

Exercise: Paradigms of Successful People

- Ask the leader to identify some personal attributes that have contributed to his/her success.
- Ask them to identify some 'in spite of' behaviors.
- Take them through the 'How Successful People Get Better' self-assessment.
- Based on the results of these 3 activities have a conversation with the leader on the positive and negative attributes of successful people and how to leverage strengths in the coaching process.

More practical applications will be shared in the Master Class for those who want to use these tools in coaching leaders.

Belief #1: I am successful

Plus (+)	Minus (-)
Have an overall positive self-image; "winners" in the game of life	Consistently over-rate their performance
Have the courage to apply their ability and strengths	Have difficulty accepting validity of feedback inconsistent with self-image
Possesses "contagious confidence"	May discount opinions of people who do not match their level of success

Belief #2: I choose to succeed

Plus (+)	Minus (-)
High need for self-determination	Can be too superstitious about their choices
Do what they do because of personal commitment	Need for control may cause resistance to change
Possesses a strong sense of ownership	In their head and heart may not feel the "real me" can change

Belief #3: I will succeed

Plus (+)	Minus (-)
Do not believe that external forces control their destiny	Face the danger of over-commitment
Unflappable sense of optimism	Having to win at all cost; winning too much
Persistent even in the face of difficult odds	Can have a hard time "letting go" of failure

How Successful People Get Better

Self-Assessment

Circle the number that best describes your current behaviors:

1. **How many times in the past month have you asked for feedback on something you did?**

1	2	3	4	5
Zero	1 - 2 times	3 - 5 times	6 - 10 times	Over 10 times
2. **How many times in the past month have you asked for suggestions on how to improve something?**

1	2	3	4	5
Zero	1 - 2 times	3 - 5 times	6 - 10 times	Over 10 times
3. **How often would others say you listen well?**

1	2	3	4	5
Never	Sometimes	Frequently	Most of the Time	All the Time
4. **How frequently do you say “thank you” when others give you feedback or suggestions?**

1	2	3	4	5
Never	Sometimes	Frequently	Most of the Time	All the Time
5. **How often do you think about the costs and benefits of your actions/behavior before acting?**

1	2	3	4	5
Never	Sometimes	Frequently	Most of the Time	All the Time
6. **How often would others say you are defensive when you respond to their feedback or suggestions?**

1	2	3	4	5
All the Time	Most of the Time	Frequently	Sometimes	Never
7. **How many people would say they are actively involved in helping you improve as a leader and have been recognized for it?**

1	2	3	4	5
No One	1 - 2	3 - 5	6 - 10	Over 10
8. **How effective have you been in changing your behavior as a leader?**

1	2	3	4	5
Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Highly Effective
9. **To what extent would others describe you as following-up with them on your efforts to improve as a leader?**

1	2	3	4	5
Never	Sometimes	Frequently	Most of the Time	All the Time

Total Score: _____ (Range of scores 9 – 45)

A higher score indicates that you are effectively involving stakeholders in your leadership growth process.

Source: Marshall Goldsmith Stakeholder Centered Coaching