

BECOMING A ONCE-IN-A-CAREER COACH



YOUR PEOPLE NEED YOU
MORE THAN YOU KNOW

ONCE-IN-A-CAREER COACHING

=

A SKILLSET *AND* A MINDSET

THE MINDSET

- Trust is the tether, service the strength
- You either care or you don't
- It's about improving, not proving

Once-In-A-Career Coaches Practice Servant Leadership

- Lift as you climb -
- Power flows through you, not from you -
- Take joy in the success/growth of others -
- When you have the window seat, you describe the view -

The Care Package



Show warmth, an interest in their well-being, a desire to connect, and authenticity.

Help someone with a circumstance – dig in and help solve a problem.

Keep your commitments.

Appreciate, respect, encourage, empower.

Take the time, especially when you don't have it. They'll notice.

Listen – really listen – it's what caring human beings do. Be present.

Treat others time as if it was as important as yours.

Be as passionate about their growth, development, and career as you are about your own.

THE FULL *POTENTIAL*

(10 ways to bring out latent full potential)

**1. Have personalized, prepared
coaching sessions**

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PLAN – Personal Landscape Assessment for Nurturing

Personalization (Individual Landscape Assessment)	Parameters (Structure for Coaching Discussion)
<p><u>The 5E's</u></p> <ul style="list-style-type: none">• Experience Level• Experience Desired• Energy Level• Emotion Involved• Embodiment	<p><u>Start</u> (establish purpose & desired outcome)</p> <p><u>Middle</u> (guide vs. prescribe)</p> <p><u>End</u> (time-bound & measureable plan, clear expectations set)</p>

2. Guide vs. Prescribe



- | | | | | |
|---|---|--|---|---|
| <ul style="list-style-type: none">• Dictating• Directing• Controlling | <ul style="list-style-type: none">• Jump in early w/ quick-draw conclusions | <ul style="list-style-type: none">• Giving advice• Suggesting | <ul style="list-style-type: none">• Paraphrasing• Summarizing• Mirror: reflect back reality• Co-brainstorm | <ul style="list-style-type: none">• Listen to understand• Reflect & consider• Be inquisitive• Invite thought-leadership• Ask q's to unveil their thinking |
|---|---|--|---|---|

YOU GIVE COACHEES
THEIR POV

YOU EXPAND THE
COACHEES POV

2. Guide vs. Prescribe

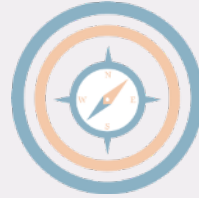


ASK BETTER QUESTIONS:

- Failure to Ask
- Leading Questions
- Closed Ended Questions
- Open Ended Questions



2. Guide vs. Prescribe



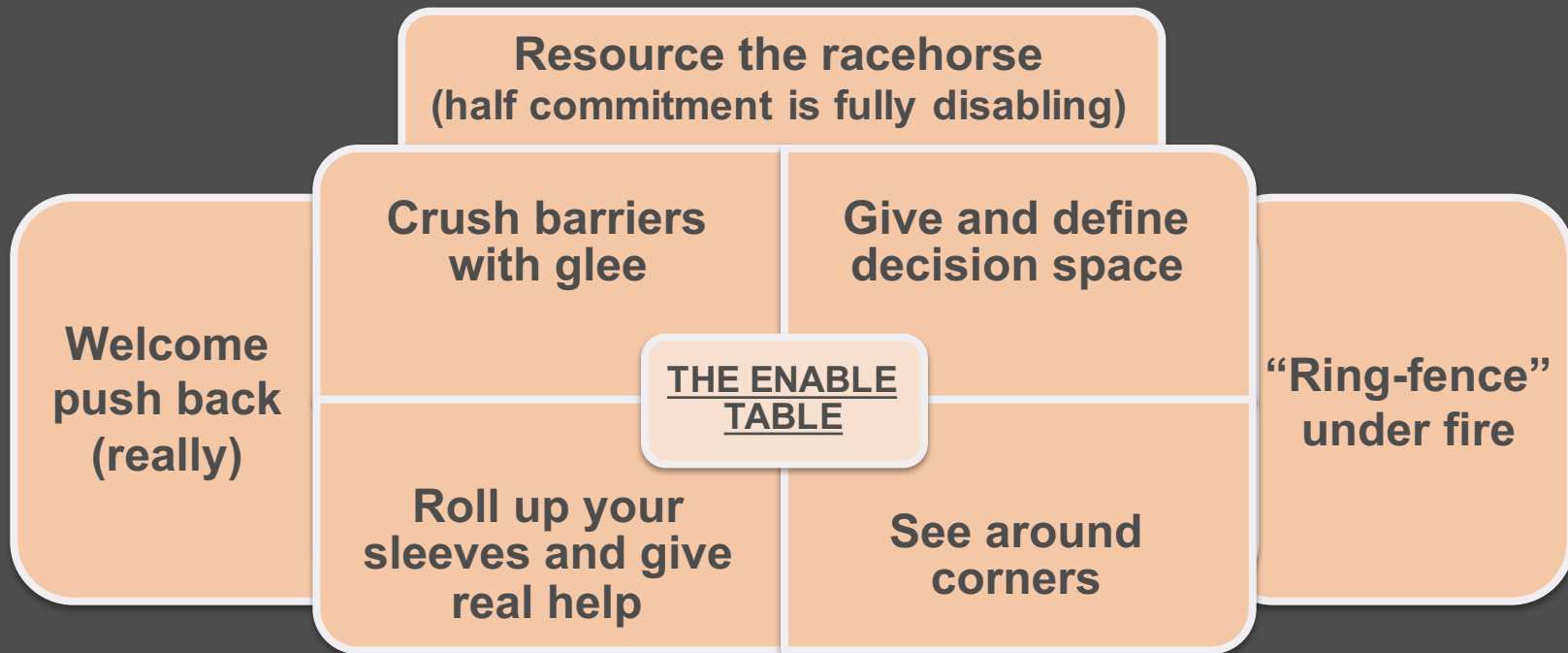
FAILURE TO ASK	LEADING QUESTIONS	CLOSED ENDED QUESTIONS	OPEN ENDED QUESTIONS
“Take a price increase.”	“Don’t you think we should take a price increase?”	“Do you think we should take a price increase?”	“What should we do to offset our costs?”

G.R.O.W.

(Model for Asking Open-Ended Questions)

GOAL	REALITY CHECK	OPTIONS	WILL
“What do you want to accomplish in our coaching discussion?”	“What happened that got you to this current situation?”	“Why do you think that is the right option?”	“What will you do by then?”

3. Fiercely Enable



In Times of Adversity

- 1) **Be the eye of the storm.** A calm, cool, and collected leader = a beacon. Never forget how many others take cues from you.
- 2) **Adversity reveals true character.** Leverage it as a chance to show yours. It's one of the most lasting impressions you'll ever leave.
- 3) **Drive out fear.** Job #1 is to steer the ship back on course. There will be time later to constructively learn from "who did/didn't do what". And remember we really are all in this together - our mortal enemy is ignorance of the fact that the enemy is external.
- 4) **Assemble a small, nimble coalition of experts** for broad problem solving input but quick action. Roll up your sleeves and flow to the work. Over-communicate.
- 5) **Pull on that "chain of command" to help** – chains exist to provide added strength in times of need. That's why it's not called a "thread of command."
- 6) **Always remember "This too shall pass"**. It always does. It just passes faster when you use these principles.



4. Uplift Their Self-Esteem & Self-Confidence



5. Get the Skeletons Out of Their Closet



6. Help Them CRUSH Their Fear of Failure

3 Ways to Fail



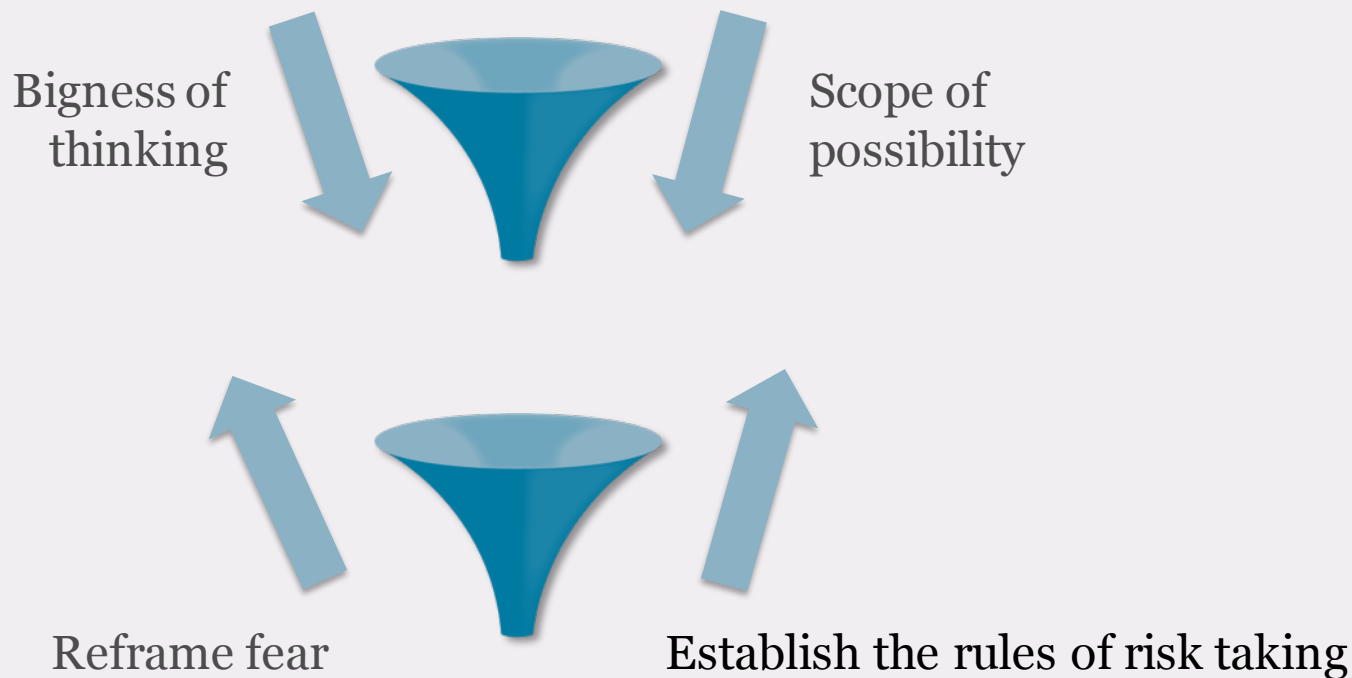
1) QUIT

2) DON'T IMPROVE

3) NEVER TRY

FAILURE DOESN'T
HAPPEN TO YOU, IT
HAPPENS FOR YOU

The Fear of Failure Funnel



A photograph of a long, straight asphalt road stretching towards the horizon. The road has a solid yellow center line and white edge lines. The landscape is arid and flat, with sparse, low-lying vegetation. In the far distance, a range of mountains is visible under a hazy, overcast sky. The overall mood is one of vastness and openness.

As we broaden our horizons,
we narrow our inhibitions.

—*Scott Mautz*

7. Teach Them in Teachable Moments

Spell Out the Difference Between Good and Great

Key Performance Vector	Goodness	Greatness
Leadership	You work hard at leadership. You get things done. Your cross-functional partners and direct reports like working with you.	You can't help but lead because others want to follow.
Thinking & Acting Decisively	You make firm decisions, with sufficient data in hand.	You make firm decisions, with sufficient data <u>and</u> stakeholders in hand (people need to weigh in before they can buy in).
Getting Things Done	You make things happen.	You make the right things happen, before you're asked. And you over-invest in leaving footprints (legacy work).
Risk Taking	You let fear smartly temper your risk taking – well thought through, calculated risks only, please.	You fear not taking calculated risks.
Priority Setting	- Trash compactor management - You brutally prioritize and compact your work load, focusing on delivering the most important things.	- Accordion management - You continually re-prioritize, contracting and expanding your workload by adding more high value work, taking off low value work, and flowing to surges.
Capacity	You personally take on and crank through any priority you're given.	You make it personal for others to take on as well.
Strategic Thinking	You consistently lead management's thinking.	You consistently lead, and largely finish, management's thinking (with thorough, strategic thought).
Intelligence	You have great intelligence (IQ).	You have great emotional intelligence (EQ) as well.
Attention to Detail	You have an eye for detail.	You helicopter up and down fluidly.
Problem Solving	You consistently solve problems with solid thinking.	You bring problems management didn't know they had, along with solutions (beating snakes out of the grass).
Vision I	You set clear, inspiring visions.	You set the vision with the end state clearly in mind – and set a course to connect the dots in between. You over communicate your vision.
Vision II	You thoroughly understand the vision for your products/category/division and make smart supporting decisions.	You routinely think beyond your title.
Follow Through	You follow through on the important things with excellence, and pick and choose the rest.	You follow through relentlessly – even if it's to say you aren't following through. You inspire an unwavering sense of confidence that you've "got it covered."
Organizational Contributions	You've made significant contributions working in the system and improving "the smell of the place."	You've also led unexpected contributions working <u>on</u> the system that have changed the DNA of the place.
Growing Capability	You invest in your people – they'd all say they've learned from you.	You've become a "destination category."

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8. Pinpoint the Issue & Excel at Giving Feedback

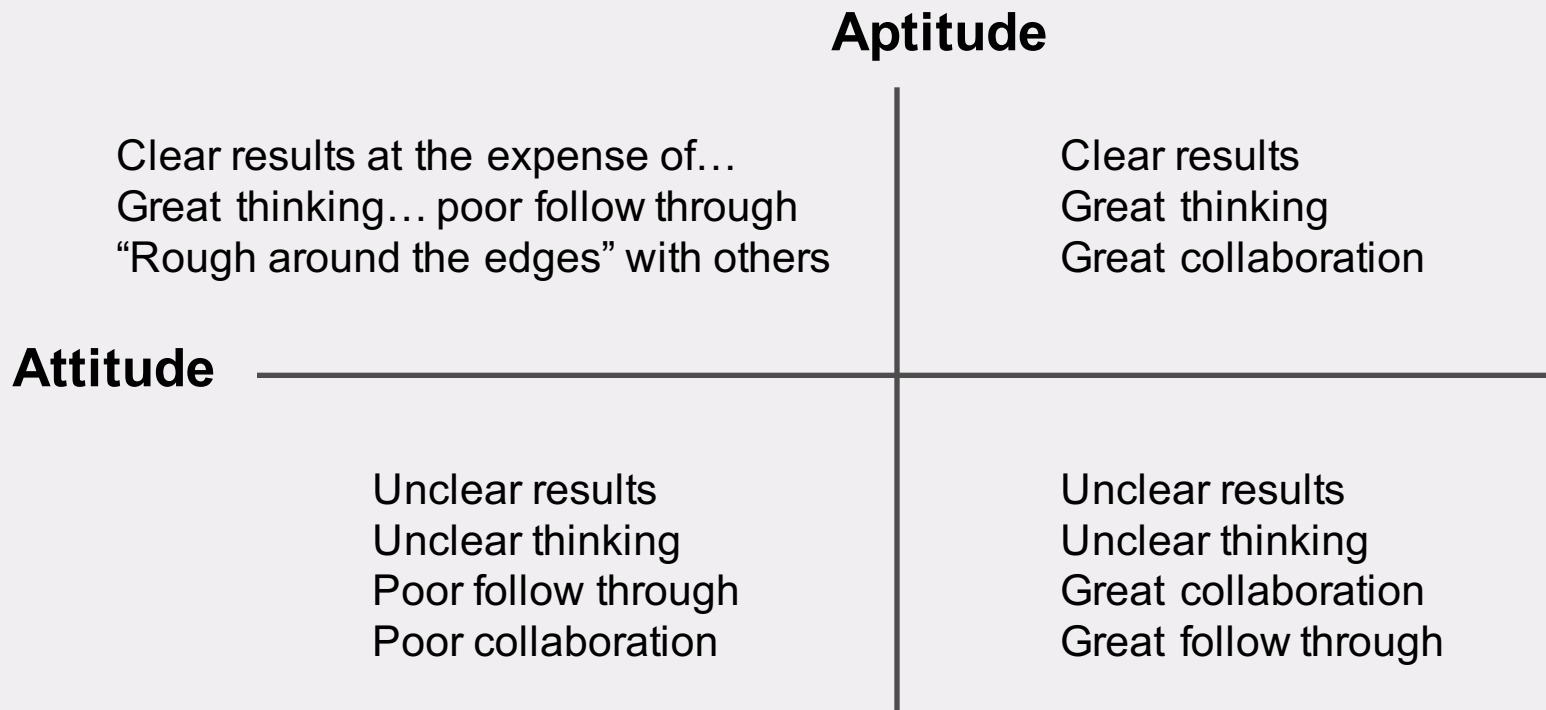


THE 5 POINTS OF PINPOINTING

- 90% of the time, opportunities lie within the shadow of strengths.
- Face reality – get after the real area of opportunity.
- Isolate the “one-offs” & look for themes.
- Calibrate your POV for accuracy.
- Discern between aptitude & attitude based issues.

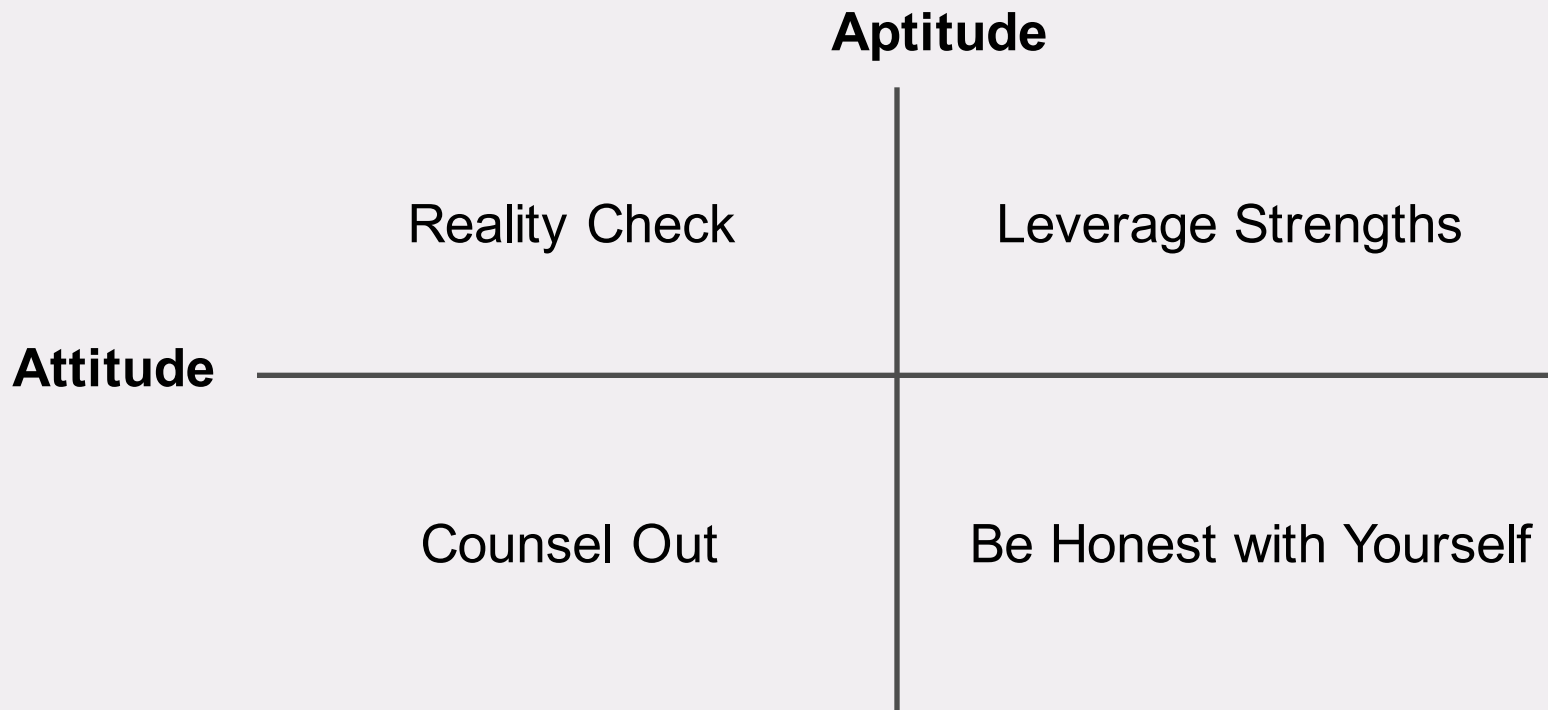


Pinpointing the Issue





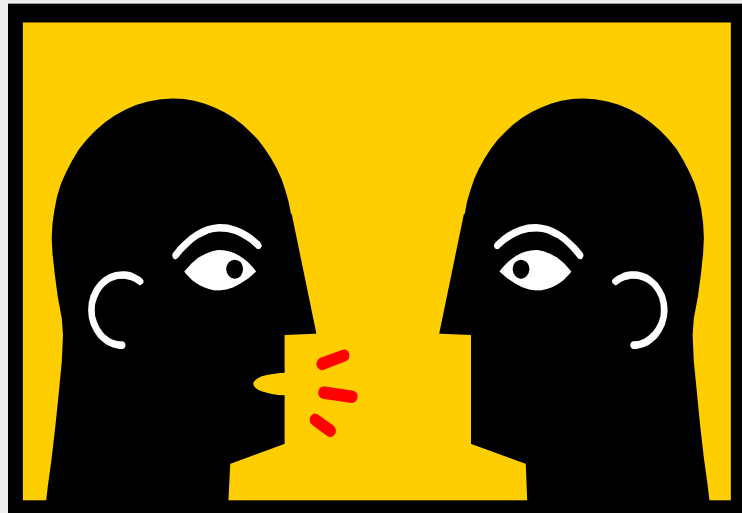
Pinpointing the Issue



8. Pinpoint the Issue & Excel at Giving Feedback

THE FUNDAMENTALS OF FEEDBACK

- Be specific
- Be sincere
- Be calibrating
- Be commensurate
- Be timely
- Be tailored



The S.H.A.R.E.S Feedback Framework

Situation – describe the “state of the union”, situation, and context

Halo – the discussion w/empathy & sincerity as you enter the next step

Articulate – give specific details on the performance shortfall or behavior

Result – share result it's having on you, others, project, or their desired career progression

Example – give an example of an alternative behavior or desired alternative outcome

Solicit – the employees POV while listening to understand and empathize

9. Put Career Rocket Fuel in Their Tank

THE CORNERSTONES OF CAREER CARE

- Have crystallizing career conversations
- Have a marketing plan for showcasing their talents
- Help them shine on game day
- Give the gift of graduation coaching



10. Help Them with Their Productivity Habits



THE FULL POTENTIAL

(10 Ways to Bring out Latent Full Potential)

- 1) Have personalized, prepared, coaching sessions.
- 2) Guide vs. Prescribe.
- 3) Fiercely enable.
- 4) Uplift their self-esteem & self-confidence.
- 5) Get the skeletons out of their closet.
- 6) Help them CRUSH their fear of failure.
- 7) Teach them in teachable moments.
- 8) Pinpoint the issue & excel at giving feedback.
- 9) Put career rocket fuel in their tank.
- 10) Help them with their productivity habits.

Rewards & Recognition Done Right

- Personalize so you don't trivialize
- Get everyone in on the act
- Be frequent, not frivolous
- Celebrate first downs
& touchdowns
- Deliberate the delivery



The Components of Corrosion

**Destroying a sense
of certainty**

**Destroying a sense
of completion**

**Destroying a sense
of confidence**

**Destroying a sense
of community**

**Destroying a
sense of certainty**

**Destroying a
sense of
confidence**

**Destroying a
sense of
completion**

**Destroying a
sense of community**

**Lack of
Integrity**

Indecision

**Quick to
Criticize &
Slow to
Praise**

**Killing
Feelings of
Ownership**

**Negativity
/Callous**

Inconsistency

**Mismanage-
ment of
change**

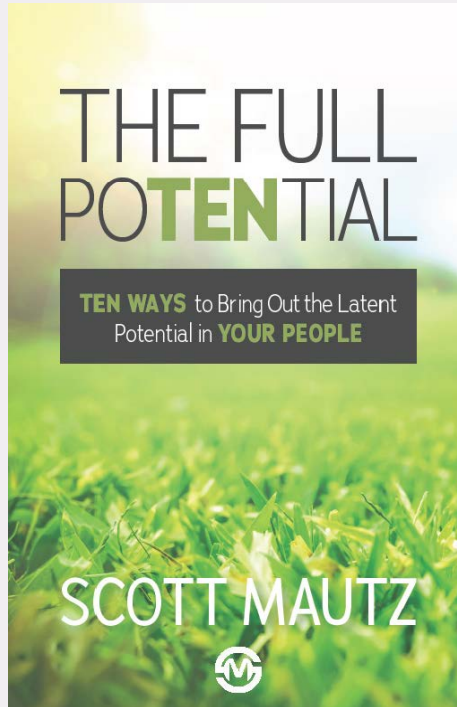
**Micro-
manage**

**Creation
of Rework
& Waste**

**Excessive
Internal
Compet-
itiveness**

**Lack of
Communi-
cation &
Listening**

scottmautz.com/full-potential-e-book



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- Key Slides
- *8 Ways to Grant Intelligent Autonomy*
- *11 Most Damaging Inactions as a Leader*
- *Risk Taking Conversation Starters*
- *Top 10 Characteristics of Best Leaders*
- *10 Insights on Inspirational Leadership*