

Leadership Styles for Sustained Profitability: Dialogue, Coaching, Mentoring, Trust

Think Tank Wolfsberg, August 30, 2006 / Prof. David Megginson, Barbara Jakob

Your experience ... (Please check up to 3 responses for each question)

1. Which of these issues are important to you and you talk about them regularly?

- | | |
|--|--|
| <input type="radio"/> Strategy of my organisation | <input type="radio"/> My role and what is expected of me |
| <input type="radio"/> My future development | <input type="radio"/> My strength and weaknesses |
| <input type="radio"/> Setting goals for the future | <input type="radio"/> Feedback on my performance |
| <input type="radio"/> My salary | <input type="radio"/> My boss and my colleagues |

2. With whom are you having these conversations most regularly?

- | | |
|--|---------------------------------------|
| <input type="radio"/> Friends and Family | <input type="radio"/> Work colleagues |
| <input type="radio"/> Therapist | <input type="radio"/> My doctor |
| <input type="radio"/> Other managers | <input type="radio"/> HR Manager |
| <input type="radio"/> Pastor | <input type="radio"/> My manager/boss |

3. What are the most important issues you have NOT been able to talk about with your boss?

- | | |
|--|--|
| <input type="radio"/> Clarity about what is expected | <input type="radio"/> Feedback on performance |
| <input type="radio"/> Strategy issues | <input type="radio"/> Career opportunities |
| <input type="radio"/> Salary / Promotion | <input type="radio"/> Personal Development |
| <input type="radio"/> My development for the future | <input type="radio"/> Work-life balance / workload |

4. Why was it not possible?

- | | |
|---|---|
| <input type="radio"/> No time and opportunity | <input type="radio"/> Too much change / new managers |
| <input type="radio"/> Boss not interested / defensive | <input type="radio"/> Poor relationship |
| <input type="radio"/> Lack of trust | <input type="radio"/> Manager not the right person to influence |
| <input type="radio"/> Tried, but didn't succeed | <input type="radio"/> Work pressure |

5. Who do you trust to talk about your work?

- | | |
|--|--|
| <input type="radio"/> HR manager | <input type="radio"/> Internal coach or mentor |
| <input type="radio"/> Work colleague | <input type="radio"/> My manager/boss |
| <input type="radio"/> Friend/Family outside work | <input type="radio"/> External coach or mentor |
| <input type="radio"/> Other manager | <input type="radio"/> Specialist advisor |

**6. Why are the conversations with these people so effective?
Because they are:**

- | | |
|---|---|
| <input type="radio"/> Motivating (new energy for work) | <input type="radio"/> Personal (individual feedback on performance) |
| <input type="radio"/> Constructive (give positive feedback) | <input type="radio"/> Interesting (intellectual challenge) |
| <input type="radio"/> Honest (open, sincere) | <input type="radio"/> Focused (clarified expectations and goals) |
| <input type="radio"/> Future oriented (new opportunities) | <input type="radio"/> Relationship oriented (focus on person) |