

## LP Coaching Exercise Worksheet

Name of Leader (Employee):

Date:

Name of Coach:

### 1-on-1 Coaching for Leadership Self-Awareness

This section provides a framework for using the Leadership Profile (LP) to facilitate self-awareness and development among your leaders. The following steps reflect suggested wording to help you guide and engage participants in generating actionable insights based on their assessment results:

1. Let's review the **goals** and **objectives** for using the LP assessment and the **philosophy** behind it.
  - Our overall goal is to develop successful leaders in our organization. One of the tools we use is a behavioral assessment called the Leadership Profile, which provides insight into personality, business reasoning abilities, and conflict management style.
  - Today's objective is to review your assessment results and help us both gain awareness of your strengths and areas for development. This session serves as a springboard for discussion and planning so that you can apply what you've learned to be even more effective on the job. How does that sound?
2. Before we go over your LP assessment results, I want to **remind** you that we all have strengths and development areas; there is no 'good' or 'bad' personality.
  - Personality is just the hard-wired 'default settings' that we are born with, which lead to impulses, knee-jerk reactions, and typical behaviors. However, self-awareness can help us interrupt our typical patterns of behavior and choose different - more effective - actions.
3. Now that we have reviewed your report, what is your **general reaction** to the results?
  - Are there any surprises? How accurate do you think the results are?
  - What would others (who know you well) think of the results?

4. What do you think is **positive** about your results?
  - How have your results been a strength for you as a leader?
  - How have your results contributed to your successes or accomplishments?

5. Based on your results, what do you think are **areas for improvement** or development?

- How have your results posed a personal challenge as a leader?
- How have your results impeded your success in the past?

6. Let's talk about **practical steps** that can turn these insights into action.

- What are 3 things you will choose to commit to doing that may help you develop and improve as a leader?
- [If applicable] There will be a follow-up in \_\_\_ weeks after this meeting.

1.

  
  
  
  
  
  
  
  
  
  

2.

  
  
  
  
  
  
  
  
  
  

3.

## Conflict-Resolution Coaching: 'Having Tough Conversations With Others'

This section provides a guide for developing the skills among your leaders to address problematic behavior with their subordinates or colleagues. The following steps reflect suggested wording to help equip participants with a model that they can use when initiating difficult conversations with others:

1. As your leadership coach, I'd like to discuss the **STAR framework**, which can help you structure difficult conversations, not only with your direct reports but also with peers and superiors. Let's try this together.
2. As a leader, think of an issue on your team or in your workplace. Start by clarifying the **key issue** and your **intention**.
  - i. What is the issue?
  - ii. What is at stake?
  - iii. What do you hope / need to accomplish?
3. Now let's walk through the **structure** for the conversation.

**S** - Describe the **SITUATION**. Be relevant and use neutral language.

e.g., "I've noticed an issue around [insert specific business challenge or problem]."

**T** - Describe the specific **TASK**. Express its impact on you, your team and/or others.

e.g., "Specifically, when you [insert behavior that occurred], what happened was [insert adverse outcomes]."

or

"When you [insert behavior that occurred], other people felt [insert adverse impact on others]."

**A** - Specify the **ACTION(S)** you want to be stopped or started. Specify the behavior change.

e.g., "Going forward, I would like you to [insert specific behavior]."

or

"The organization expects you to [insert specific behavior]."

**R** - Communicate the **RESULTS** of the employee meeting these actions.

e.g., "If you start to [insert behavior], what will happen is [insert positive outcomes]."

or

"When you [insert behavior], other people will feel [insert positive impact on others]."