

Team Sky

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Practical guide to performance
and leadership management

A Practical guide for vision, leadership, performance coaching and achieving fulfilling personal goals. For students, entrepreneurs, managers, leaders and sportiest.



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Team Sky is his first eBook on the subject of coaching and leadership management.

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Dear friends and colleagues. This practical leadership, management and coaching guide come to life as result of my professional involvement as business and organizational development coach.

The inspiration was fuelled by to 2 very special groups of people I had honour and pleasure to work with in the past 6 months.

First was the group of teenagers, and the second a group of young entrepreneurs starting their own business.

I dedicated this guide to the young readers. This is why I was simple and brief in writing.

I described very plainly and easy some of the tools and models inside.

Still the guide is for all people who are willing to learn and grow.

Good luck in using it.

As, this is the first draft of it, your feedback is mostly needed and welcome.

Viktor Kunovski

1. The Potential is unlimited

In order for you to realise the vastness of your own personal, or your business potential, have a look outside of your window towards the first park or tree.

It is really mind blowing, to realise that a 20 meters high oak, 5 times older than me (I am 36 as I write this) is making a shadow under the sun big as half tennis court. This, and most of the other trees on the planet, has grown from a single seed that could sit in the middle of my palm.

We, the people are like this seed.

A merger of two microscopic cells, the spermatozoid and the egg cell create us all. And what we are today?

The potential that we have for growth as human is simple unlimited. We could grow spiritually, financially and in any way we choose or desire.

Yet there is one problem to our unlimited growth. That is our miraculous ability, (or I should say inability) not to be aware and not to use our full potential.

Most of people and businesses use an average part of their energy, skills, resources time etc. Their life performances are at the lower level of the scale.

Imagine for one second what is at your disposal, and what are you loosing if you only use 20 or 50% of your potential in something?

To illustrate you this, I will invite you to do one very nice and funny

exercise:

Stand up in front of a white board turned with your back. Make sure you are on an arm distance from the board. Take a white board marker in your writing hand. Than without moving your legs, rotate your body so you face the board, and mark with the pen a line or a dot.

Now, close your eyes for a moment and imagine in your mind how you are turning and marking much more than your first initial mark. When you are ready turn and mark again.

I am certain that almost all the people that have done this exercise are experiencing the same. The first rotation is lower than the second. I call the first result average performance, and the second the improved one.

After the rotation exercise in my workshops with students or managers, I ask them:

Where in your life do you want to be?

At what level would you like to perform?

How much do you want to use and live your life, at 20, 30, 50 or 100%?

In our lives most of the people and businesses are average performers, using just a fraction of the potential that they have.

Mostly this low performance has nothing to do with how well we are educated, or know about a particular subject. I have seen highly educated and trained teams. I have seen teams with MBA's and PHD's who are performing lower than a high school team. In many occasions I have been a part of a highly educated teams that are delivering ridiculous results.

So what stops people and teams to perform at their best?

The answers on this question are many. From people being lazy, depressed, afraid of success, to having no meaning, vision and focus in life.

My intention with this guide is not to write about why people perform badly. It is to assist you in actually improving whatever you do in life right now and prepare and take you to a place where you will be able to say to your self:

This is it, I am living my dream

Let me just say, that unless you are prepared to take concrete and continuous action in your every day life towards reaching your goals and towards the moment of living your dream, you should put this guide on the side and never ever open it again.

2. Vision

I will begin this journey from a place of your highest potential. The magnificent place of the grown up oak tree. This is what you and all of us could become.

We could shine like stars for the rest of our lives.

First and very important is to discover where that place is for us. Cause this place is different for different people and businesses.

So...

What is a vision?

Vision is the biggest and the highest goal in a life of a person or an organization.

The vision is an ideal model of how could we be, and a motivational and guiding star in our lives.

It contains the maximum potential that we can reach in our lives.

Why do we need vision in our lives?

The vision is the anchor of the focus in our lives. Like a boat without an anchor, people and businesses without vision are getting lost.

It focuses towards where are we going in our lives. The vision paves the path, which we are about to follow, educate our selves, work and create.

We need vision in order to concentrate our creative energy towards fulfilling our goals in life.

The vision brings meaning and colour in our lives.

We need vision in order to live fully, not just part time.

The vision has the quality of a GOAL. When we don't have a purpose in life it's normal to feel lost, un-focused and to throw the energy on many sides without concrete aim. Without a vision in life, we could not be fulfilled in long terms. Without it we also achieve minimised personal and professional results.

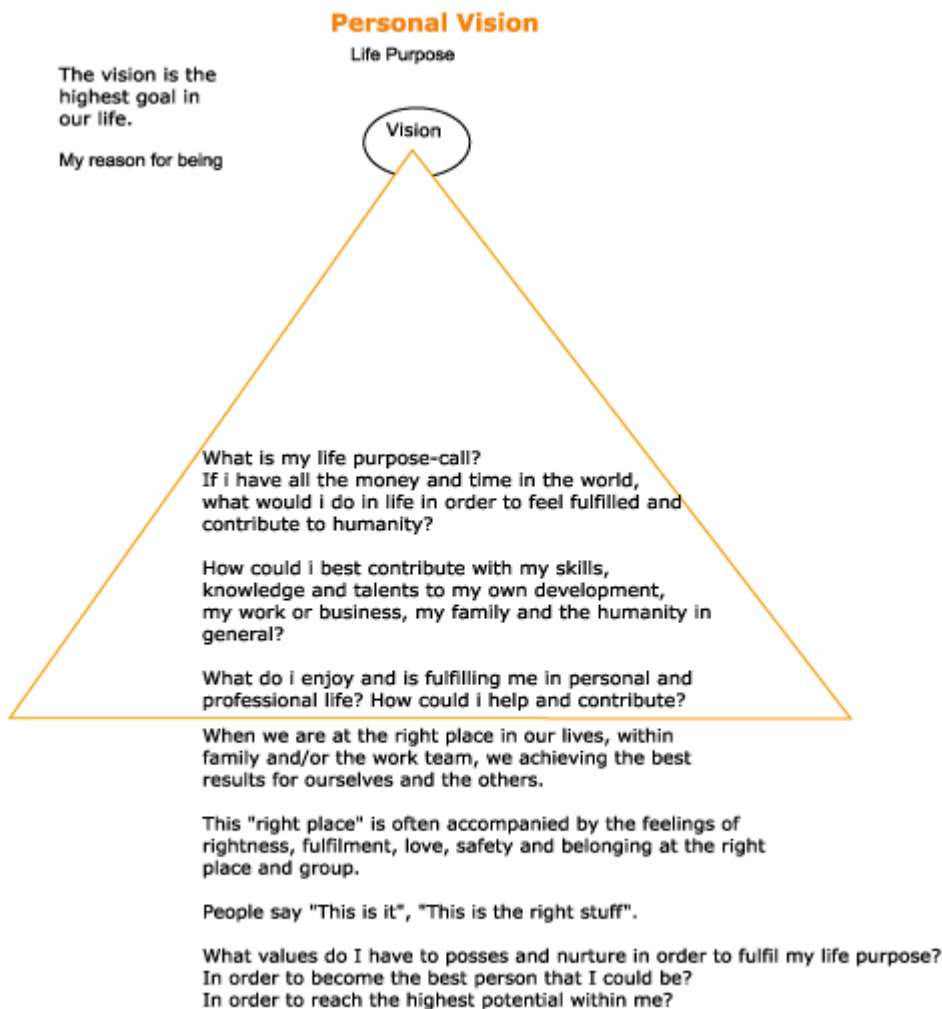
Most people and new businesses fail as a lack of vision. They concentrate on quick gains and on short-term goals. This instant philosophy is not fulfilling and sustainable on long way.

There is a saying that "Without vision we'll perish"

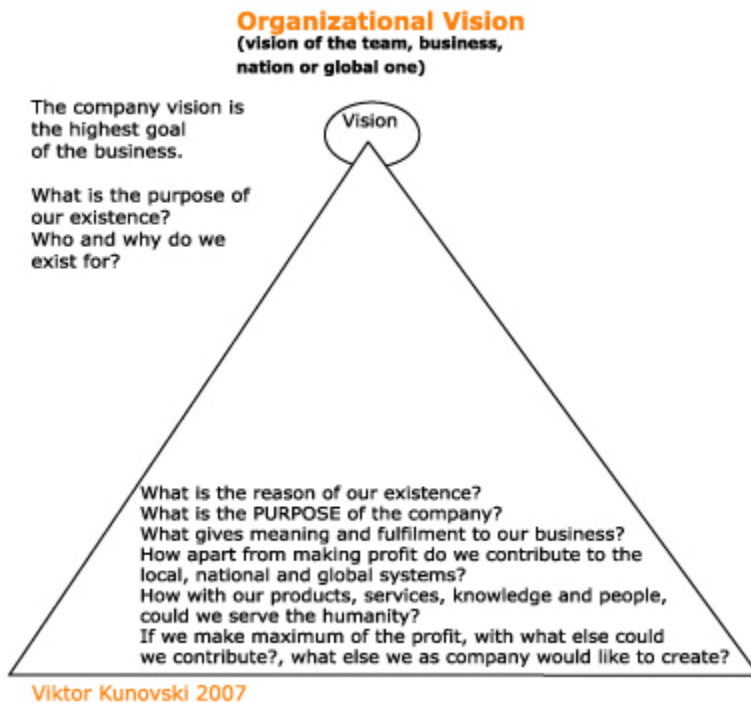
How to create your vision in life?

Step 1

Ask your selves and answer the questions from the first triangle (life purpose).
For organizations (use the second triangle) this process is slightly longer as it involves both managerial and employee level participation. Companies should use organizational coach for this purpose.



Written by Viktor Kunovski 2007



Be aware, you have to feel your vision from within, with your heart. Your vision, if right, will have a quality of fulfilling and joyful feeling.

When the vision is right for us, people say in moments like this: "This is it, this is for me/us". And you will know it without a doubt.

If fulfilment is not accompanying your vision perhaps you need to be more persistent and patient in the answer from your heart.

Your life vision is not a mental-intellectual process, and it should not come from your brain.

The feeling could not come from the head any way. In the process of discovering your vision, you need to learn to trust your emotional intelligence, or the "path with the heart".

The vision is like a call from the soul, from within. It will inspire you and fill you with energy and joy.

There is not a single person in the world that could not recognise this feeling. The only thing we have to do is to persistently ask ourselves the vision questions and to listen for the answers within. The answers to these questions will inevitably come.

For some of us it will take more, for others less time to get the answer. With time the vision will become clear and clear.

Once you get the feeling start working on fulfilling your vision.

Additional questions for creating the vision

In addition to the questions from the first triangle, you could ask your self this ones too:

Where do I want to be in 25 years?

What would I like to do then, that will fulfil me, engage my creativity and make me useful and contributing for the systems that surround me (family, friends, colleagues, the wider society, my country and the planet?)

How, with my unique talents could I contribute to richness in my personal and professional life, society and life on the planet?

Step2

What to do, action steps in order to reach the vision and the full potential of a person or organization?

To begin with, all you have to do is to focus your attention towards your hart and ask the questions.

The emotional intelligence of our hart has superior natural intelligence. Once you have the sign of your vision from your hart, start working on it. By working on your vision, you are working on the fulfilling of your potential and life purpose. There is no bigger enjoyment in life, but to work on what fulfils us the most.

Remember, if you are not fulfilled with what you are doing in life, perhaps you are not walking the path of your hart, no matter weather you are having excellent financial results.

Personal fulfilment is precondition to success.

Anthony Robins, one of the most commercial coaches in the world says:

"Success without fulfilment is failure".

Step 3

Action plan

Start your action plan that will take you towards your fulfilment and life purpose, by asking your self:

Where do I/we want to be in 25 years from now? Personally and professionally?

What would I be doing then, that will fulfil me?

How with my creativity I can contribute to the systems around me?

What lies at the hart of my being?

What lies at the hart of my/our work?

Take a pen and paper and start writing the answers on these questions as well.

What is most important to you? Is that your family, health, profession, friends etc?

Where do you want to be internally in your life?

What are the most important things for you in life?

No one could know the answers on these questions but you, no one.

Do not worry if you do not know in an instant where you would like to be in 25 years from now.

The whole process of visioning and achieving your life goals could be illustrated as below.



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Be aware, your vision is the guide, and your medium and short-term goals must be in line with the vision. This is the only way to create continuous focus in our lives. One of the biggest causes of failure in life and business is the broken focus. People are often making the same mistake over and over again, by focusing on short-term results, and forgetting the bigger picture.

Step 4

Telescoping

As the old telescopes used to be open in order to have closer picture of what is far in front of our eyes, the same way we could work with vision and make it closer to us. Having the vision in mind as the highest goal, and where you want to see your self in

25 years from now, ask your self:

Where do I want to be in 5 years time from now in order to reach my vision?

Write down your concrete list of goals that you want to achieve by 5 years from now.

What will you learn, complete, and build by then?

Which people do you need to surround you in your life by then in order to help you and support you reaching you vision?

Remember, always be guided by what fulfils you internally. If you work the job that you are destined and fulfils you, you'll always have long term satisfaction, including the financial one.

Organizations and businesses could use these questions:

What will we as business produce, export by then, that will empower, strengthen and fulfil us?

What services will we offer?

Who will be your clients, partners?

What markets will you be present?

What will be the number of your employees, offices, and production sites?

Be ambitious and also realistic (also read the phase II of the coaching process- REALITY) in you projections for your place 5 years from now. Organizations must take care about their profits, yet at the same time they must be beneficial for its consumers and the environment too. (See also: Quality of vision, win-win-win).

Step 5

narrowing and sharpening the focus

In order to achieve your life purpose (your life long vision), and your 5-year plan,

what do you need to do in this year?

What are your yearly goals that will bring you closer to fulfilling your 5 years ambitions and ultimately your vision?

Write the list of your yearly goals. Put at least 5-7 yearly goals. Once you complete this, look at your list once again and chose the priorities.

The first things on the list are your immediate goals on which you need to focus and work right now.

The rest of your yearly goals will come first on your list, once you complete the

immediate ones first.

Step 6

Coaching

If you are self-motivated and disciplined person, you could work on your goals on your own if you use the basic coaching principles given in this guidebook. Yet, the best coaching comes if an independent, impartial and professional coach supports you. You could contact Victor on ++38970 956 977 or via e-mail: viktor@skyisthelimit.org

The coaching model I mostly use is called **GROW (Goal, Reality, Options, Will model)**, described by John Whitmore, have four main steps:
Other authors are using other models very close and similar to this model. For the simplicity I have chosen this very simple basic tool.

I . Choosing the GOAL

I I . Assessing and evaluating the reality of your current goal

I I I . Discovering the options that will take you to the goal

I I I I . Will- Action plan and next steps

I. The Goal

Choose the most important option from your list in step 5.

Make this option, your current goal. Write down this goal. Make it clear as much as possible.

What will be the end result of this goal?

How it will look once completed?

How much time you will give your selves in order to complete it fully?

Be very specific about the time, the start and the end. Be realistic in allocating the time per goal.

If you give your selves a bigger bite than you could choose, perhaps you will have to extend your allocated time or minimise the goal you want to achieve. Always use pen and paper to write your answers.

Try to imagine and create a vivid picture in your fantasy about how the completed goal would look like.

I I. Reality

Answer these questions:

What is the present situation?

What have you done so far in order to accomplish this goal?

What results do you have from the actions taken and completed so far?

If you haven't done anything so far, answer nothing.

People often create ambitious goals. There is nothing wrong in the ambition. Yet it is often not very realistic either. That is why, before we start working on something we should check how realistic our goals are.

Example:

The recently appointed new manager of the sale team in a car shop has set an ambitious goal for him and his team. "**To sale 500 new vehicles in the last quarter (Q) of the year**".

When asked a reality question: **how was the sale of vehicles in the past 4 quarters?** the statistic created the reality of the new goal.

In Q4 a year ago, the sale was 468, In Q1 the sale was 457, in Q2 the sale was 443 and in Q3 the sale was 460.

Upon becoming aware of this data, the team have decided to lower the current goal for 5%, to very good 475 vehicles for the quarter.

The importance of establishing realistic goals is paramount.

Unrealistic goals easily create big expectations, and lots of additional invested energy, which when not fulfilled brings disappointments and feelings of un-achievement. This tension is also very stressful for the working people and teams.

That is why, sometimes is wise to lower the ambitious goal, rather than have and an unrealistic optimistic goal.

Young managers and entrepreneurs, who by nature are passionate, energetic and impatient to see their ideas materialise, should pay much attention to the reality of their current goals, especially the new start up businesses, who need to be aware that from the day of opening, till the day of money making, it is normally to invest 18 to 36 months.

Perhaps our wise ancestors, knowing this facts have said that:

"Rome was not build in a day"

I I I. Options

What do you have to do in order to reach this current goal?

what are all your options that come to your mind?

Write them all. Before you complete the list ask your self:

What else could I do in order to reach and complete this goal?

Now check the list of options that you have created. If there is an option for which you think it's unreal or you have doubts like:

I/we don't have enough money to complete this, or

I/we don't have enough time to complete this, ask your self this imaginary question:

What would I do if I have the money and the time?

I I I I. Action

Look at the list of all your options now.

Put your attention for one moment on your hart area. Concentrate on the feeling within and trust it. Your hart knows better than your brain what is your next best step. Ask you self these questions:

What action will I take firs in order to reach my current goal?

When will I start with the actions? When will I finish? Be specific about your dates.

Who needs to know about these actions in order to support me and measure my progress?

Who could and will support me?

These questions are very important, as we all need support and partners while

working on projects.

Complete the process with other options from your list in step 5.

You could use the above coaching principles in all aspects of your life, with all kind of goals important to you.

Few more words about the action taking:

Unless you take direct, consistent actions towards the achievement of your current goals and in line with your life vision, your chances for fulfilled success in life are left to bare minimum.

Taking consistent actions is paramount. It is not so important to do the things always right, but it is important to put the things in motion.

Support and inspiration

To start a journey of goals towards your life purpose, you need all the support in your life. From people and resources, to pictures, music and words of inspiration. Find what empowers you, what inspires and supports you and have it close to you. Use it as support and empowering fuel.

Books that could assist you:

Celestine Prophecy, James Redfield

Practical Guide to Celestine prophecy, from the same author.

Coaching for Performances, John Whitmore.

The inner Game of Tennis, Timothy Gallwey

The inner game of work, the same author.

Your life as art, Robert Fritz

Liberating the corporate soul, Richard Barrett

The little Prince, Antuan Exipéri

The Alchemist, Paulo Coelho

The writings of **Deepak Chopra** on the " **seven spiritual laws for success**".

sentences of inspiration:

This are some of mine supporting sentences:

I am gona shine like a star, till my hart stops...Mary J. Blidge

...being the one, is like being in love...The oracle talking to Neo. MATRIX

You must surround your self with things that give you great pleasure and peace. This are the items of the "Path with heart" Don Huan, from the books of Carlos Castaneda

"Perform daily the best you can, and over time you'll become the best you can be".

3. The feeling on the path with the hart

I have mentioned the feeling with the hart several times.

As I think that the description of this feeling is very personal mater and different people have it in different ways and occasions, do not take my description as the right one. I offer it as illustration.

I call the place where this feeling is coming from, "Our inner radar", and for me this is the chest and the hart area. Sometimes this feeling of love, rightness, correctness, "this is it" is overwhelming and I feel it in the rest of my body.

It comes from within, from the hart. And it has centeredness that often it's felt when one person is in the right place within family, or work, or society, or nature.

Sometimes when I am about to decide what next in life, I put my attention on my hart area and ask questions like:

What do I do here?

Where is my next step?

What should I do?

Sometimes when I face two choices I also do this.

So, I think it's very simple. This feeling is universal right for all of us to have, feel and enjoy. There is not a single person on this planet that will not get an answer from the hart. All we need to do is to ask our inner radar: Questions are plentiful, and you could create them so they empower you.

I will mention several again:

What is my life purpose?

How could I contribute to the humanity in the best way?

What makes me happy and fulfilled professionally? Etc.

4. Quality of a vision

“win-win-win”

What is win-win-win vision?

In the creating of your personal and organizational vision, key attention should be given to the 3 win qualities:

The first win is connected to you personally. It is indirectly connected to the family and organization or the business you are in.

This win is about care and love for one self, and has nothing to do with the selfishness of a man who thinks of himself only, and does not care of others.

The care for your self must be in-line with your highest values, needs, desire and interest.

No matter whether you are earning money and have status in society, if you are doing or working something that does not fulfill you, perhaps you need to check whether your heart is in the right place (work that you are doing, people you are with). You could look on this situation as walking on the side road, not the destined one for you. Fulfillment is connected to your health and immunity as well. You must care for your health first in order to achieve what you want.

This win is also about your family life. If you are professionally successful, but your health is at risk by your work, or your family or relationship with friends and family is suffering as a result of your professional success, then again something is not quite balanced with your life and this first condition that is so important for long-term success.

When creating your vision and your first win, ask yourselves:

What is most important in my life?

Nobody, nobody except you has a better answer than you on this question. Not your loving mother, father, your best friend, no one but you. No one could know what is the

path with heart for you.

What fulfils me the most?

What is touching my heart?

What am I enjoying working?

What attracts me passionately in life? Etc.

The second win is connected with the people that surround you and the systems in which they all belong.

This is about care, respect and love for the other, the brother, the neighbour in biblical words.

This win is about our colleagues, employers or employees, customers, clients etc. The care for others is directly connected with the first win and the care for one self. The first win is inseparable from the second win.

All those people who think, or believe that they could build his/their own happiness on the back of others suffering and unhappiness are making a catastrophically mistake.

This happiness is not possible in long terms.

In long terms if you are not satisfying this second win factor, you'll constantly have personal and professional un-fulfilment.

You could not reach fulfilment if you are creating somebody else's un-fulfilment and misery.

If you hurt your friend, you manipulate your client, you blame your employee and his needs are ignored as expense of your satisfaction, you are again risking a lot and losing in long term.

When creating the second win in your life ask your self these questions:

How could I help the other (friend, client, business partner, etc.)?

What do they need? What does he/she need?

What will be useful for my clients, business partner, and colleagues?

Carrying for other people, and satisfying their needs in honest and sincere way is a grant for long-term cooperation. This is a guaranty for business success. Of course this relationship needs to have balance of give and take among partners.

The third win is the love for the environment, the nature and the planet with all the living things.

We as society have often failed to think and care for this third win on the expense of profits that we have been making in business, and in worst cases while going in

unilateral wars.

It might come time where we won't be able to have place on the planet to enjoy and spend our profits, because of neglecting of this third win.

If we don't take immediate personal and global actions and responsibility about this win, we might fail all together.

Questions:

What fulfils me in nature and how could I nurture it long term?

How could we be sustainable in the business and environment long term?

Whenever we create vision for our selves, and for our businesses we must ask this questions. We need to check how we are doing on our win-win-win strategy. This strategy empowers people, strengthens bonds in teams, families, organizations and between nations. This is a step towards fulfilment and sustainable development in our lives.

Books that could assist you, support and inspire:

The art of love, by **Erich From**

Liberating the corporate soul by **Richard Barret**

Love's hidden symmetry, by **Bert Hellinger with Gunthard Weber and Hunter Beaumont**

5. Global and Local visions "Think globally act locally"

By global vision or strategy I mean, a vision that needs to unite the people on our planet under one common roof-goal.

By local vision I mean a vision that is in line with the global vision, created and implemented by local leaders and their people.

The local visions are like global vision in a small package. The local visions must follow the aims of the global vision. This is crucial aspect by which the global goals are implemented on a local level.

The global vision needs to define the ideal goals and the actions by which all the people on this planet would like to live in the 21 century. This global vision is our societies highest purpose. The global vision must be inclusive of the interests of all

the people and nations on the planet equally, their human rights, social, health and ecological needs.

The same is right for the local visions. The only difference is that their scope and implementation will be on a local level.

The global vision must be joint-planetary and acceptable for all the nations and citizens equally, no matter how big they and their economies are.

The global vision must be responsible and in line with the long term sustainable development to all its citizens, and the planet itself.

On a global level, at present, the roots of such a vision could be recognised in the vision created by the United Nations (UN) and the programme of the Millennium Development Goals (MDG).

Also there are many companies that are already thinking win-win-win. Yet, unification of all this visions and attempts need to be more concrete and supported globally and politically too.

It is my opinion that at present moment from the political and economical aspect, there is not a serious, unifying, joint planetary vision, neither leaders unifiers that have a sense and hart feeling for such a serious global issue.

The leadership capacities of the most powerful and influential nations on the planet (with some very serious exceptions that are encouraging) at present are hardly unifying, opposite to empowering inclusive leadership, not visionary, not ecological, anti planetary and unsustainable in long run.

The good and encouraging thing is that there is a huge feeling and need among many people on the planet for such a vision and readiness for this responsibility to be taken and implemented.

Global joint responsibility

The global and the local visions depend and are responsibility of all of us.

Politicians, governments, influential business leaders, have no vote for that, no capacity, no power, and no resources for:

1) Creating alone the local or global vision

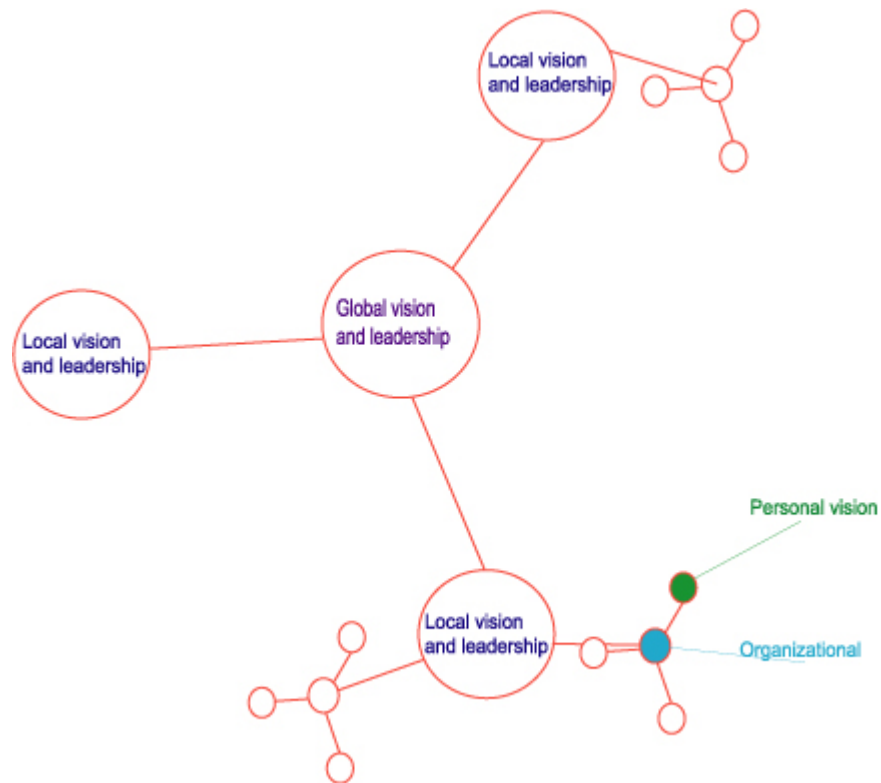
2) Implement the vision they have created

That is simply impossible. Global and local changes and development depend on all of us together, and is not reasonable to expect just from the people who are in charge of certain institutions to be responsible for the implementations of the goals that are important to all of us.

As example I will point the cleaning of a larger city from garbage.

Despite the cleaning authority, long-term sustainable cleanliness could not be implemented without the support and responsibility of the local people. Their involvement is necessary.

Same is the issue of air pollution by CO₂. Big polluters have big responsibility that is within their domain, but the smaller polluters are responsible too, like most of us as individual drivers for example.



Creating the local and global visions

What kind of leaders needs to lead the humanity in the 21st century? With what values should they lead?

What is your opinion; do the current global leaders, your country and your local community posses a sustainable vision for development?

What is the vision that you imagine is sustainable in long term, and win-win-win for your family, country and all the people on the planet?

What local and global vision will make you fulfilled and will bring love in your hart?

How ideally do you want to see the people in your city, country and the planet in 25 years from now?

All these are questions that we all have to come back and answer again and again. Once you get a picture about the environment you would like to live in, treat it as your goal.

Ask your self these questions:

What have I/we done so far in order to create the local and global vision?

What have we done to implement this vision?

Continue by asking your self:

What do we have to in order to implement this vision? And what else?

At the end, make an action plan, and start working on it.

What will you start doing first in order to improve local/global vision?

When will I start and when finish?

Who else needs to know and be involved in it?

“TAKE ACTION NOW”

6. Leaders and leadership

The roots of the world leader are from the Anglo-Saxon verb *laedere*, and means people in transition.

What is a leader?

The definition for leader is not unique, shortly it is:

The leader is the one who guides and supports the people towards their goals in life. He/she empowers them to reach their most fulfilling results in life.

Slightly lengthier definition would we be:

The successful leaders are the one, who’s emotional and intellectual energy is concentrated towards guiding people, not ruling them.

The ideal leader creates atmosphere of trust, support and safety around him/her self.

She/He is creative visionaries and leader who guides and supports people on the way that leads them towards their highest goals in life.

Who could be a leader?

Each one of us, within, posses the capacity to become a leader.

With some of us this capacity is more present, yet there is no exclusivity to leadership.

Some of us have the capacity, yet don't fully use it.

Trough personal development work and education, we could all improve our leadership values and qualities.

The leader within us is constantly developed. This is a life long process for most.

How to become better leader and improve leadership values and skills?

The first step towards becoming a leader is the sincere hart felt desire to lead people and contribute honestly and sincerely to better life on the planet.

If this desire is not heartfelt and is not sincerely orientated towards humanity, but is result of personal interest, desire for power and money, the leader and his leadership policies are not sustainable on long terms.

The lack of support from the people is an example of such leadership. People do not fallow this kind of leaders, they fear them rather than support them. The difference is huge.

The next step is to identify the values and the qualities of a good leader.

Ask your self these questions:

Which person that you know or a person from the history is a good example of a leader to you?

The example does not need to be a politician or a general in the army. That could be an ordinary person, a friend you know, teacher, sportsman etc.

What values, qualities, and skills do this person posses?

How does he/she manifest the leadership?

Write down all the values, skills that you feel are relevant for a good leadership. To assist you, I will give you the list that come out of the group of managers, when this questions were asked:

honesty, sincerity, love towards humanity, energy, passion, goodness, integrity, decision making, optimism, believe, courageous, respect for others, communicative, organizing skills, visionary, fitness, clear mindedness, wisdom.

How to improve the leader within?

Have a look at the above list of values.

Do add some that you are feeling are missing.

Now, in front of you, you have a list of most of values an excellent leader should possess.

Ask your self this questions:

In order to become/develop into more inspiring and useful leader for the people/the team/the business/the nation that I run, which from the above values do I need to improve and/or develop within?

Listen to the voice within, and choose one from the above values.

Make the development of this value your personal goal at the present that would take you closer to fulfilling your vision/purpose in life.

You could use the coaching principles and questions mentioned before.

In addition, use the following questions:

Who do I know, posses this value in abundance?

How does he/she have this value developed?

How does he/she manifest in day-to-day life this value?

How and where has it learned this value/skill/quality?

What could I do to develop it within me?

How could I learn it my self?

You could try to copy the person who has this value, by simply doing the same acts and methods

that they have. Nothing wrong with copying the best in others.

Leaders create Solutions, not problems

Leaders and managers need to create goals and solutions, not problems

Turn your problems into solutions and inspirational goals

Real life Example1:

On the TV, I was listening the speech of a young manager, and I almost started crying as a result of his passive and hopeless way of talking about his business problem.

In his description of the current issue/problem, he did not offer a single solution, nor he asks for direct help. From an action plan there was no sign at all. I felt sad and depressed listening to this man.

Shortly his complains were:

...we have no help from the government in order to find cheap steel to make our cheap boilers...

In this way, his discussion was tiredly focussed on what was missing, on the problem, not on the solution. He was telling what they are lacking, without offering a solution for the future.

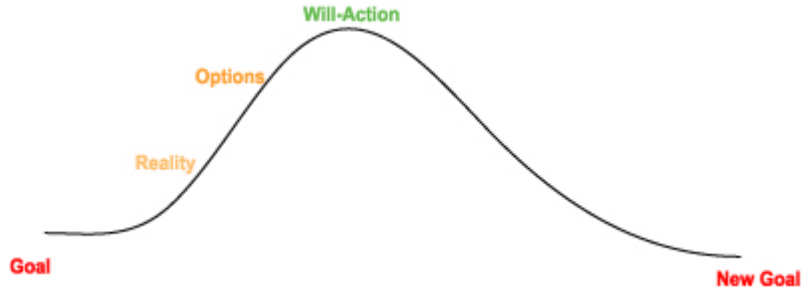
This is a passive, secondary and often depressive approach to managing life and business in general. This managerial style leads towards lowered organizational energy, minimised productivity, profitability, and creativity...

This kind of management pays very high price. Organisations loose motivation, creativity and action are slow process, often lost completely. Lets not mention the financial losses.

If we observe the process of creativity and action as a hill that we have to climb, with 4 main stages (GOAL, REALITY, OPTION AND WILL) the above described managerial style stops the (action) movement somewhere at the phase of preparation.

(Between Reality and Options in this case). There is no active expression.

Imagine what happens with all this unexpressed energy. Where does it go?



If we take the coaching approach and start creating positively focused questions, that will lead us towards the solutions of certain issue, the situation is becoming simple, promotes action and offers concreteness.

What is the benefit if we know the unfavourable reality, and we are not looking for a step forward towards the solution of our problems? Frustration, loss of energy, impatience, powerlessness...

In situations similar to the above, these questions might help (they will change the focus, turn the energy from passive into creative and goal orientated):

What do I need? This question will determine the primary need. This will then become the current goal.

In this case the primary need could be put in the question:

How could we find and buy quality and cheaper steel?

Follow by:

What have we done so far in order to find the steel we need? (Reality Question, RQ)

What results have we produced in our search for the steel so far? (RQ)

What else do we have to do in order to find the steel we need? (Option Q)

What are our options in order to find the steel we need? And what else could we do? (OQ)

Who, when and how will be in charge to find the steel we need, and to complete this goal? (Will Q)

The coaching process is followed by creating the list of Options and choosing concrete actions that lead towards the solution.

Remember: Goal, Reality, Options and Will (action)

Real life Example 2:

On a regular Monday meeting held by the CEO of a Hotel in Macedonia and his 5 key managers.

The topic was how to attract 250 guests for the New Year celebration night? The meeting was taking place 6 days before the celebration.

The hotel is quite established business with 25 years tradition and new young entrepreneurial management in the last 5 years. They are experienced and known as good organisers of such entertainment nights.

So far they have done some small local marketing regarding the NY celebration and had 80 reservations so far.

Their offer was 10-15% higher from the competitors in the area. On the other hand they were uniquely placed in the area (mountain lake resort).

Lily, manager and coordinator in the Hotel, in charge of the marketing for the night, started to tell us why she thinks that the chances to reach the wanted goal are very small.

She mentioned competition, higher prices, short time for preparation etc.

As I was listening I felt how her speech is making me tired.

If I didn't stop her monologue she was going to continue for sure.

Then I said:

- Lily, I can live you to talk about your problems for hours, but we are not going anywhere like this.

I turned and asked the group:

What do we have to do in these 6 days in order to reach our Goal?

3 priorities immediately emerged.

We assigned people to be responsible for implementing each action.

Action was taken and completed the same day. On the NY eve the hotel had over 220 bookings.

Remember: Create goals and solutions, not problems and use focusing questions:

Practical example:

Choose an issue, a problem that you have within your business or life.

Write it down on a paper. Now look at your problem and ask your self:

What would be the ideal solution to this problem? How do I want it to be ideally? (Goal Question)

The answer on this question will create your current goal. Than continue:

What could I do now in order to reach this Goal? (OQ)

What is happening right now? What have I/we done so far in order to reach the current Goal? (RQ)

What else could I do? What else I have to do to reach the Goal? (OQ)

What do I get and what do I loose if I don't do it? (RQ)

When will I take concrete action towards my Goal? (WQ)

Be creative and create motivational, inspirational, empowering questions that will challenge you, stimulate and put you and your team in passionate action driven mood.

This is how your travel towards your short, medium and long-term goals will be much more fun, easy and fulfilling.

7. The importance of the language and the words we use in the leadership / coaching process

language and the words have extreme importance in the leadership and the coaching process.

It is the language and the words that are holding the focus and guiding us towards our goals and objectives.

If I posed a question: "**how could we do the work without a single error?**"

I have set my self and the team I lead, a trap. The trap is the last four words, **without a single error.**

If you are wondering why, it is because the focus of this sentence is towards the

“without single error” words.

Do you remember a situation when your parents would say to you: be careful about the glass on the table, and than you are breaking the glass any way?

Apart from the focus, the words hold lots of energy with them.

Coaches and leaders have to infuse their questions with superlatives and passion. Creative, empowering, superlatives fused question will ask all this energies from the coached people. It could save lots of money and generate much more added value. Sometimes, especially at the beginning of a big project or task it could be of crucial importance to sit and simply create the best possible question as this might determine the focus and the rest of the project energy.

To show you the value and power of the language we use, lets take a plain coaching question such as **“how could we do that?”** as example.

The answer on this question and the consecutive actions, will most of the time match the energy that is in the manager’s voice, his passion and the energy that the question brings with itself.

Plain questions will mostly get plain answers and plain actions that do not reflect the fullest potentials of the performers.

If for example we empower the above question with passion, superlatives and creativity, it could look like:

How could we do that in order to achieve the best possible results?

Further more we could add other superlatives that would empower the question even more:

How could we do that in order to achieve the best possible results, learn from the process and have enjoyable time while doing the work?

The difference in the energy is self-evident even if you voice the question to no audience.

When creating questions as coaches I suggest experimenting with them. Write them down and simply voice them. Monitor the levels of energy they infuse you with and how they radiate on your body. You will know instantly which one is the most powerful one.

In addition to this, on managerial and psychological level, in order to create superior questions, coaches, leaders and managers have to think in superlatives and believe in superlatives and hold them selves to their highest personal standards. Just imagine how this would be reflected on the team you are guiding?