

KAY GROUP ASIA
LEADERSHIP AND TEAM ADVISORY



‘I WANT TO BECOME A BETTER LEADER’

IS COACHING RIGHT FOR ME?

A KAY GROUP SERVICE

INTRODUCTION AND SELF-ASSESSMENT ON YOUR
CURRENT OPENNESS FOR COACHING AS A
DEVELOPMENT TOOL

01

What kind of coaching is right for you?

HOW COACHING DIFFERS FROM OTHER DEVELOPMENT METHODS

Coaching is the most individualized approach to development and a method that 'goes below the surface' of your conscious mind—meaning an experienced coach helps you explore your deep held beliefs and motivations, values and narratives about yourself and the world around you. The condition coaching needs, though, is an open and curious mind.

In other words, it works when you are courageous to explore some unknown and want to become a better version of yourself.

Not all coaching is created equal. It should vary to meet your needs and focus areas. With this in mind, Kay Group differentiates coaching to consider your current situation, your career stage and ambition, issues as well as challenges you want to work through.

- **ASSESSMENT COACHING**
Focus on career decisions and exploring your readiness for a first-time leadership role or bigger roles
- **DEVELOPMENTAL COACHING**
Focus on leadership mindset and competencies required to succeed in your current and future roles
- **PERFORMANCE COACHING**
Something has gone wrong. You face challenges and want to overcome them to return to performance for yourself and your team
- **EXECUTIVE | BUSINESS COACHING**
Focus on co-creation between you and the coach who is your eye-level thinking partner and sounding board

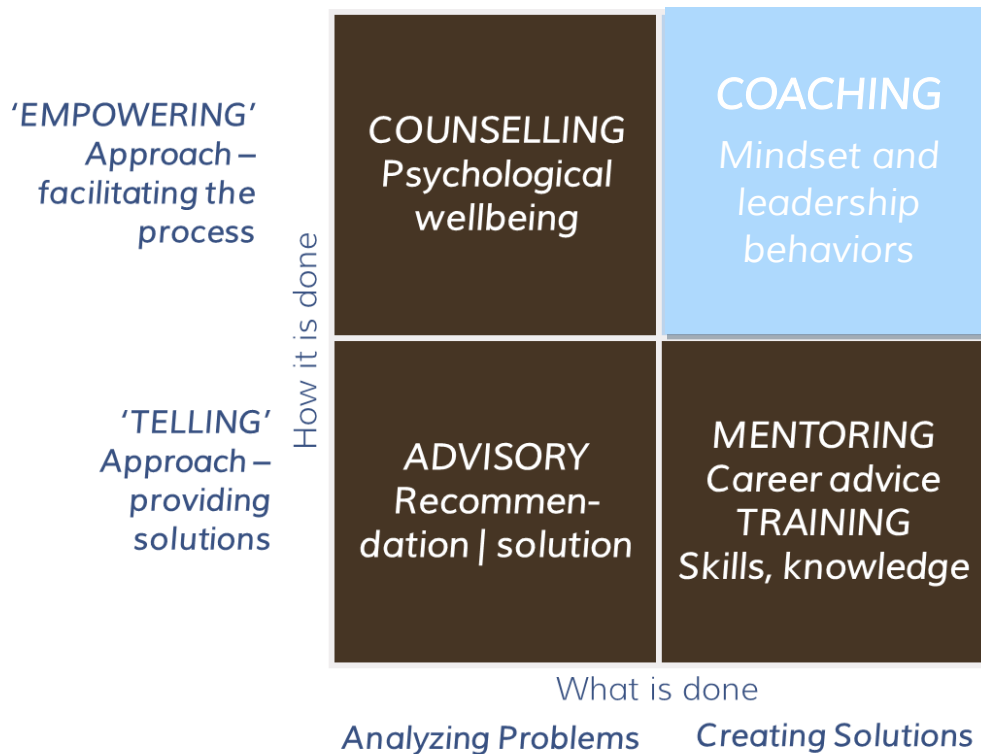
INVITATION

You can use this questionnaire to sharpen your own awareness about your current leadership behaviors related to feedback which is an indication for openness and as an invitation to start a dialogue with a coach.

02



How is coaching different?



COACHING IS EMPOWERING

Coaching is based on the assumptions that:

- The client wants to be coached and has an open mind
- The client already has a certain level of capabilities and skills
- The coach believes and trusts that the client has the capabilities to find solutions
- The coach is creating an environment where the client feels safe to think and reflect

This differs from the 'Telling' approaches, such as advisory where the experts analyze the problems and provide the solution to the client, or training, where the client is told about a subject or learns a new skill. Therefore, coaching works best in a business setting when the client can draw on some skills, knowledge and experience to uncover his/her own solutions.

COACHING IS THE ONLY METHOD TO ALLOW
BREAKTHROUGH AND MINDSET CHANGE

03

How do you lead—where do you stand right now?

QUESTIONNAIRE FOR SELF-ASSESSMENT

Questions	1	2	3	4	5
1 How many times in the past month have you asked for feedback on something you did?	Zero	1-2 times	3-5 times	6-10 times	10+ times
2 How many times in the past month have you asked for suggestions on how to improve something?	Zero	1-2 times	3-5 times	6-10 times	10+ times
3 How often would others say you listen well?	Never	Some-times	Frequently	Most of the time	All the time
4 How frequently do you say 'thank you' when other give you feedback or suggestions?	Never	Some-times	Frequently	Most of the time	All the time
5 How often do you think about the cost and benefits of your actions / behaviours before acting?	Never	Some-times	Frequently	Most of the time	All the time
6 How often would others say you are defensive when you respond to their feedback and suggestions?	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 that?	No one	1-2 people	3-5 people	6-10 people	10+ people
8 How effective have you been in changing your behaviors as a leader?	In-effective	Some-times in-effective	Somewhat effective	Effective	High effective
9 To what extent would others describe you as following-up with them on your efforts to improve as a leader?	Never	Some-times	Frequently	Most of the time	All the time
Step 1: Count your answers in each column:					
Step 2: Multiple answers by 1 to 5 in each column:					
Step 3: Sum up columns 1 to 5:					

INSTRUCTIONS

Review questions 1-9 and tick the answer that best describe you at this moment. Then count and calculate the result in the bottom rows. The result interpretations can be found in the following pages.

04

Self-Assessment Result Interpretation

SCORES 12 OR LESS

INTERPRETATION

At this moment, you don't seem to have much openness and interest in interactions and feedback from others. People around you may perceive you as someone who lives in his/her own 'world'. Your leadership style may lean toward order-and-command where you feel on-top-of things. In other words, you are in charge and know best. However, should asking and acting on feedback be important, you could consider some steps for your personal development and developmental and instructual coaching could be methods worth trying.

SUGGESTED ACTIONS

Explore with someone you trust, e.g. mentor, friend, coach

- Your motivation and interests in a leadership role, e.g. because you like the power of the role, someone asked you to take the role, you consider yourself a subject-matter-expert, etc.
- How does your leadership style resonate with the people you manage / lead?
- Do you have clarity on how the people you manage / lead actually want to be managed? E.g. they want to be left alone, they want lots of guidance, etc.
- What is your organization's preferred culture?
- How do you build trust and an environment where you feel psychologically safe to ask for feedback?
- What can you and want to change to involve others (a bit) more?

Work with someone you trust and ask that person to conduct interviews with a few stakeholders on your behalf. Discuss the feedback and take actions.

Use personality and leadership style assessments to understand how you lead and why. Recommended tests: Gallup CliftonStrengths, Hogan, Hays Leadership Styles.



SCORES 13—24

INTERPRETATION

Currently, you seem to have *limited interest in obtaining input and feedback from others. Possibly, others see you as self-contained or self-centered—depending on their perception. Should your organization and business require a team-based and empowered way of working, you may want to reflect on your understanding of managing and leading people and your interest in such.*

Competency analyses, assessments and development coaching are possible ways to support your own journey as a leader.

SUGGESTED ACTIONS

Explore with someone you trust, e.g. mentor, colleague, coach

- What is your real and deep interest in leading people?
- What is potentially holding you back (your assumptions, ideas in your mind) to ask for feedback. You can ask yourself “what’s the worst feedback I could get? Why am I not asking for it?”
- What do you need to overcome your blocks or fears asking for feedback?

Recommended a personality assessment, e.g. Hogan with special emphasis on your “Dark Side” and how that impacts the way you lead people can be a way to better understand yourself and see a fresh perspective.

Identify key development topics to become more open and engaging as a leader, e.g.

- Active listening
- Stop using defensive language
- Work through your fear of asking for feedback



MANY OF US ARE AFRAID ABOUT ASKING FOR
FEEDBACK ...
BUT WITHOUT IFEEEDBACK WE LOSE OUT ON
OPPORTUNITIES FOR GROWTH

SCORES 25—34

INTERPRETATION

You seem to have a growth mindset together with a good level of self-awareness and frequent interactions with others. You likely tend to know your strengths and weaknesses and may have a good idea how others perceive you. Coaching with an initial focus on self-reflection and exploration about your interests in leading people can be a way for your personal growth. Further, assessments and leadership coaching can allow you to build your own brand and style as a leader.

SUGGESTED ACTIONS

Ideas for self-exploration:

- Analyze the feedback you already have and select one to two behaviors you want to stop, start or do more. Let the people around you know what behaviors you plan to change and ask for their observations and further feedback.

Explore with someone you trust, e.g. mentor, peer, coach

- Select a personality test, e.g. Hogan and have a debrief with an experienced assessor to gain clarity about your personal motivations and drivers but also your “Dark Side”.
- Reflect on what’s holding you back asking for more feedback and act on it in order to become a better leader.
- For deeper self-awareness and understanding consider Gallup CliftonStrengths and dive into your talent profile. Use an experienced Gallup Strengths Coach for debriefing and development planning.

Remember: the better you know yourself, the better you will be able to find ways to make feedback actionable. Example: you believe “Fairness means everyone is treated the same.” But your staff feels not valued for contributions. You can change your behavior by acknowledging the need to praise and practice giving it.

SCORES 35 AND MORE

INTERPRETATION

You have a growth mindset together with a high level of self-awareness of your skills as a leader and how others perceive you. Given your openness and frequent interactions, coaching is the ideal method for your continued personal development. Through deep dives into your motivation, drivers and ambition, you can uncover your unique way of leading and motivating people. Use this understanding of yourself to hone your personal leadership brand and style.

SUGGESTED ACTIONS

Self-improvement ideas:

- 'Walk-the-talk' - review and use the feedback from others and identify one to two behaviors you want to stop, start or do more. Let the people around you know that you plan to change and ask for their observations and continued feedback.
- Start asking for feedforward—'What can I do more | start | stop going forward' instead of 'What have I done in the past?' Again, let people know about your desired behavior change and co-opt them for your personal improvement.

Explore with someone you trust: e.g. mentor, coach

- To fully understand yourself, consider a personality test, e.g. Hogan and have a debrief with an experienced assessor and focus on all aspects related to interacting with others.
- To hone our personal leadership style, consider using your strengths (e.g. take Gallup CliftonStrengths test) and work with a Strengths coach to craft your identity based on strengths and sculpture a brand.
- To motivate others and to build high performing teams, consider team tests, such as Belbin or PROPHET, and expand your leadership tool box.

05



SELECT ASSESSMENTS IN LINE WITH YOUR
DEVELOPMENT OBJECTIVES AND THE DEBRIEF OF
THE RESULTS ARE KEY

Assessments to accelerate leadership skill development

SELECTED ASSESSMENTS

A SNAPSHOT

Kay Group selectively deploys assessments to accelerate the development or behavior change our clients desire. Here a selection of our preferred tools.

- **PERSONALITY ASSESSMENTS:** to uncover person motivations, beliefs, ambitions, strengths
Hogan, DiSC, Gallup CliftonStrengths, Saville
- **COMPETENCY ASSESSMENTS:** to benchmark level of leadership skill mastery
Korn Ferry Leadership Architect, Hays Leadership Styles
- **LEADERSHIP POTENTIAL ASSESSMENTS:** to baseline and compare current readiness for leadership roles
Korn Ferry Assessment for Leadership Potential
- **TEAM ASSESSMENTS:** we work with two approaches. One to identify the roles someone prefers in a team and second, survey related to team maturity. (e.g. Belbin Team Roles, PROPHET)
- **360 ASSESSMENTS:** companies use different providers (e.g. GLINT) to gather feedback from staff, peers, bosses for the leader

Our recommendations:

- Invest in the debrief with an experienced assessor to get the richness of any assessments and tests.
- Build on what you already have. Many organizations conduct personality, 360, and other tests. Invite a trusted person | assessor and review the results with a fresh pair of eyes. Use your new insights as a starting point to identify improvement areas.

COACHING FOR LEADERS

For more information about Kay Group's coaching services, schedule with us or visit our website.

CONTACT

Book an appointment (video or face-to-face conversation):

Email: ann.newman@kaygroup-asia.com

Kay Group K.K.

Shiodome Shibarikyu Building, Level 21

1-2-3 Kaigan, Minato-ku

Tokyo 105-0022 | Japan

www.kaygroup-asia.com