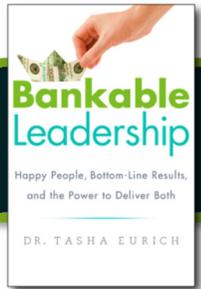


Bankable Leadership Tip Sheet #7



Bring Out Their Best

The drive to learn and develop is hard-wired into the human brain. So what happens when employees aren't satisfying that drive? They begin to use that energy elsewhere, and in much less productive ways. Bankable Leaders focus intently on their employees' development: they help them "own" their development, identify their strengths, and coach them to solve their own problems:

- **Focus on strengths and potential:** Spend the most energy developing strengths, and make weaknesses passable.
- **Coach them:** Help employees solve their own problems through listening and questioning.

Tips to Focus on Their Strengths

Understand their strengths and potential: You're probably used to focusing on what your employees *are* rather than what they *could be*. Here are some questions to unearth hidden potential:

- Do they appear to enjoy certain projects more than others?
- What kind of work do they need the least guidance from you to do?
- What have they produced that has genuinely surprised you?

Don't assume your employees know their strengths: Once you've identified employees' strengths, take a few minutes in your next one-on-one meeting to share your observations on what they're doing especially well, or describe the potential you see in them. See what they think and find out how you can help them grow their skills.

Tips to Coach Them

Hone your listening skills: To overcome the tendency to talk instead of listen, use the **LISTEN** framework:

- **L**ook them in the eye.
- **I**ntently focus on them.
- **S**peak less than 10 percent of the time.
- **T**est your understanding by paraphrasing.
- **E**xamine the person's ideas with an open mind.
- **N**ever, ever, ever interrupt.

Use the Magic Coaching Questions

1. "How can I best help you address this?"
2. "What have you tried in the past?"
3. "Imagine that overnight you've achieved your goal. What would be different?"
4. "What is in your control, and what's out of your control?"
5. "What are the alternatives for achieving this?" Think of as many as you can. Then:
6. "What are the criteria that will help you choose the best option?"
7. "What might be the best option to try first?"
8. "How do you think your behavior is impacting your ability to achieve your goal?"
9. "What will you do first?"
10. "What will be the early signals that you're on the path to success?"
11. "What is the biggest lesson you've learned from this experience?" followed by "How will you implement this lesson moving forward?"

More resources available at www.BankableLeadership.com

Dr. Tasha Eurich, Leadership Expert, Speaker, Author of *Bankable Leadership*

PO Box 100654 | Denver, Colorado, USA 80250 | +01(720)515.0203 | Tasha@tashaeurich.com | www.tashaeurich.com