


## Clear Your Lens Whenever You Need It

Ask yourself the right questions with the right focus!

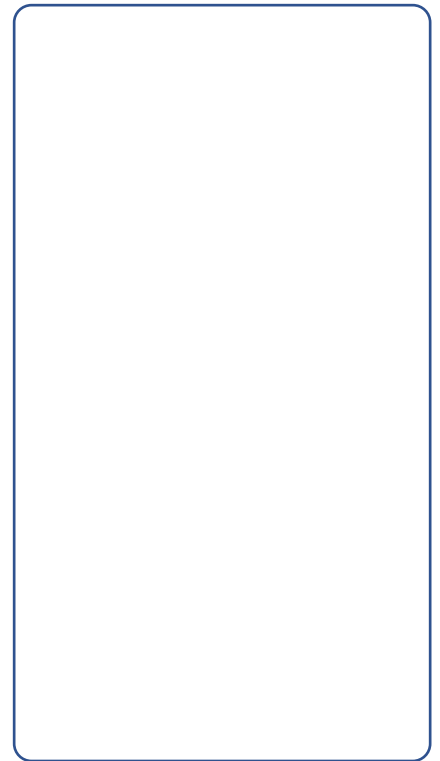
- ✓What is my goal?
- ✓Who am I focused on?
- ✓How can I help this person get QBR?

The three questions are designed to get your focus off of yourself and onto the other person. To get you out of your head and the past and into the present and future.

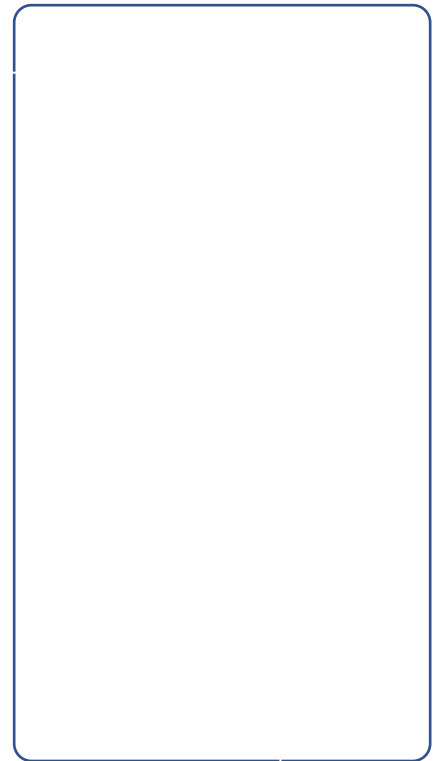
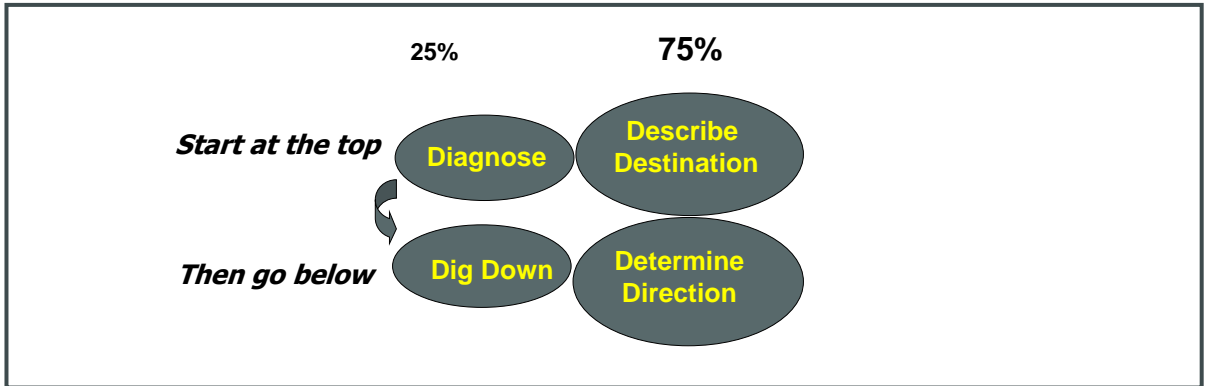




# 4D Coaching Model

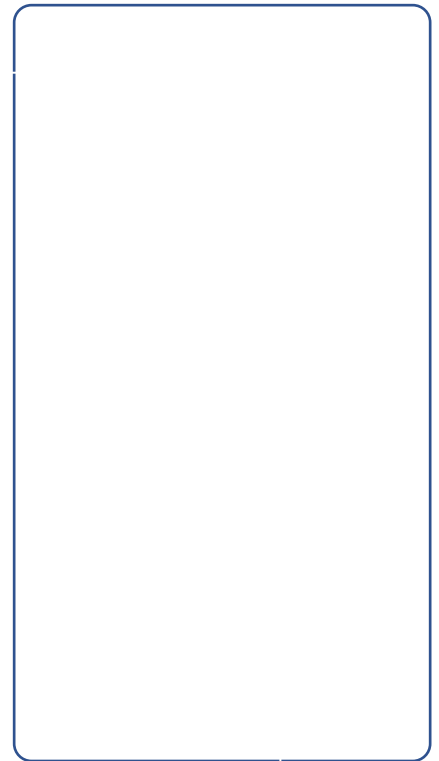


# Coaching for QBR Mind-Set



# Immature Coaching

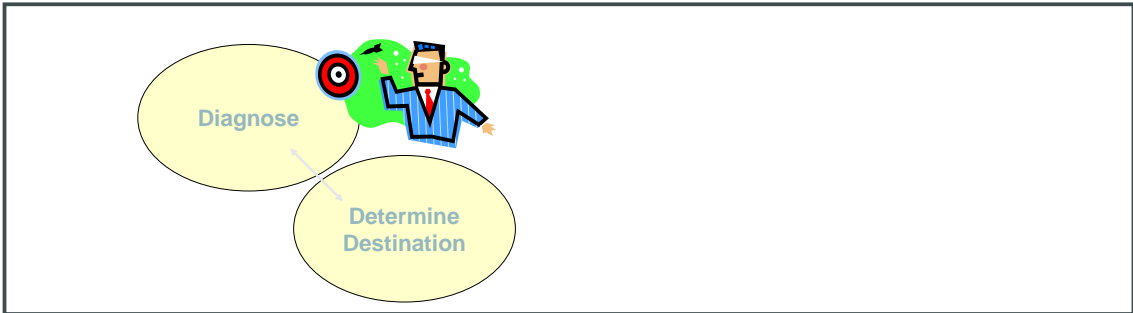
<b>Diagnose</b> <ul style="list-style-type: none"><li>• Coach has decided what needs to be "fixed."</li><li>• Begins to ask questions to get the employee to see it.</li><li>• Whatever is said, the coach may add their "two cents."</li></ul>	<b>Destination</b> ??
<b>Dig Down</b> ??	<b>Determine Direction</b> <ul style="list-style-type: none"><li>• "Problem" is "agreed" upon; coach asks/tells how to solve it.</li><li>• Solution is based on a standardized process.</li><li>• Once "fixed," coach looks for another problem to "fix."</li></ul>



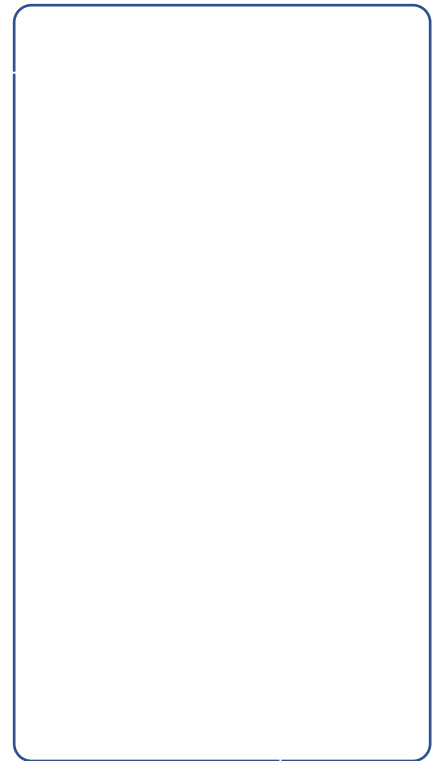


**Diagnose → Determine Destination**

*The Challenge*



What you focus on grows





**Describe Destination;  
The Most Important part to start with!**

**DESCRIBE  
DESTINATION**

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## What? Clarify Success

**What?**

One area of focus → Greatest impact on results/ on QBR?

1. Areas in Skills
2. Targeting and Investment mindset and execution
3. Territory management areas
4. knowledge areas
5. Specific business issues
6. Key account approach
7. ...

**Why? Clarify Success**

**Why?**

When people are connected to the "why," they **SEE** relevance and will **DO** more to achieve **RESULTS**.

**Why = Importance, Relevance**

This must be from the representative's point of view. Why might this be important to them?

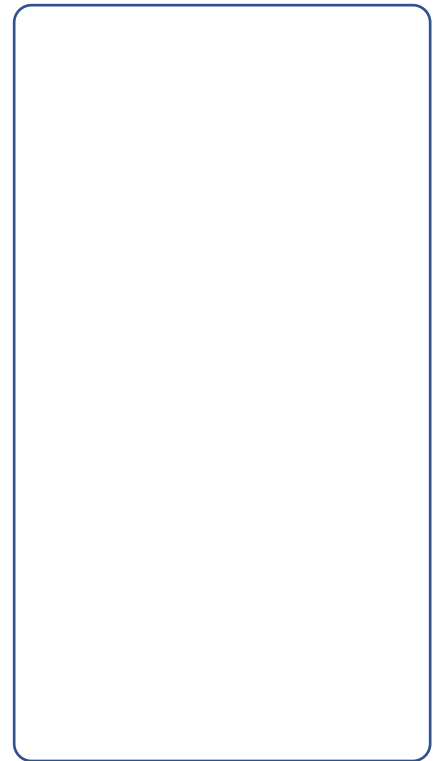
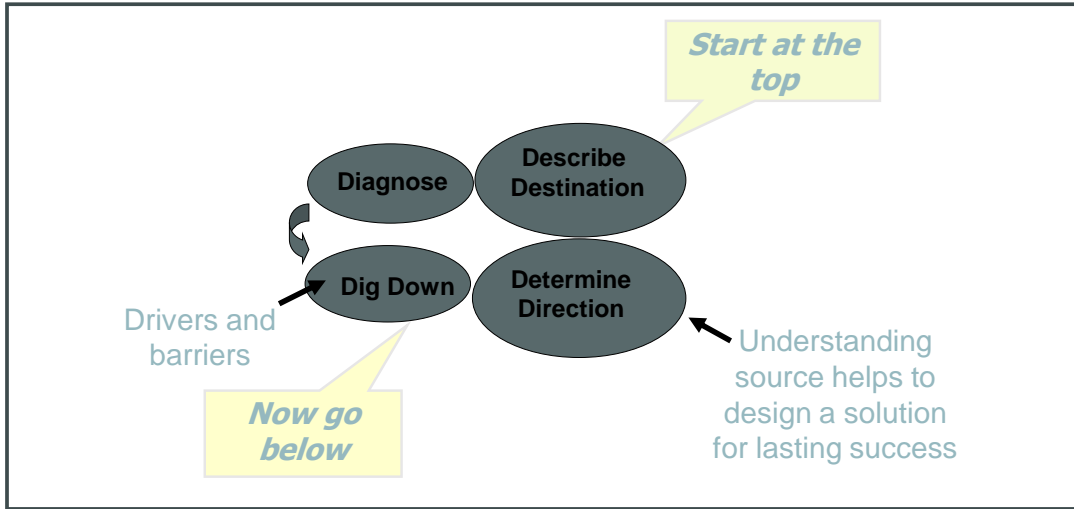
## What? Clarify/ Describe Success

What?

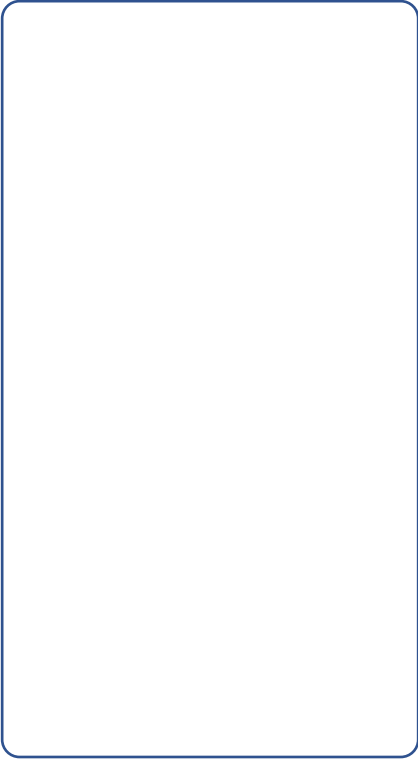
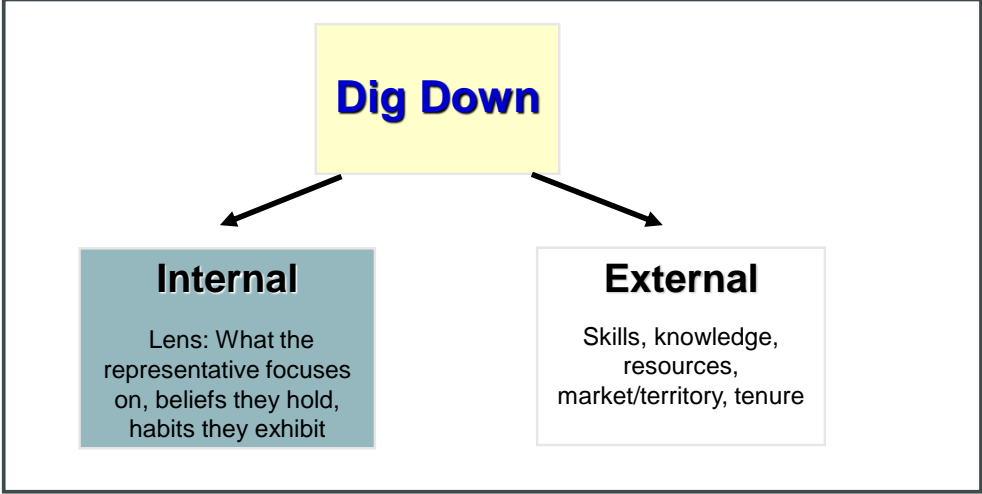
Paint a clear picture of success:

- Define it specifically—what does “good” look like **emotionally**?
- Discuss what the MSR will be doing.
- Discuss what the customer will be doing.
- Explain what the result will look like **behaviorally**.
- Determine how to measure progress toward the goal.

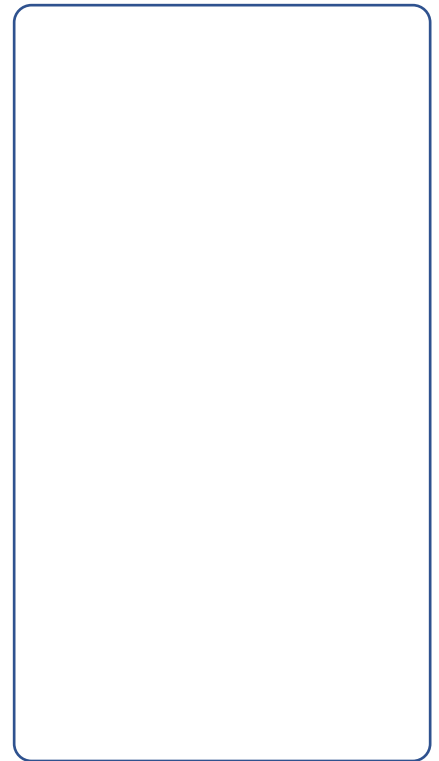
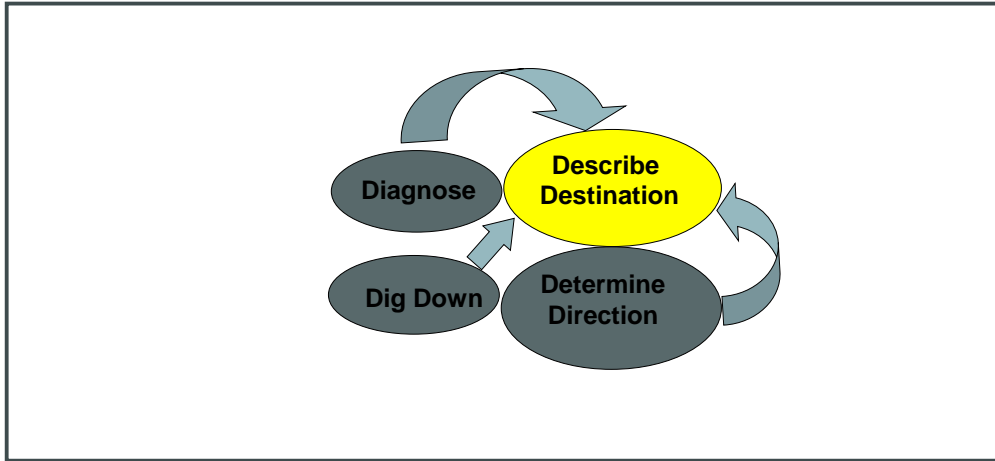
**Dig Down**  
**Understand the Source of the situation**



# Two types of sources



**Determine  
Direction    Create the Plan**





# Reasons for Non-performance

## PROBLEM

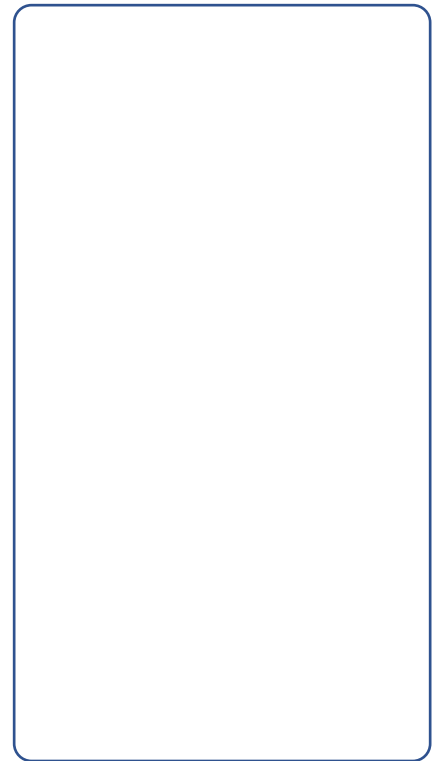
When people don't do what they are supposed to do, it often becomes necessary to exert our influence as leaders.

Sometimes we don't have authority to make them do what we think they should do. We then find ourselves in the position of accepting whatever they do give us or trying to find ways to influence them to want to do what we believe they should do.

**There are basically five reasons for people's nonperformance:**

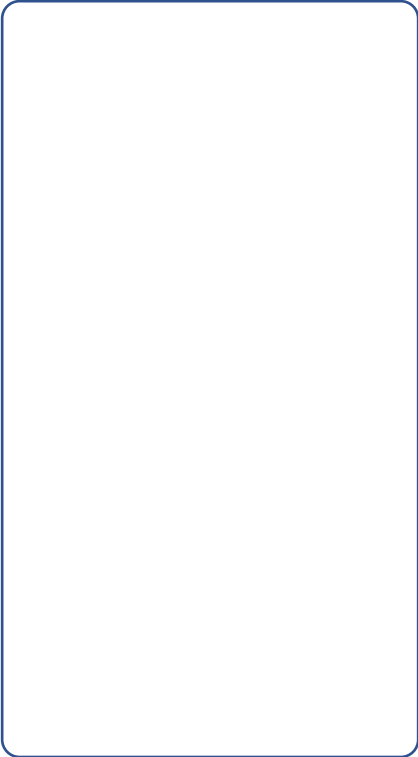
## TOOLS

I don't ...	The Solution
... Know what to do	<i>Educate</i>
... Know how to do it	<i>Train</i>
... believe I can	<i>Coach</i>
... Know why	<i>Vision</i>
... want to	<i>Motivate</i>





**Coaching Conversation**



## Start the Coaching Call

Before starting the Coaching call, create the atmosphere.

- Use a formulation explaining “what and why” to make the connection with what you will do and why it is important and valuable from Rep’s point of view.
- Involve the rep in the call and check for his agreement

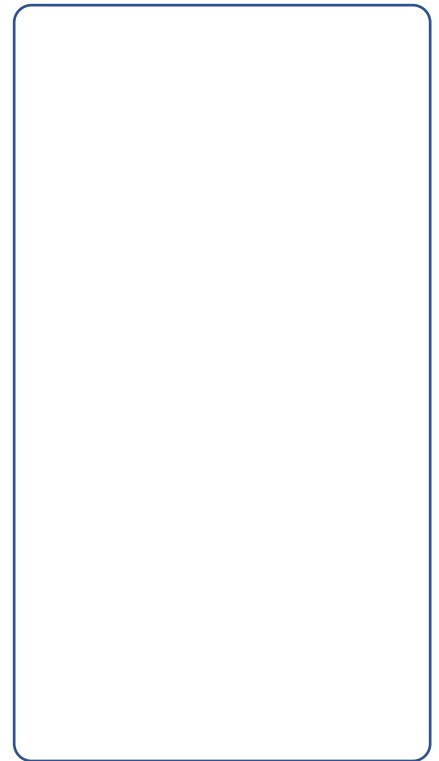
## ***Overview of coaching conversation structure***

### **Part 1 : Diagnosis**

1. Set the stage
2. Explore the situation
3. Confirm buy-in on diagnosis

### **Part 2 : Action planning**

1. Set the stage
2. Explore an action plan
3. Confirm buy-in on an action plan



## ***Part 1 : Diagnosis***

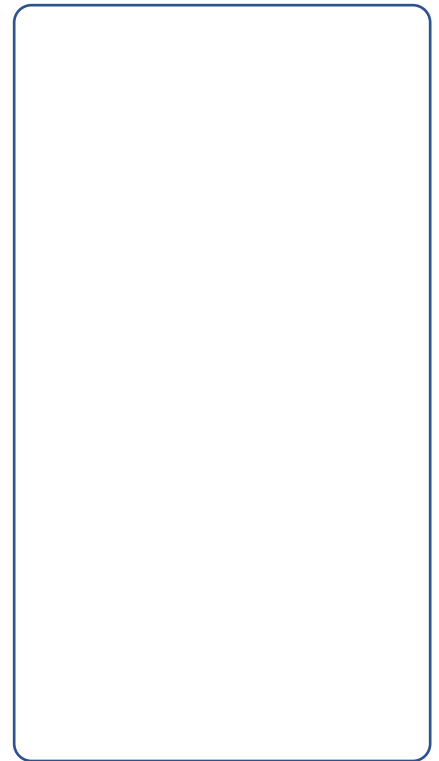
### **1. Set the stage (positioning diagnosis)**

**What** are the topic(s)

**Why** / How it is important to you / both of you

**What** will be the end result/ picture

Avoid presenting your point of view



## ***Part 1 : Diagnosis (cont'd)***

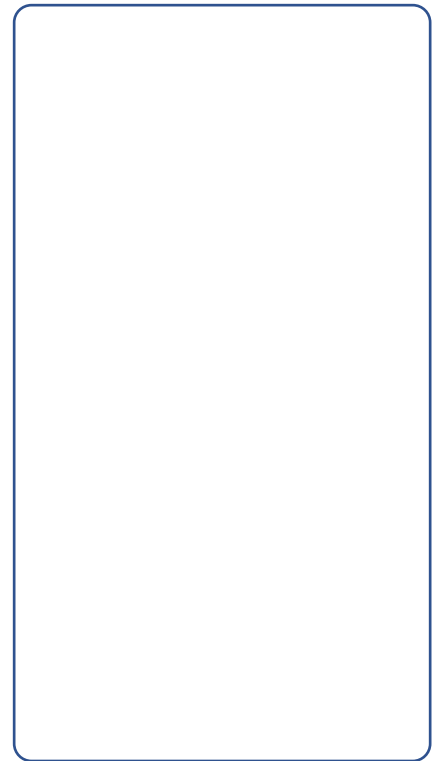
### **2. Explore the situation**

Problems to remove

Opportunities for further growth

Areas of agreement

Areas of difference



## ***Explore the situation - How***

### **Understand the team member's point of view**

- On what?**
- problem or situation
  - cause of a problem or situation
  - consequences of a problem or situation
- You have**
- to signal your intention to be a good listener
  - to prevent yourself from jumping to wrong conclusions
  - to encourage your team member to reflect on his or her performance

by **open** probes (free responses) More  
by **closed** probes (response limited) Less  
by creating Healthy climate, informative and productive

## ***Explore the situation***

### **Keeping the conversation balanced**

Not only what you do not accept

Also what you would like to see maintained

your perspective on a problem or situation

- your thoughts on the cause of a problem or situation
- your thoughts on the consequences of a problem or situation

after understanding team member's point of view then start stating your idea, opinion or suggestion  
& inviting a reaction



## ***Part 1 : Diagnosis (cont'd)***

### **3. Confirm buy in of diagnosis**

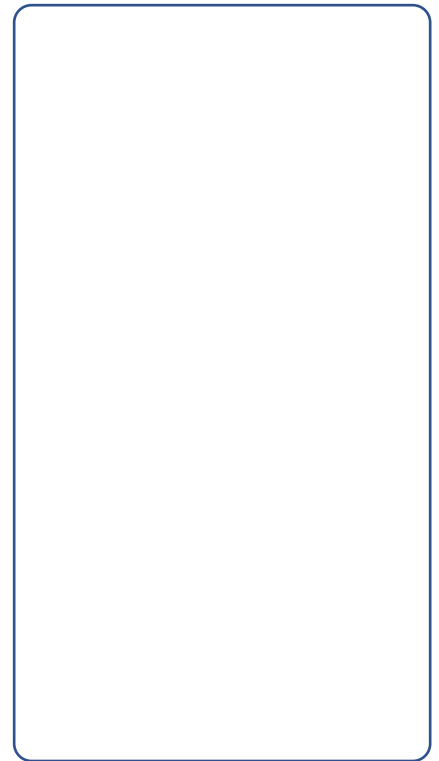
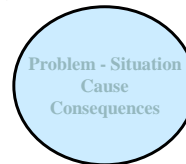
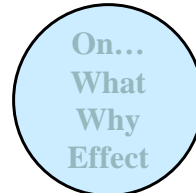
When to check for agreement

How to check for agreement

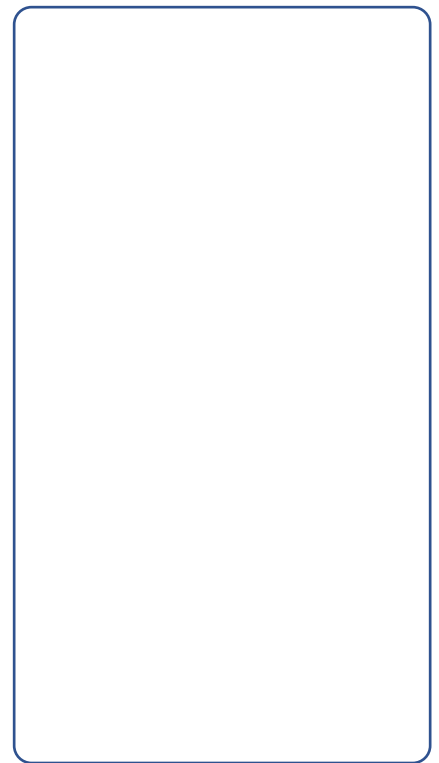
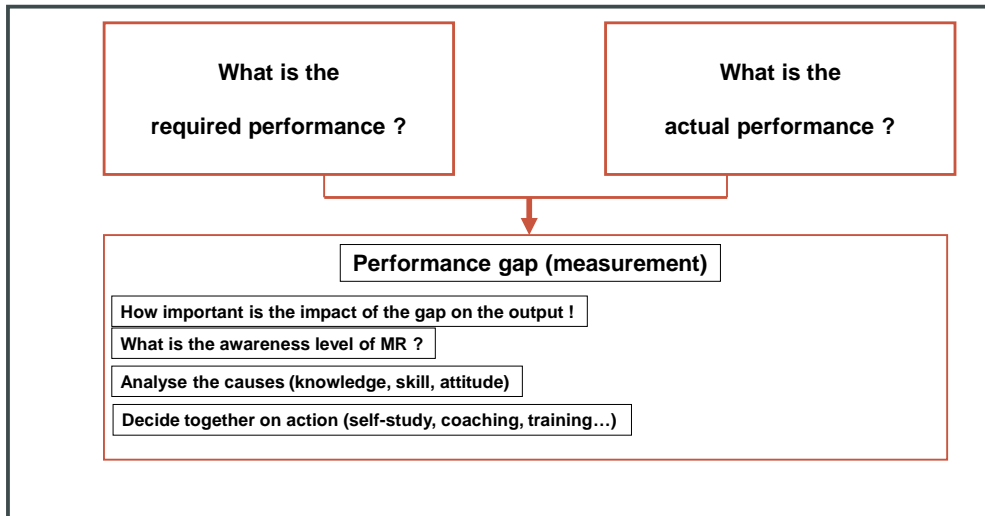
## **The diagnosis “in a nutshell”**

### **Part 1 : Diagnosis**

1. Set the stage (what/why/how important/what ..to both)
2. Explore the situation :
  - understand team member point of view
  - stating your idea, opinion, suggestion
  - inviting a reaction
3. Confirm buy-in on diagnosis



## Think together before action planning



## *Part 2 : Action planning*

1. Set the stage (positioning action planning)
2. Explore an action plan
3. Confirm buy-in on an action plan

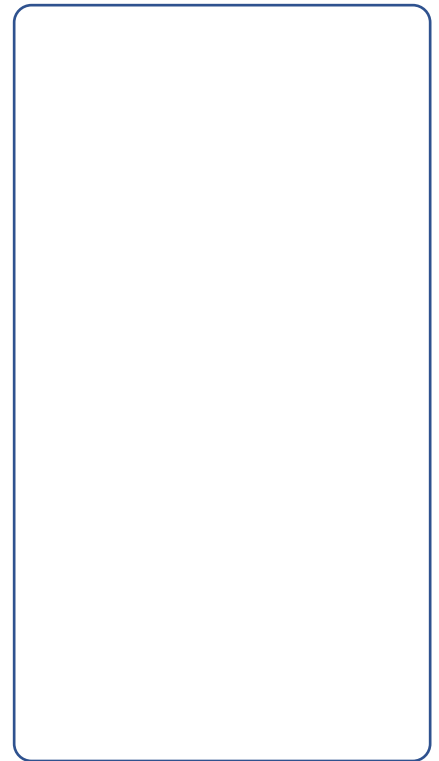
## *Exploring an action plan*

### **Understanding your team member's point of view**

- solutions to the problem or situation MR sees
- the benefits of the solution MR sees
- the action steps the MR thinks should be taken

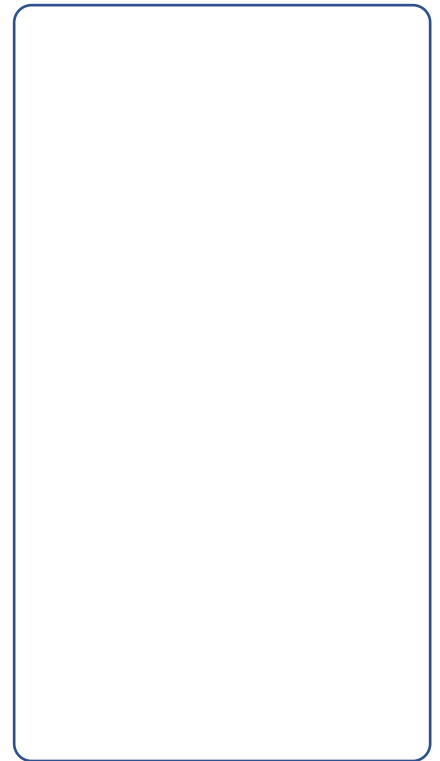
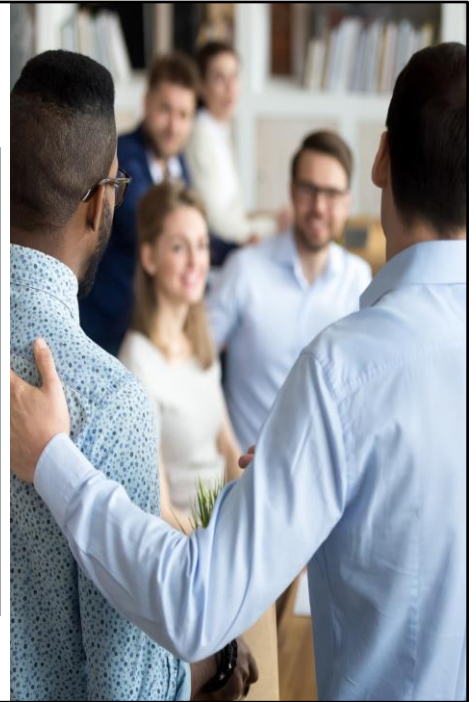
### **Presenting your point of view**

- solutions to the problem or situation
- the benefits of the solution for your team member
- the action steps to be taken



## ***Get buy in on action plan***

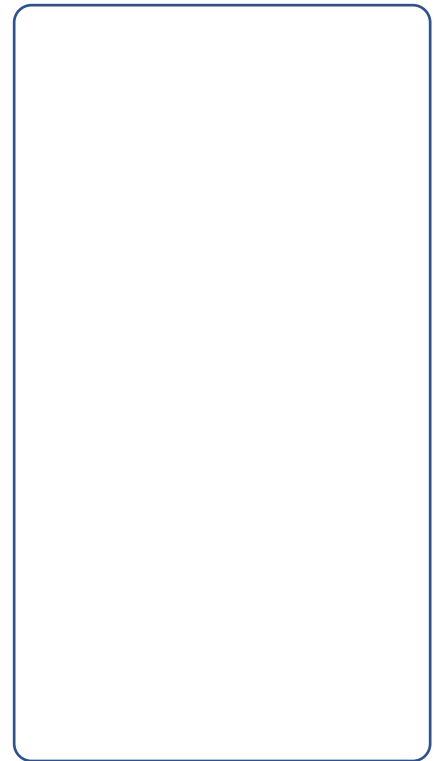
1. Summarise action plan  
objective / direction/ steps/ time frame
2. Check for acceptance



## Tone of the communication

Diagnosis : **inquiry** tone

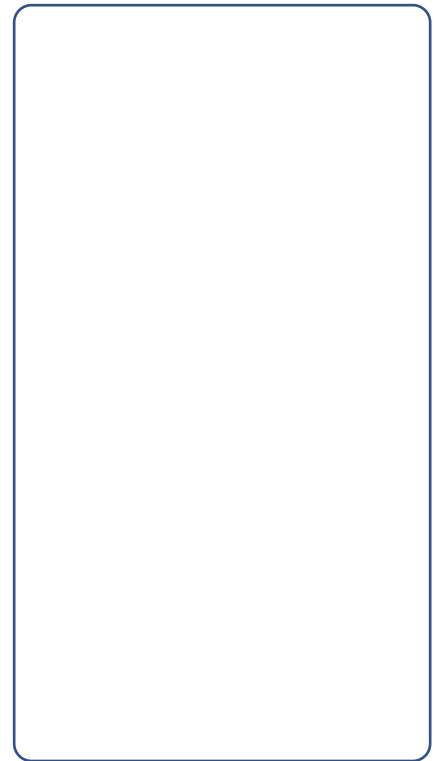
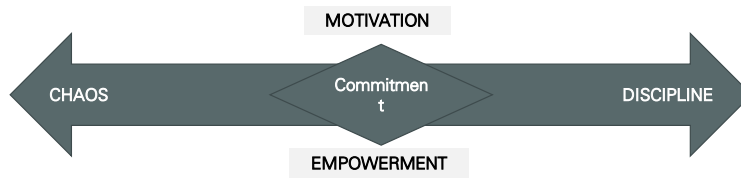
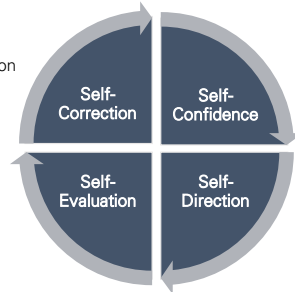
Action planning : **creativity** tone



**How could we reach sustainability of TEAM performance?**

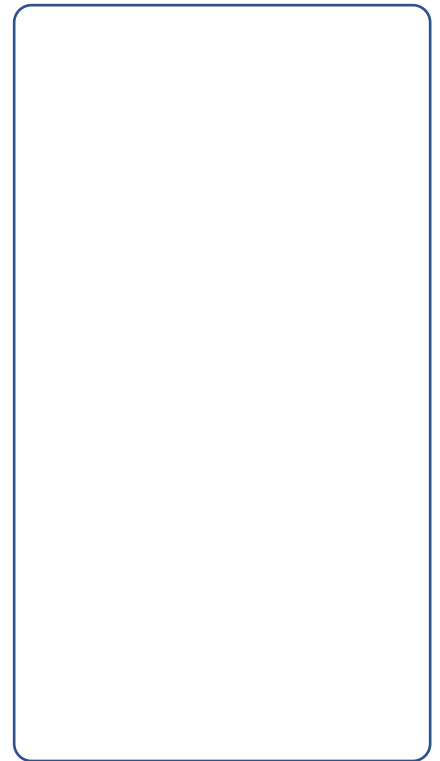
- ✓ The great mix of motivation & empowerment is the magic solution taking team from chaos/problem to sustainable performance
- ✓ Leader can monitor that through empowerment cycle

*"As we took ahead to the next century, leaders will be those who empower others."*  
—Bill Gates





**THANK YOU**

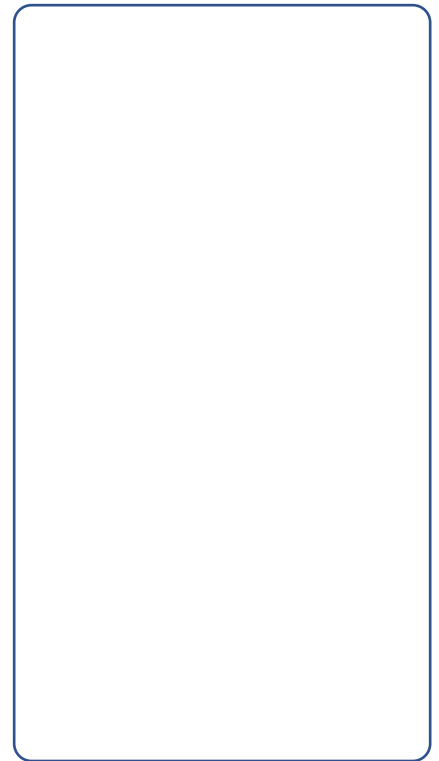


## Case Scenario 1

Jan has always been a solid performer. Jan is the “go to” person for peer mentoring due to his/her strong demonstration of the LEAD competencies.

However, in the last week, you have noticed that Jan has appeared distracted, is not responding to emails in a timely manner, did not contribute at the team meeting yesterday, and has missed several administrative deadlines.

You have set up a Coaching discussion with Jan.



## Case Scenario 2

Sam has been on your team for nearly two years. Although he/she is still learning about the business, he/she has excellent technical skills, works well with others, and he/she's very comfortable with work processes.

With the addition of many new team members who aren't as technically skilled as Sam, you feel that he/she's a good person to help train them in both process and technology.

When first asked, Sam was willing to accept the additional responsibility, but is now having second thoughts about both his/her ability and time to take on this task.

You are meeting with Sam to discuss the task and next steps.



## Case Scenario 3



Wessam was a very successful Sales team leader, with a concrete track of achievement and success for the last 5 years. He is one of the sales champions in the company. You know his records despite of being working in different line and area.

Because of the sudden leave of him and based on your history of sales achievement and success, you have been chosen to continue his success in the area.

You will work as member of a team of 4 sales representatives, [2 senior salesmen (have been working successfully in the company since more than 8 years), the remaining 2 salesmen are relatively new (for 1.5 years)] bearing in mind that this team has been hitting their targets objectives for the last 5 years.

Things went well regarding sales achievement so far; yet you have a very critical situation, as you get a new commercial policy with lower conditions to maximize the company profit. New conditions will be applied for all customers except customers with annual deals. This will not be satisfactory for your big accounts without deals.

What will be your course of action to deal with the situation? In your territory, how you will be able to defend your position in market.

The allowed time is 10 minutes to read the case and design your coaching scenario

A large, empty, rounded rectangular box with a thin blue border, intended for the student to write their coaching scenario.