

# Self-Coaching for *Leaders*

The unique and simple  
approach to living  
your personal and  
professional dreams

*Andrew Tallents*



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# R<sup>e</sup>think

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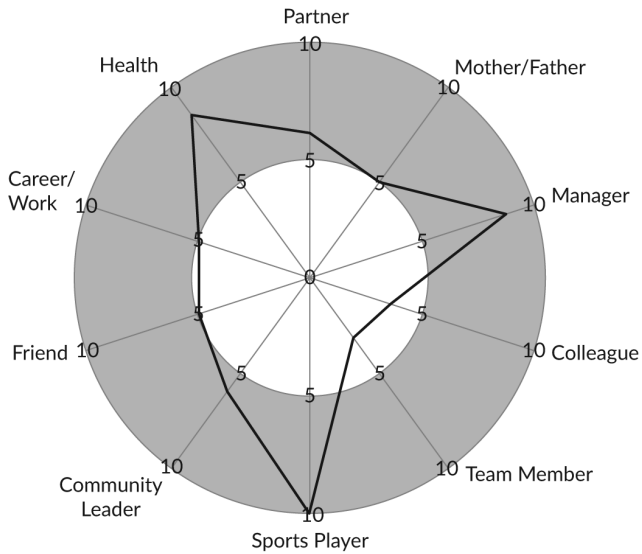


# Introduction



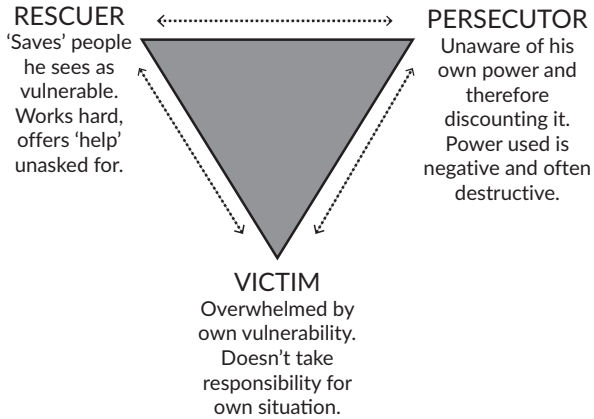
*The self-coaching cycle*

# ONE Self-Leadership



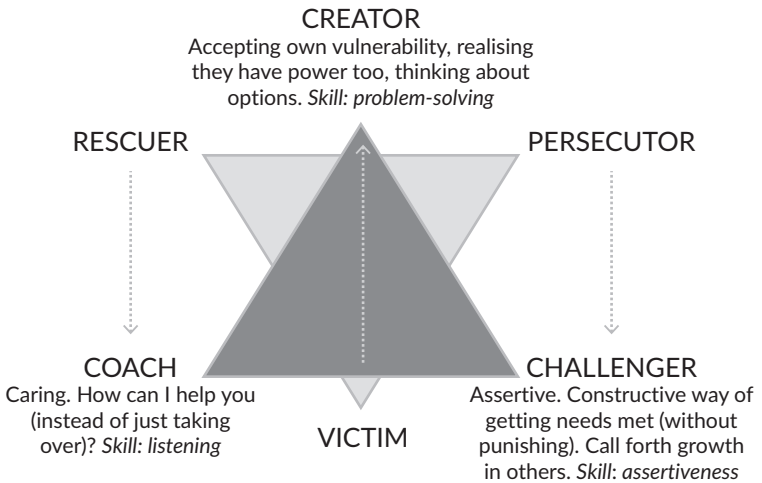
*The Wheel of Life*

*Adapted from Paul J Meyer's Wheel of Life,  
[www.pauljmeyer.com](http://www.pauljmeyer.com)*



*Karpman's Drama Triangle*

*S Karpman, 'Fairy Tales and Script Drama Analysis',  
 Transactional Analysis Bulletin 7(26), 1968*



*The Empowerment Triangle*

*Adapted from D Emerald, The Power of TED: The  
 Empowerment Dynamic (Polaris Publishing, 2015)*



## Amy's actions

*Action notes from coaching session*

*Self-leadership*

*I am prepared to lead myself.*

*I am the passenger in the relationships with my partner and Carlos.*

*The Wheel of Life taught me that I need to focus on my wellbeing and my friendships.*

*In the drama triangle I often sit in the persecutor position. I need to become more self-aware of how this damages my relationships.*

*Team dysfunctionality score is 7.*

*I contribute to this by not delegating effectively.*

*One step I can take tomorrow is to step back and listen more before acting and look for opportunities to trust more and delegate tasks.*

# TWO Who Am I?

## Amy's actions

<i>Action notes from coaching session</i>
<i>Who am I?</i>
<i>I am not the same person in all my relationships.</i>
<i>Carlos is right, I do pretend to be more senior in board meetings.</i>
<i>My DISC profiles taught me that I love being around people and I get things done. I reflect on decisions I need to make. I like to bend the rules a little.</i>
<i>My top three values are Economic, Individualistic and Political. I now understand why I make certain decisions.</i>
<i>I am going to assess my team and also ask Carlos to take the DISC &amp; Values assessment so we can understand each other better.</i>

# THREE Why Am I Here?

## Amy's actions

<i>Action notes from coaching session</i>
<i>Why am I here?</i>
<i>Top Energisers are leading people, making a difference in the world, being around family and friends, learning every day and being in charge of my own destiny. I need to make sure that I can access all of these as I develop in the COO role.</i>
<i>I am in service of my family, the Board of Fortune Industries, Carlos, my team, myself and the disadvantaged people around the world that benefit from our products. To date I have only focused on Carlos, my team and my family.</i>
<i>The legacy exercise taught me that I want to be remembered like my mother was. I want to make a difference in the world and stay close to my family.</i>

*6 sentences that describe my drawing:*

*I want to be there for my family when they need me.*

*I want to be there for my team when they need me.*

*I want to be the best version of myself every day of my life.*

*I want to make a difference in the world by helping disadvantaged families to have better lives.*

*I want to learn something new every day.*

*In five years' time I want to have choices about what I do with the rest of my life.*

*I have committed to share this vision with my family and friends and Carlos so that they can help me achieve it in the next five years.*

# FOUR Emotional Intelligence

## Amy's actions

	<i>Action notes from coaching session</i>
	<i>Emotional intelligence</i>
	<i>4 components of EI</i>
	<i>Self-awareness - 7 out of 10</i>
	<i>Self-management - 5 out of 10</i>
	<i>Social awareness - 7 out of 10</i>
	<i>Social skills - 7 out of 10</i>
	<i>6 dimensions of thought</i>
	<i>People 6</i>
	<i>Problem-solving 8</i>
	<i>Big-picture thinking 4</i>
	<i>Self-esteem 6</i>
	<i>Role &amp; purpose 7</i>
	<i>Direction in life 7</i>

*Which leadership styles did I use today?*

*It was interesting to think about this. During the day I used the pacesetter style without thinking about it as I just needed to get some things across the line. But I also used the coaching style with my team when discussing a long-term project. I need to take more time out to reflect on the styles I am using each day and become more intentional in the use of the styles.*

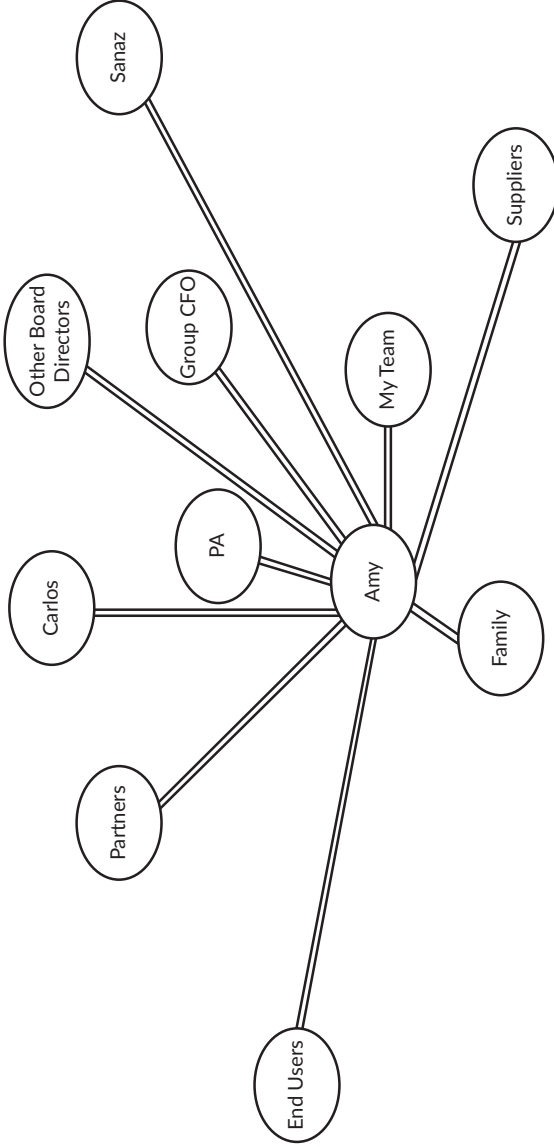
*My coach has asked me to complete the EI discovery process so that I can gain more insight into where my strengths and weaknesses are in relation to my EI.*

# FIVE What Is Essential?

## Amy's actions

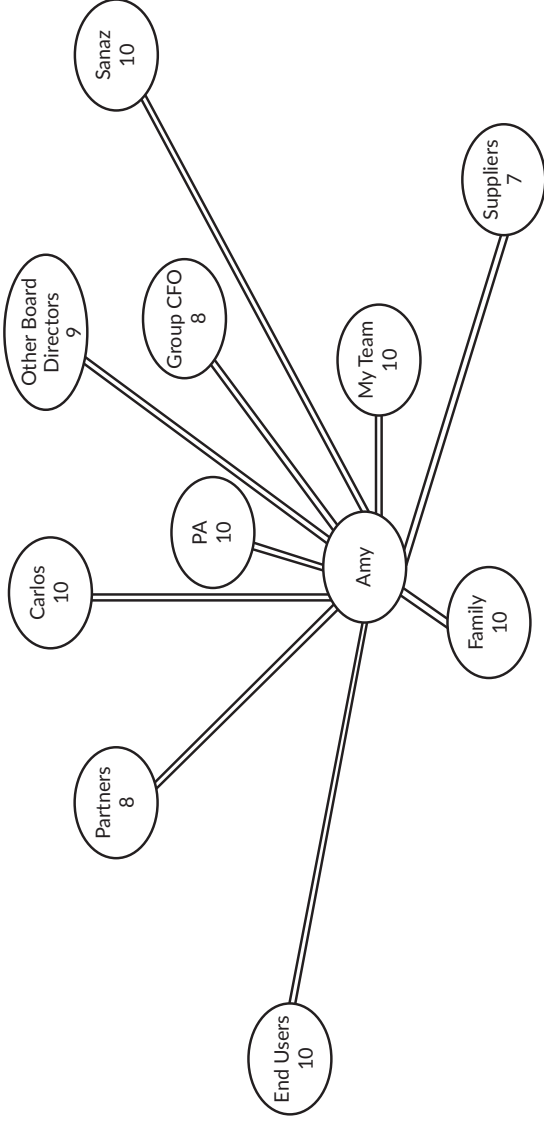
<i>Action notes from coaching session</i>
<i>Only focus on what is essential</i>
<i>Q1 To lead a fulfilling life it is essential for me to be in charge of my own destiny and to make the biggest difference in the world by leading the organisation I choose to work for.</i>
<i>Q2 Essential tasks that only I can do</i>
<i>Lead my team</i>
<i>Manage my relationship with Carlos</i>
<i>Manage my relationship with the Board</i>
<i>Look after my own wellbeing</i>
<i>Represent Fortune Industries on the global sustainable futures stage</i>
<i>Be present as a loving family member</i>
<i>Take time out to focus on reflection and strategy</i>

# six Trust

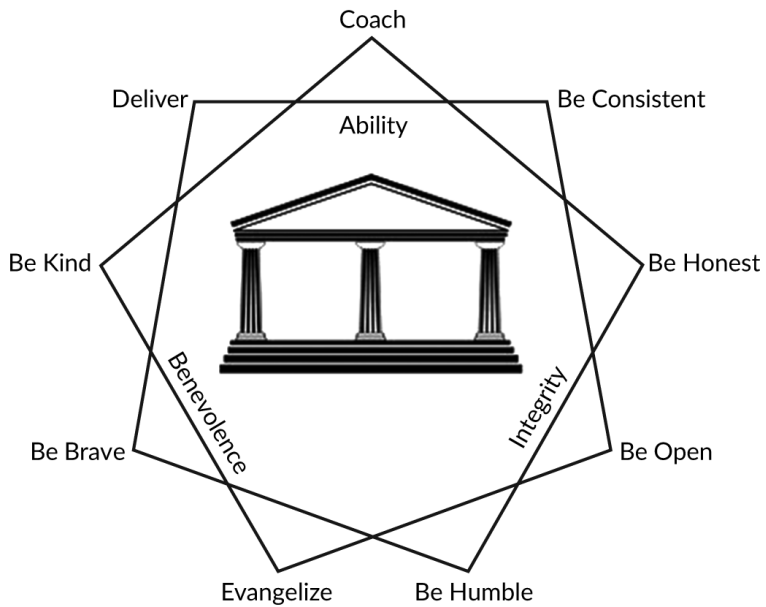


*Amy's Stakeholder Map*





*Amy's Stakeholder Map: Importance of Stakeholders*



*The Nine Habits of Trust Model*

*Adapted from J Blakey, The Trusted Executive: Nine leadership habits that inspire results, relationships and reputation (Kogan Page, 2016)*

## Amy's actions

<i>Action notes from coaching session</i>
<i>Trust</i>
<i>I am worried about the relationship with Sanaz. I don't know how much she trusts me. I am going to ask for a coffee meeting to get to know her better.</i>
<i>9 habits of trust model</i>
<i>Deliver 8</i>
<i>Coach 8</i>
<i>Be consistent 6</i>
<i>Be honest 6</i>
<i>Be open 6</i>
<i>Be humble 4</i>
<i>Evangelise 3</i>
<i>Be brave 5</i>
<i>Be kind 8</i>

# SEVEN Accountability

## Amy's actions

<i>Action notes from coaching session</i>
<i>Accountability</i>
<i>6 daily questions to ask myself:</i>
<i>Did I do my best to be available for my team today?</i>
<i>Did I do my best to manage my energy levels today?</i>
<i>Did I do my best to be kind to myself and others today?</i>
<i>Did I do my best to be happy today?</i>
<i>Did I do my best in building trust today?</i>
<i>Did I do my best in delegating tasks today?</i>

# EIGHT Creating Space

## Amy's actions

<i>Action notes from coaching session</i>
<i>Creating space</i>
<i>I can cancel five meetings in my diary which will release six hours this week. I will make sure that nothing else goes in place of those meetings and will use the extra time to just think.</i>
<i>4 types of space</i>
<i>Thinking - not enough, will do more</i>
<i>Connecting - not enough with key stakeholders</i>
<i>Doing - lots of this but not all essential tasks</i>
<i>Being - need to get better at being present</i>
<i>Time to think</i>
<i>I am going to change how we run our weekly meetings and rotate the chair. We will have more time on the agenda to think.</i>

# NINE Resilience

## Amy's actions

<i>Action notes from coaching session</i>
<i>Resilience</i>
<i>I am going to ask one of my team members to support me as I focus on building my resilience levels.</i>
<i>I tend to float between coping and breakeven most days but have noticed that I achieve breakthroughs when my energy levels are high. These tend to be highest in the mornings after I have been to the gym.</i>
<i>Resilience enablers</i>
<i>Being present-4 out of 10</i>
<i>Maximising energy levels-6 out of 10</i>
<i>Creating space and time-7 out of 10</i>
<i>Reconnecting with purpose-6 out of 10</i>

# TEN Mental Fitness

## Amy's actions

<i>Action notes from coaching session</i>
<i>Mental fitness</i>
<i>My top self-limiting beliefs are:</i>
<i>I don't deserve to progress until I over achieve.</i>
<i>I prefer people to like me than dislike me.</i>
<i>People are not interested in my opinions.</i>
<i>My deepest fears are:</i>
<i>Failure, Conflict and Loneliness</i>
<i>My top three saboteurs are:</i>
<i>Hyper-Achiever</i>
<i>Controller</i>
<i>Pleaser</i>

# ELEVEN Leading Teams

## Amy's actions

<i>Action notes from coaching session</i>
<i>Leading teams</i>
<i>Developing a coaching leadership style</i>
<i>Need to set up an away day to focus on team purpose, vision &amp; values</i>
<i>Need to ask the team to complete a Lencioni 5 dysfunctions assessment</i>
<i>Need a follow-up workshop to explore team dysfunctionality</i>
<i>Engage with a systemic team coach to help us become more aware of the system we are operating in as a team</i>



# TWELVE Coaching Culture

## Amy's actions

<i>Action notes from coaching session</i>
<i>Creating a coaching culture</i>
<i>I need to make sure I am role-modelling a coaching leadership style at all times.</i>
<i>I need to work with a professional training partner to ensure we create a robust coaching framework that we can roll out into the business.</i>
<i>I need to support my team to develop their coaching skills with their own teams.</i>
<i>I need to gain buy-in from the Board so that we can invest in the culture change programme alongside the operational transformation programme.</i>
<i>I need to coach the system.</i>

# Conclusion



*The self-coaching cycle*