Assessing coachability and commitment to change

A great diet program only produces the promised results if the person is committed to follow the program steps. This holds true for any change process including managing change in leadership effectiveness through executive coaching.

Leadership change is SIMPLE BUT NOT EASY. Leaders that have been successful in changing themselves and their teams to be more effective and grow as leaders display the following crucial characteristics to guarantee leadership growth:

➢ **Courage**
Leadership and change is about having the courage to make it about YOU and address issues that are 'uncomfortable' and to try new things which takes you out of your comfort zone. Such includes involving stakeholders and asking them for feedforward suggestions that leaders can use in their implementation action plan for change and growth.

➢ **Humility**
Real leadership is not really about YOU (the leader) but all about the team and the business / mission. Therefore leaders need to balance courage with humility and not let their ego get in the way of the change process. Leadership change is not just about the leader and certainly not about the coach. It is about implementing change to improve the effectiveness of the leader, his/her team and the business as such.

➢ **Discipline**
Making leadership change stick is about creating more effective habits and process which requires disciplined execution of the implementation action plan and consistent follow up with stakeholders. Stakeholders are an important part of this process as they are the experts as well as the accountability partners. Stakeholders being part of the business usual know very well what it takes to improve effectiveness and since the work with the leader on a daily or at least frequent basis the leader can draw them in as accountability partners as well.
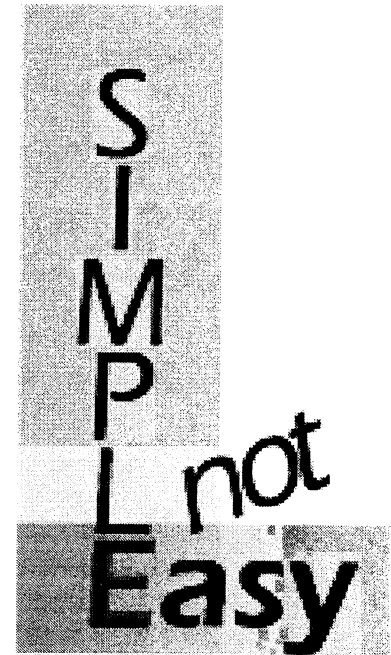
Coaching and leadership programs fail to produce the desired results if any of the above 3 building blocks are not sufficiently part of the leader's commitment in the process.

Stakeholder Centered Coaching by Marshall Goldsmith assesses the coachability of the leader on the above 3 key success factors. This is even more important in our process since we work with our clients on a no growth no pay concept for a large part of our engagements.

This coachability assessment has been contributed a lot to our success since coaches and leaders at the outset agree on what is required to make this leadership growth process a success. Assessing coachability at the beginning of the process promotes the leader's self-awareness at the start and throughout the coaching process. It also enables the coach to manage the expectations of sponsors, where applicable. And if for whatever reason the leader cannot commit to the right levels of courage, humility and discipline the coach and the leaders will not start the engagement since we know that such lack of commitment and motivation will most likely be a waste of time and other resources for all involved. At the same experienced coaches know that their success and reputation rest on success in their coaching practice and assuring measurable leadership growth is an important part of that success.

This may seems to you as a drastic approach but we have these discussions and assessments with the leader during the first coaching meeting and it always assures a great discussion.

Maybe we do not need the stuff hereunder anymore. This can be another theme of successful leaders ....

One of the biggest mistakes in all of leadership development is the roll-out of programs and initiatives with the promise that "this will make you better". A classic example is the performance appraisal process. Many companies change their performance appraisal forms on a regular basis. How much good does this usually do? None! These appraisal form changes just confuse leaders and are seen as annual exercises in futility. What companies don't want to face is the real problem - it is seldom the form - the real problem is the managers who lack either the courage or the discipline to make the appraisal process work. The problem with the "this will make you better" approach is that the emphasis is on the "this" and not the "you".

Coaching clients need to understand that ultimately only you can make you better. Successful people tend to have a high need for self-determination. In other words, the more that leaders commit to coaching and behavior change because they believe in the process, the more the process is likely to work. The more they feel that the process is being imposed upon them or that they are just casually "trying it out" - the less likely the coaching process is to work. Coaches and companies that have the greatest success in helping leaders achieve long-term change have learned a great lesson - don't work with leaders who don't "buy in" to the process.

As coaches, we need to have the courage to test our client's commitment to change. If clients are just "playing a game" with no clear commitment, we need to be willing to stop the process - for the good of the company and for the good of the coaching profession. In goal-setting coaches need to ensure that the change objectives come from "inside" the person being coached and are not just externally imposed with no clear internal commitment. Coaches need to let clients know that they are ultimately responsible for their own lives. As coaches we need to make it clear that we are there to help our clients do the work - not to do the work for our clients.

Some large corporations "write people off". Rather than just fire them, they engage in a pseudo behavioral coaching process that is more "seek and destroy" than "help people get better". We only work with leaders that are seen as potentially having a great future in the corporation. We only work with people who will be given a fair chance by their management. We do not work with leaders who have been "written off" by senior management.

There are several different types of coaching. We only do behavioral coaching for successful executives – not strategic coaching, life planning, or organizational change. Therefore, we only focus on changing leadership behavior. If our clients have other needs, we refer them to other coaches. Finally, we would never choose to work with a client who has an integrity violation. We believe that people with integrity violations should be fired, not coached. When will our approach to behavioral coaching work? If the issue is leadership behavior, the coaching clients are given a fair chance and they are motivated to improve.

COACHABILITY ASSESSMENT
Try our free assessment.... Yes but we need to program this .... we have not time to pull this off quickly now ......

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Below are the most often worked on leadership/communication skills that encompasses C suite leaders to critically important individual contributors

1 **Treat others with respect**

2 **Build trust**

3 **Listen to different points of view with an open mind before giving my opinion**

4 **Delegate more effectively**

5 **Stand up to individuals who undermine teamwork**

6 **Develop Executive presence.**

7 **Address conflict constructively and timely**

8 **Collaborate with others**

9 **Develop and link team strategy to business strategy**

10 **Stand up for what I believe in**

11 **Hold others accountable**

12 **Present self with confidence**

13 **Focus on the critical few issues**

14 **Become more assertive**

15 **Take appropriate risks**

16 **Build cross functional relationships**

17 **Become a better coach and mentor**

18 **Match my leadership style to the specific need of others.**

19 **Present my POV persuasively**

20 **Become more decisive**

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The following are transactional communication patterns (flaws) that we humans often let become unnoticeable habits (to us) that create challenges and roadblocks in our interactions with others: This list is compiled from Marshall Goldsmith's book "What got you here won't get you there." Pg 40

1. **Winning too much**: the need to win at all costs and in all situations- when it matters, when it doesn't, and when it's totally beside the point.
2. **Adding too much value**: The overwhelming desire to add our two cents to every discussion.
3. **Passing judgment:** The need to rate others and impose our standards on them.
4. **Making destructive comments**: the needless sarcasms and cutting remarks that we think make us sound sharp and witty.
5. **Starting with "No," "But," or "However"**: The overuse of these negative qualifiers which secretly say to everyone, "I'm right, You're wrong."
6. **Telling the world how smart you are:** The need to show people we're smarter than they think we are.
7. **Speaking when angry:** Using emotional volatility as a management tool.
8. **Negativity: "Let me explain why that won't work":** The need to share our negative thoughts even when we were not asked.
9. **Withholding information**: The refusal to share information with others to maintain an advantage over them.
10. **Failing to give proper recognition:** The inability to praise and reward.
11. **Claiming credit that we do not deserve:** The most annoying way to overestimate our contributions to any success.
12. **Making excuses:** The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past; a subset to blaming everyone else.
14. **Playing favorites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others.
16. **Not listening:** The most passive-aggressive form of disrespect for colleagues.
17. **Failing to express gratitude:** The most basic form of bad manners.
18. **Punishing the messenger:** The misguided need to attack the innocent who are usually only trying to help.
19. **Passing the buck:** The need to blame everyone but ourselves
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.

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