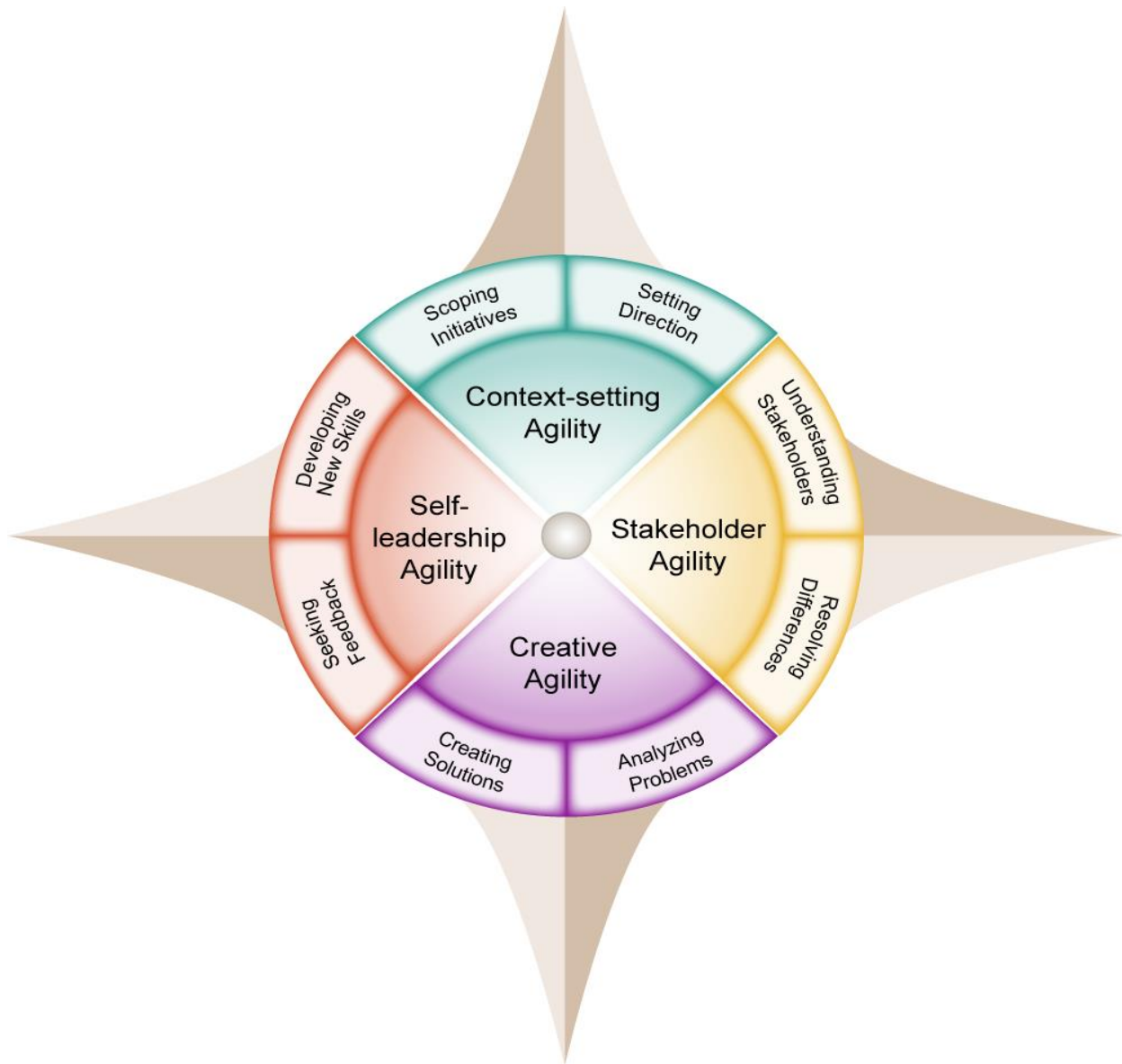


# Workbook for Pre-Work and Group Session: “Stakeholder Agility: From Achiever to Catalyst”



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**ChangeWise**

# Achiever to Catalyst Stakeholder Agility

On this page, while watching the two mini-webinars for this session, **take notes and write your insights and questions** for discussion in the fourth group session.

# Reflection Questions on First Mini-Webinar

Now that you've taken in the first mini-webinar on Achiever to Catalyst Stakeholder Agility, please answer the reflection questions below

1. What are the three key building blocks to have in mind when coaching a client to transition from Achiever to Catalyst in the area of Stakeholder Agility in Pivotal Conversations? And how can you go about identifying what these are, specifically?

2. Do you have any current or recent clients working on this particular issue? If so, what ideas might it be (or have been) helpful to utilize from the material in this mini-webinar?

## Reflection Question on Second Mini-Webinar

Reflecting on the overview of how Joe was coached, what stands out to you that you may want to adopt or do more of in your own coaching practice?

# Joe's Building Blocks

Building Blocks	Points of Focus
Behavior change Mindset shift	<ul style="list-style-type: none"> <li>• Actively explore other views, be receptive, state own views</li> <li>• Understanding isn't agreement. Can increase other's receptivity</li> </ul>
Cognitive & emotional capacities	<ul style="list-style-type: none"> <li>• What's it like to be them with their goals and pressures?</li> <li>• Balanced power style</li> </ul>
Level of reflective action	<ul style="list-style-type: none"> <li>• Reflection in-the-moment &amp; awareness of human systems</li> <li>• Create satisfying human contexts that enable sustained achievement</li> </ul>

# Ways to Foster Catalyst Stakeholder Agility



# Coaching Scenario: Joe

Assume that ...

- Joe is an extraverted thinker who appreciates the opportunity to think out loud and have a sounding board. Assume that he and his coach have a good, trusting working relationship, where Joe feels at ease in doing this.
- In this particular coaching session, you've already reconnected and are ready to get into substantive issues.

**Joe:** I need to talk about one of my direct-reports, **Jessica**. I'm increasingly concerned about her performance. I had a talk with her the other day that didn't go that well, so I'd like to prepare for our next conversation. This last time, when I tried to "explore" her views, what I mainly got were a lot of defensive reactions.

**Coach:** Sure, let's talk about that.

**Joe:** As you know, with the rapid growth of the company, we really need our middle managers like Jessica to level to step up as more effective, more Achiever-like leaders. She thinks she's an effective manager, but the people around her don't feel that way. They've let me know.

In a way, her energy and commitment are – or could be – real strengths. But she's way in the weeds, getting into lots of details and trying to solve problems all by herself. She's the glue for her team, very hub-and-spoke like. She has too many direct-reports, and she's not delegating. As I see it, she's hitting a scaling issue.

**Coach:** How did it go last time you talked with her?

**Joe:** It was a long conversation, but it didn't go much of anywhere. I brought up all these points. I laid it out in a calm but persistent way. I wanted to get my points across, but I didn't want to make her defensive. But she just defensive anyway.

**Coach:** For example?

**Joe:** My view is that her style of management is behind some of the product delays we've had recently. But when I brought that up, she started spewing about how it was this one and that one's fault. At one point, she went on like this for about ten minutes. I get that she's an extraverted thinker, but what got to me was the cloud of defensiveness, seemingly not open to taking responsibility or learning. Not much of a growth mindset on display there.

**Coach:** What do you think might be going on with Jessica that's causing her to react that way?

**Joe:** I don't really know. I think she's pretty self-critical, so maybe that makes it hard for her to take in tough feedback. What I'd like to think about is how could I approach her next time in a way that gets to an exploration of what's going on with her, without doing so much pure listening that she thinks I'm letting her off the hook.

*[See reflection questions on the next page ...]*

## Reflection Questions

Imagine that you are Joe's coach. Review the chart on page 4 of this workbook, which capture the "building blocks" for coaching Joe in moving from Achiever to Catalyst Stakeholder Agility. Please answer these two questions in the space below:

- In general, how could you use this information to coach Joe?
- What are some specific questions you could ask or suggestions you could make that might help Joe approach his pivotal conversations with peers and other key stakeholders as a Catalyst?