

STAKEHOLDER-CENTERED COACHING

DO NOT	DO
<ul style="list-style-type: none"> • Stick with your fan club • Expect instant help • Take up too much of their time 	<ul style="list-style-type: none"> • Include as many as you can • Keep the process upbeat • Vary involvement as needed

SKILLS FOR ENCOURAGING DEVELOPMENT

DO NOT	DO
Step 1. ASK	
<ul style="list-style-type: none"> • Wait for a “better time” • Act skeptical or doubtful • Put yourself down 	<ul style="list-style-type: none"> • Be concise • Be specific • Be positive
Step 2. LISTEN	
<ul style="list-style-type: none"> • Use “No,” “But,” or “However” • Make excuses • Exhibit impatience or anger 	<ul style="list-style-type: none"> • Pay undivided attention • Capture what is said • Clarify/Confirm what heard
Step 3. THANK	
<ul style="list-style-type: none"> • Use a dejected tone • Act artificial • Be insincere 	<ul style="list-style-type: none"> • Say “Thank You” quickly • Use first name (unless inappropriate) • Be genuine
Step 4. THINK	
<ul style="list-style-type: none"> • Engage in “delusional” thinking • Prove the input is wrong • Validate “this is the way I am” 	<ul style="list-style-type: none"> • Assess benefits of changing • Assess cost of changing • Decide if it is worth it
Step 5. RESPOND	
<ul style="list-style-type: none"> • Critique feedback/feedforward • Respond to too many things • Over-commit 	<ul style="list-style-type: none"> • Be brief • Be positive • Be future focused
Step 6. CHANGE	
<ul style="list-style-type: none"> • Procrastinate • Give into “feeling like a phony” • Expect instant success 	<ul style="list-style-type: none"> • Implement suggestions in parallel • Maintain momentum • Make change visible
Step 7. FOLLOW-UP	
<ul style="list-style-type: none"> • Dwell on the past • Become complacent • Brag, gloat, or show off 	<ul style="list-style-type: none"> • Politely push for specifics • Reinforce the process • Check your ego at the door

You have been successful...

... in **ASKING** when others see you as:

- Choosing the behavior you will improve
- Wanting to change this behavior
- Working on something important to you

...in **LISTENING** when others see you as:

- Wanting their input
- Paying undivided attention
- Genuinely hearing their message

...in **THANKING** when others see you as:

- Appreciative of the feedback/feedforward
- Taking their input seriously
- Willing to respond, once having an opportunity to reflect

...in **THINKING** when you see yourself:

- Not giving in to superstition or “negative” self talk
- Doing a levelheaded cost-benefit analysis
- Committed with your decision of what to develop

...in **RESPONDING** when others see you as:

- Appreciative of help from all stakeholders
- Committed to improve
- Confident you will improve

...in **CHANGING** when others see you:

- Actively working on what you committed to improve
- Demonstrating success
- Not likely to return to your old habits

...in **FOLLOWING-UP** when others see you:

- Eager to gain stakeholders insight
- Actually learning from the experience
- Producing measurable results

Overall, you have been successful...

...in **INVOLVING** when others feel they:

- Contributed to your development
- Have been acknowledged for helping
- Want to continue helping you improve as a leader