

# The Blueprint For High-Performing Leaders

Self Study Course



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# Session 15: Take Right Action

## Learning Objectives

By the end of Session 15, you'll be able to:

- Take or Inspire *Right Action* during Stage 5 of C.O.R.E. Performance Coaching
- Connect each person on your team with right action
- Skillfully apply techniques that compel people to take right action

## Reality Check

1. What did you learn from **Session 14: Preview Best & Worst Case Scenarios?** Also note any successes, updates, or challenges you've encountered from the previous session. Jot down any improvements you'd like to make.

2. Did you notice how engaged and creative the person you are coaching becomes when you allow them to work through potential scenarios rather than telling them what to do? Make note of an example below. Remember, patience in this arena will pay off in spades!

3. Your biggest challenge will likely be staying silent and letting them struggle after you’ve asked them to preview their scenarios. Again, patience will serve you well – you are creating and expanding their capability. Rate yourself over the next week each time you have a coaching session; on your ability to be comfortable with silence, 1 being very uncomfortable, 5 being no problem at all. Shoot for a 5! Are you getting better each time you rate yourself?

**1 = Very Uncomfortable**

**5 = Very Comfortable**

Session	1	2	3	4	5
Comfort level with silence...					

## Session 15 Lesson – Take Right Action

- Watch the video

This is where all of your patience, focused efforts and good coaching pays off - this should be the easiest stage of the model! Now that you've taken someone through the other four stages of C.O.R.E. Performance Coaching, Right Action is simply a matter of asking what will you get done and by when? Through your discipline and thoughtful prior hard work this is all about execution; it's about doing vs. thinking about doing.

Remember, CEO's are often fired for mismanaging change initiatives, followed closely by ignoring customers and tolerating low performers. In other words, failed leaders don't pay attention to any part of right action: the right people, the right results or the right thing, way, time or reasons. This stage of coaching is about action, and more importantly, taking *action* that is aligned with what you are trying to achieve.

*Remember the story about Netflix from session 12 explore possibilities? This was an example of really smart people taking action BEFORE considering consequences and all the elements of right action. You don't want to fall into that trap.*

The idea of *right action* is about providing a reality and accountability check-in point. Once you've taken someone through the other stages (Initiate discovery, Explore Assumptions and Possibilities, Develop plans and Action Steps, and Preview scenarios), this is where the rubber meets the road. You need them to review their right *action* with the plan of action that was created or affirmed during your coaching conversation.

*Right action* is used to anchor meaningful, effective and efficient ways to successfully execute on the plans. It also helps ensure the person you are working with executes on what matters most. And, has the tools needed to move forward plus identify where there may be predictable conflicts or disappointments. With this in place, there should be no more excuses!

## Key Principles

When it comes to the action phase, you don't want to hear the typical, "Yes, boss" response. You need to be incredibly disciplined and give people time to come up with their own execution targets, think it through thoroughly and then talk about what will be done and by when. As a success partner you want to help them keep on track with their promises and deadlines. They are responsible for managing their efforts, and you are acting as a sounding board and strategic thought partner to celebrate both wins and help them recover from losses.

Remember the person has to make the commitment – you can't pressure her. If action is not taken or the plan is not executed, it's because something was overlooked or you both chose not to see trouble during the other stages of coaching. Something is missing. Either the plan was not in line with what matters to the person, the team, how they are being measured and compensated, they've been working on the wrong thing, or they were not ready, willing, able or fit. Make sure all action clearly addresses the issue, opportunity, solution or challenge raised by the person you are working with.

Ask yourself, does the person have the capability to execute the plan? The last thing you want to do is get people in over their heads unless you've given them a life raft. Continually assess the person's levels of readiness, willingness, ability and fitness.

Your leadership and coaching allows the person to identify the resources and support they need to successfully execute their plan, but do not jump in and do it for them! This can be a challenge, especially when you have expertise about something. Remember your goal is to allow the person to develop self-generating behavior, even if it is inefficient at first!

## The Leader's Role in Right Action

Be sure people's beliefs connect with their plan of execution. Make sure they are acting from a place of *right action* — what really matters to them — and have fully committed to the plan.

## Questions for Taking Right Action

Before you meet with your team, answer these questions for yourself. Then make sure your team can answer them from their own perspective.

- What are your first next steps? By when?
- What do you need from me to support taking action?
- What do you need in order to move forward? (Note: if the answer to this question is "I don't know," there's something missing. You should hear an affirmed, confident commitment.)
- How often would you like to debrief your right action?

## Indicators of Success

- The person will be open and enthusiastic. They may be somewhat apprehensive, but the excitement about taking a risk is stronger than the fear.
- There is clarity about what happens next.
- They are eager to go and execute.
- It is clear that right action is aligned with the expected outcomes and results.

*A Note from Kelli:*

*It's been my pleasure taking you through Blueprint for High Performing Leaders!*

*You're welcome to reach out to me anytime. I'd love to hear about the successes you've accomplished while going through our blueprint program!*

*I wish you all of the best on your leadership journey –*

A handwritten signature in blue ink that reads "Kelli".

## Exercises:

1. Continue to practice the C.O.R.E. Performance Coaching Model with your team:

- Initiate Discovery
- Explore Assumptions and Possibilities
- Develop Plans and Action Steps
- Preview Scenarios
- Take Right Action

Note in which stage you are strongest, what worked, what didn't and what you'll do going forward.

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2. Write three examples of successful coaching outcomes from using the C.O.R.E. Coaching model with someone from your team.

a.
b.
c.

3. Commit to teaching at least one person on your team the C.O.R.E. Performance Coaching Model. Make a note below of who you have selected. Watch how quickly they catch on and what impact that has on increasing the effectiveness of your team.

## Session 15: Take Right Action - Notes

The three most important things I learned from Session 15 are:

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

Here's how I plan to apply what I have learned:

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

**Key Terms** (See Glossary)

- ◆ **Right Action**

**Extra Notes...**

