

Leadership Chronicles of a Corporate Sage

SBODN

December 6, 2004

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Agenda

- **Introduction - Who's "Max"?**
- **Corporate Sage Leadership Framework**
- **Powerful coaching questions to support your clients**
- **More coaching tips to use in your work with executives & managers**

Meet “Max”!

- Max is the main character in the book -- an overwhelmed Silicon Valley executive; he's speedy, results-oriented, and overwhelmed, and he's crazed!
- Max doesn't take enough time out for himself or for his people
- Max knows he should slow down -- and balance wisdom and effectiveness -- but doesn't know how
- Max wasn't prepared for the downturn in 2001, and he's not prepared for the 2005 upturn (i.e., he's not focused on succession planning or retention)

From “Crazed to Sage”: How does Max change?

Corporate Sage Leadership Framework

- **Learner: “Go slow to go fast”**
- **Relationship Builder: “Get good at small talk”**
- **Visionary: “Craft a legacy with great people + vision”**
- **Coach: “Coach in-the-moment to build a legacy”**
- **Globalist: “Add the globe” to your repertoire**

“Go Slow to Go Fast”

Coaching Questions:

- **What gearshift (1-5) do you run at during the typical work day?**
- **What habits/skills do you want to change?**
- **What cues remind you to slow down and put conscious attention on these desired changes?**

“Get Good at Small Talk”

Coaching Questions:

- What *signature questions* could you access in informal and formal conversations?
- How well do you *balance inquiry and advocacy*?
- What is your *influence-able factor*? (on a scale of 1-10, how open are you to being influenced?)

“Craft a Legacy with Great People + Vision”

Coaching Questions:

- **What are the values you want to integrate with your team?**
- **In what ways do you take in the long view, and think strategically every day?**
- **Instead of just filling a functional gap, what type of person do you need to be your successor?**

“Coach In-the-Moment to Build a Legacy”

Coaching Questions:

- Do you slow down and put full attention on your employees when you are in a coaching conversation?**
- Do you consciously use coaches (the “blackbelts” in Six Sigma) to sustain change management programs/projects?**
- How well do you leverage hallway conversations to guide people on your team, ask how they are implementing the vision, and give them feedback?**

“Add the Globe” to your Repertoire

Coaching Questions:

- **How do you determine when to be virtual and when not to be, when working with colleagues in other locations?**
- **Do you tend to hire people who are similar to you or different from you?**
- **How do you learn about the cultural and business customs of the countries with whom you are doing business?**
- **How do you fully integrate what you learn into the way you conduct yourself and your business?**

“Corporate Sage” Scale

Reflection: Assess yourself in each role as a coach. How do you build more capacity?

■ Learner (*Go Slow to Go Fast*)

Low 1 2 3 4 5 High

■ Relationship Builder (*Get Good at Small Talk*)

1 2 3 4 5

■ Visionary (*Create a Legacy with Great People*)

1 2 3 4 5

■ Coach (*ITM Coaching to Build a Legacy*)

1 2 3 4 5

■ Globalist (*When to be Virtual and When Not*)

1 2 3 4 5

Coaching Tips for “Crazed to Sage”

- **Change is incremental; there are no quick fixes**
- **You can't expect your clients to become a sage if you aren't trying to be one, too....so get coached!**
- **Model how you slow down in your life**
- **Use ITM Coaching™ model: Rapport-Assess-Reframe**

More Coaching Tips

- **Being present and connected with your clients are most important!**
- **Refrain from just giving the answer: Teach others to fish by helping them learn *how* to problem solve**
- **When you do give advice, give impeccably timed advice**

Three Inspiring Books

- **Albom, Mitch. (1997). *Tuesdays with Morrie*. New York: Doubleday.**
- **Collins, Jim. (2001). *Good to Great*. New York: Harper Collins.**
- **Friedman, Thomas. (1999). *The Lexus and the Olive Tree*. New York: Farrar, Straus, Giroux.**

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www.corporatesage.com