

NB: the duration of the following 2 real coaching sessions was kept unusually short for exercise-purpose. The questions from the coach are in italic characters. The answers from the Thai executives coached are in normal characters, unedited. “Khun” means “Mr./Mrs.” in Thailand.

Script 1 (10mn coaching session)

(Coach) Good morning Khun T, how are you doing today?

(Khun T) Fine thanks Khun Jean-Francois, and you?

Fine, thanks a lot! What would you like to work on today?

I would like to explore how to be a good leader.

What benefits do you expect from being a good leader?

“Well... to be accepted by others”.

Could you elaborate please?

I mean recognized by others, as a role model. So that they follow and learn from me. And ultimately, I get better results.

Could you tell me about a role model in leadership for you?

Well... I think of my previous boss, “Marc A.”.

Could you describe his leadership style to me please?

“Very professional...

proactive in doing business...

very strategic and logical thinking

clear in making decisions

he is quite firm and aggressive in terms of thinking and moving forward...

he gives clear directions on how to grow the business”

Could Marc A. do anything else, to be an even better leader?

Well, let me think... No I think he is quite perfect.

I would like to propose a short exercise, Khun T: Could you rate yourself on a scale from 1 to 5 where 1 is very poor and 5 is excellent on each one of the characteristics of the leadership of your previous boss? You mentioned...

Very professional: 3

Proactive: 4

Very strategic: 3

Logical thinking: 3

Clear in making decisions: 3

Firm and aggressive in terms of thinking and moving forward: 2

Giving clear direction on how to grow the business: 2

May I challenge you? I would like you to step back and find out if there are other things that great leaders do to take the business forward. First of all, a leader leads who?

Their subordinates

What type of importance do you see in the relationship between a leader and her or his subordinates?

“They should have a good relationship with people, because people could see they are a good leader. In Thai culture, relationship is important and meaningful.

What are the benefits of relationships in tough environment?

It makes easier problem-solving.

Imagine for a moment, your business comes to a critical situation and you wish that your team comes and work at the office for 4 week-ends in a row, Saturdays and Sundays... Are they all going to come?

Some will come, but not all...

Who will come then?

The subordinates who have good relationship with me will come. Oh I see, yes, relationship is part of leadership.

What can you do to develop more relationship?

Build the trust with subordinates, be open-minded.

Let's change perspective for a while, and think about your family. Would your family members follow you more than your subordinates, in tough times?

Oh Yes.

Why?

Because I can support them and help them.

Can this inspire you for your leadership at work?

Yes, I believe that if I support and help my colleagues more, they will follow me more. They will see and value it. It will accumulate and they will work harder.

Is that good enough that they work 'harder'?

They should work smarter as well.

What could you do to make them smarter?

Coach them to think better on business.

Khun T, as we are reaching the end of this very short session, could you please summarize what you are taking-away from it?



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It has to be brain and heart together to be good leadership; I would say soft side as well as hard side.

What type of actions would you be willing to take between now and our next session to explore further on this subject?

I wish to assess how much time I take to actually support my subordinates and how effectively I do it. Also brainstorm and find ideas on how to strengthen the relationship with them.

This sounds great to me, and I want to acknowledge you for that.

May I suggest some reading for you on leadership?

Yes please.

I would suggest you buy and read "Winning" from Jack Welch, especially chapter 5 on "what leaders do". Also you could buy "from Good to Great" by Jim Collins and look at the 5 levels of leaders he describes. You can find those books at Kinokunya. Do you think you can do that?

Sure, I can buy the books tomorrow.

Khun T., what feedback do you have for me? Especially how could I help you better next time, or between now and next time?

Well, Khun Jean-Francois, this session was great, I found out the importance of relationships in leadership, and using the heart, not only the brain. It is very important, and very exciting. Thanks a lot. I feel happy.

Me too, thanks a lot Khun T. and have a great day!

Script 2 (10mn coaching session)

(Coach) Good morning Khun C, how are you doing today?

(Khun T) Fine thanks Khun Jean-Francois, and you?

Good. Thanks! Could you please update me –as usual- on the progress of your work following your decisions at our coaching session last week?

Yes, 2 main areas of progress:

- More delegation to subordinates: for example this week: I asked questions to my subordinates, why he does this and that, and I see my subordinates make some decisions by themselves; I just give them guidelines
Excellent! Congratulations! Anything else?
- Also I coached Khun Wipawan, and I would like to focus today on how to improve my effectiveness further next time in coaching her.

Great! Please let me know how your coaching session with Khun Wipawan went.

Actually quite well.

I selected some questions of interest and importance for her, and she answered. Interesting information: core-values at work, strengths and challenges at work, the changes needed, the areas for improvement; it took one hour.

What went well in the session?

The atmosphere. She talked a lot on her values; after she answered my “5 why’s” questions to me, she told me that she learnt about herself.

What was the main take away for you from that session?

I know her career objectives more, so I can plan about her career path more, and help her improve.

I know what she cares the most about at work. Therefore I can try to give assignment that is more suitable for her.

You said ‘try’; is “trying” good enough?

No, I will take action, as there are more and more assignments in my job and I need and wish to delegate more to her, and coach her along the way to help her develop her skills and motivation.

What did not go as well as you wished in the session?

I should have gone more into details about the priorities for her improvement, but I did not control time well.

How did you conclude your session?

We committed to have a one-hour coaching session every two weeks.

And next time we will discuss how to improve her skills and behaviour. I reminded her the purpose of coaching is not to improve her knowledge but mostly her behaviour. I will provide some training to her for knowledge matters.

Next time you coach her, what will you stop/start/improve doing?

- I want to talk less. I talked too much. I’ll let her talk more.
- I should also improve in terms of preparation.

Why? And what?

Because “fail to plan is plan to fail”. I should take time to think through what I need in terms of improvement, and prepare how to get this, through questioning tactics.

What specifically do you want to focus on next time?

About her skills at motivating people, because she said she does not feel good at it. I can see she can force people, but she is not good at motivating them.

How would you coach her about motivating people?

Ask her what are her role-models in terms of people-motivation. Can she do some things like her role-models do? Or ask her when was the last time she managed to



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motivate well people. Investigate the reasons why she was successful. Take the lessons from it and be ready to apply them next time she needs to motivate her people.

Then find one subject where she can motivate and brainstorm how she can do

What could be the difficulties?

May be she could be afraid to change her style.

Then what could you do?

Brainstorm with her the pros and cons of “changing style”; analyse underlying fears, clarify the benefits, and plan the best way-forward.

This sounds good enough, for you to go to the next session! We will follow-up on that, shall we?

OK

Can you please summarize the actions you want to take?

- I will brainstorm with her to find ideas to improve her motivating skills, let her choose one idea that she can try on one case; then plan how to implement it and the appropriate timing; then follow-up and ask her about the difficulties she will have met

When will you start doing this?

We have made appointment on Tuesday next week already.

What are you taking away from our coaching session today?

Some confidence to go forward; also I paid more attention to your questions and I realize they are all open questions. I will try and take the same discipline, and avoid closed questions.

Any feedback for me to help you better next time?

No, our coaching is going really well, so I have no question. Thank you very much Khun JFC

Thank you to you, Khun C; when can you send me your notes on what you take-away from this session and on your actions?

I will email to you tomorrow evening.

Thank you, Khun C., make it a great week!

Thanks again. Talk to you next week.