

Are You Leading by the Old Rules?

Take Cylient's Coaching-Based Leadership Assessment and Find Out

The increasing complexity of our work environment has rewritten the rules of “the game,” yet many leaders are playing this new game by the old rules of leadership.

New Game

In our fluid world of continuous, sometimes erratic change, the goal of leadership must be to:

- Build people's confidence to think for themselves and take action on their conclusions
- Encourage people to bring their best to whatever they do, and share their skills and perspectives generously
- Honor diversity in thinking and being
- Create space where people can learn with and from each other
- Encourage connectivity across all boundaries, so people can create together

Old Rules

Yet traditional leadership approaches that rely on telling people what to do and correcting them when they are “wrong” do exactly the opposite, because they:

- Teach people to use the leader's brain, not their own
- Train people to wait to be told what to do
- Limit options when people don't feel encouraged to share their ideas
- Reduce incentives to collaborate, since ideas are often overridden by traditional leaders
- Create disengagement because people, particularly younger workers, feel disenfranchised when they can't choose how to approach their work

Winning this new, more complex, game requires taking a coaching approach to leadership.

Would you like to know how you are doing with your transition to coaching-based leadership?

Take Cylient's Coaching-Based Leadership Assessment and find out.




Cylient's Coaching-Based Leadership Assessment

Are You a Coaching-Based Leader?



Honestly assess yourself on the following dimensions of leadership and write down the number that best fits your current approach. When you are done, add up your scores and see where you are at in your transition to coaching-based leadership.



1. Look for potential rather than problems

Coaching-based leadership begins with how you choose to focus your attention. Traditional leaders focus on finding problems, and then telling people how to fix them. Coaching-based leaders are on the lookout for opportunities to help others learn, grow and stretch their thinking, and their capabilities.

- 1 You instinctively look for “problems” with people and situations, and feel it’s your job to tell others what they need to do differently.
- 2 You are sometimes open to others contributing their ideas to resolving issues.
- 3 You consistently coach others to learn and grow by finding their own path forward through day-to-day challenges and opportunities, even when they are doing well.

2. Step back, rather than in

Coaching-based leaders step back first to look at the bigger picture. They take in the full context of a situation so they can focus their attention in the areas where the least amount of effort will deliver the most significant results.

- 1 You immediately start offering solutions as soon as you encounter a problem.
- 2 You tend to look at the bigger picture so you can see the relationship between “symptoms” and underlying issues and misalignments, then you tell people what needs to be done.
- 3 You invite others to reflect upon the bigger picture, and possible contributing factors they may not have considered, to establish shared understanding of the full situation, before exploring options for moving forward.

3. Be present in the moment

Bottom-line, if you can’t give your full attention to another person for the length of a coaching conversation, you can’t coach.

- 1 You are so focused on your own activities and agenda that you rarely recognize opportunities to coach and support others.
- 2 You listen until you think you know what the answer is, then you stop listening and start telling people what to do.
- 3 You are able to give your full, undivided attention when you are in conversation with others.

4. *Be curious*

Coaching-based leaders lead with their curiosity, not their judgment. They are open to new ideas and perspectives. They demonstrate this by genuinely exploring how others see the world.

- 1 You tend to quickly assess who or what is to blame when things don't go as planned.
- 2 You ask enough questions to figure out how to prove that your answer or idea is better than the one being presented, then you push your point.
- 3 You value other people's perspectives and ideas, and strive to gain a full appreciation of them before offering your own thought and insights to build upon them.

5. *Have compassion*

We all make mistakes. That's how we learn. Coaching-based leaders compassionately invite people to learn from their challenges and encourage them to do better work and be better people, because they care.

- 1 You tend to blame people for their problems and may punish others for making mistakes.
- 2 You understand that sometimes people make mistakes and you try to be as tolerant as you can as they learn.
- 3 You appreciate that people are doing their best, even when it's not very good, so you offer feedback and coaching that invites people to become more successful, in ways that are meaningful to them.

6. *Do your own work*

Coaching-based leaders are compassionate because they know that they themselves are works in progress. They seek opportunities to learn how to be better leaders—and better people. That's why others respect them and trust what they have to say.

- 1 You don't feel a real need to continue to learn or grow.
- 2 You occasionally try out new ideas, but often revert back to what you were doing before.
- 3 You consistently challenge yourself to up your game, even when your game is pretty good.

7. Use your insight to ignite the insight of others

Insight is the magic ingredient that turns conversations into coaching. That's because it's insight—not knowledge—that ignites true learning and energizes people to take action on what they've learned. That's why coaching-based leaders focus on igniting insight in any conversation.

- 1 You tend to ask data-driven questions so you can tell others what the “right” answer is.
- 2 When something is stuck, you tend to ask questions in ways that steer people towards your answer, rather than helping them to open up their thinking about what is possible.
- 3 You use open-ended questions, stories, metaphors, analogies and your own observations to help others become aware of possible limiting factors in situations, and to empower them to choose how to move forward in more productive ways.

To determine where you are in the transition to coaching-based leadership add up your answers:

Results:

7 — 10
 You're mostly using traditional approaches to leadership.

11 — 17
 You're on your way to becoming a coaching-based leader.

18 — 21
 Congratulations, you're a coaching-based leader!

Your Answers:

1	
2	+
3	+
4	+
5	+
6	+
7	+
Total	=



Why Coaching-Based Leadership Matters— for Everyone

The mismatch between our current business realities and our old assumptions and beliefs about what it means to be a successful leader are contributing to many of our most persistent problems, including:

- *Disengagement of our people*
- *Slow responses to quickly emerging threats and opportunities*
- *Inability to work across boundaries to co-create thoughtful responses*
- *Good people leaving to find environments where they can thrive*

No wonder so many leaders feel like they're losing the game—they are. And so is everyone they're leading.

The new game is here to stay. And the only “rule” you can count on is,

“The game will continuously change and evolve.”

Increasingly, that evolution will be driven by companies that learn to play the new game well. In doing so, they will rewrite everything—the game itself, and how it's played. The better they get at mastering change, the faster they can change how the game is played. The only question is, will that be you and your organization, or your competitors?

Organizations Need Coaching Cultures to Win the New Game

Learning to play the new game begins with instilling coaching-based leadership as your leadership style of choice. Coaching-based leadership is the integration of coaching approaches into day-to-day conversations, with anyone, about anything, with a focus on igniting insights that build connections and foster learning and understanding.

When coaching-based leadership is the preferred leadership style in organizations, people are able to have the kinds of conversations they are currently avoiding. There is a shift from blaming to understanding. From pushing opinions to co-creating new ways of thinking and working together. And the organization has a shared language for discovering and addressing “the knots” that keep people, issues, and opportunities from moving forward in productive ways.

Coaching-based leadership is the foundation of a coaching culture. And a coaching culture is what’s needed for organizations to thrive and win—on their own terms, in their own way—in times of constant, increasingly complex change.

Interested in learning more about Coaching-Based Leadership?

Register for our webinar at cylient.com/webinar.

Cylient’s sole focus is creating coaching cultures in organizations of every size, including Fortune 100 companies. Our comprehensive approach for instilling coaching-based leadership, featuring our Coaching in the Moment® and Feedback in the Moment® learning experiences, is practical, universally accessible, and globally scalable. Cylient is a true partner in making coaching a way of life, for you and your organization.

Learn about our work at cylient.com



Meet Dianna Anderson

Forbes calls Cylient’s CEO, Dianna Anderson, MCC, a pioneer in the creation of coaching cultures. She recognized the transformational power of coaching as a leadership style in the early 90’s when she began her coaching career. She’s worked passionately since then to realize her vision of making coaching a way of life for the world.



1.877.788.6465 CYLIENT.COM
