

BECOME THE

LEADER

YOUR TEAM

LOVES TO FOLLOW

Your Blueprint



BY JEFF STAFFORD

Welcome!

I'm excited you made the decision to download this blueprint.

You made a great decision - Here's why:

Leadership is a set of skills + a mindset.
Leadership is about possibility + potential.

Whether you directly lead a team,
you're the leader in your community or family,
or an aspiring leader looking to excel...

**You need tools + resources to expand
your leadership potential.**

*Inside this blueprint, are the plans to becoming
that leader your team is going to love to follow.*

ABOUT ME

Hi! I'm Jeff Stafford and I help leaders become more confident + competent to lead themselves and their teams more effectively.

I'm an ICF Certified Coach, and bring 20+ years working with leaders in a variety of roles to help them double down on their skills and become the leader their team loves to follow!



INTRODUCTION

Let's face it... there are so many ideas out there (good and bad) about leadership. Who has the time to read a to read and implement them all?

The *Become the Leader Your Team Loves to Follow Blueprint* gives you back your time so you can focus on the goals you're responsible for as the team's leader.

Use this Blueprint and double-down on your skills to be the leader your team wants to follow.

- **Be able to easily address those pesky performance problems** before they get out of hand
- **Create the type of connection** that has your team wanting to go above and beyond for you
- **Build the type of team** that can make decisions and achieve goals with less struggle
- **Stop trying to pick up all the pieces** and be the leader that can coach your team with ease

What if

- **You weren't the one who had to solve all your teams trivial problems** and issues?
- **You could train your team on how to be more resourceful + creative** so that they could solve their own problems?
- **You could stop feeling over-worked and overwhelmed** because you're constantly doing the work of your team?

**YOU CAN... LET GO OF BEING THE PROBLEM-SOLVER AND
SHIFT TO BE MORE COACH-LIKE.**



IN THIS BLUEPRINT YOU'LL LEARN

1

WHY IT'S OVERRATED TO BE A
PROBLEM-SOLVER

2

WHAT DOES IT MEAN TO BE
COACH-LIKE?

3

THE 10 KEY QUESTIONS TO BE
ASKING YOUR TEAM

WHY IT'S OVERRATED TO BE A PROBLEM-SOLVER

You got to where you are because **you're known for being a problem-solver.**

That's great.

But it won't get you to be the leader you need to be to make the next pivots and turns in your career. And your swift action to get into problem-solving mode isn't doing you or your team any good.

We've all been in those conversations with our leader when their **anticipation and quick jump-to-action approach shuts you down.** *You feel the passion and energy in your own commitment start to wane.*

Also, you've probably experienced the type of leader who thinks they are helping by quickly solving the so-called problem. They stop listening to you, interrupt, and offer up their advice.

Advice no one asked for.

As a people leader you might believe your value comes from solving your team's problems. You think you're helpful when you can quickly offer up a solution, all too soon to realize you "solutioned" for something no one asked you about.

But, hey – you had an answer (though no one was asking). 😊

Being told that problem-solving is overrated might make you stop and wonder; ***"If I'm not problem-solving what I am doing?"***

This is not to say that as a people leader you aren't helping to remove barriers for your team. But to remove the barrier, you need to know what exactly is the barrier. It's not about guessing or anticipating what you think the barrier is.

People leaders need to get curious and start asking thoughtful questions that help uncover + define the barrier your team member is facing.

So, let me start asking you some questions.



WORKSHEET

Use the questions below to let go of the belief (and need) to need to quickly offer up a solution or be the problem-solver for your team.

What kind of leader brings out the best in you?

What's it like to work for that kind of a leader?

Who, as a leader, do you want to be for your team?

WORKSHEET

What kind of team do you want to create?

What values or attributes would this team have?

What beliefs do you possess that champion your team to bring their best?

What beliefs are you holding onto that keep your team stuck?

WORKSHEET

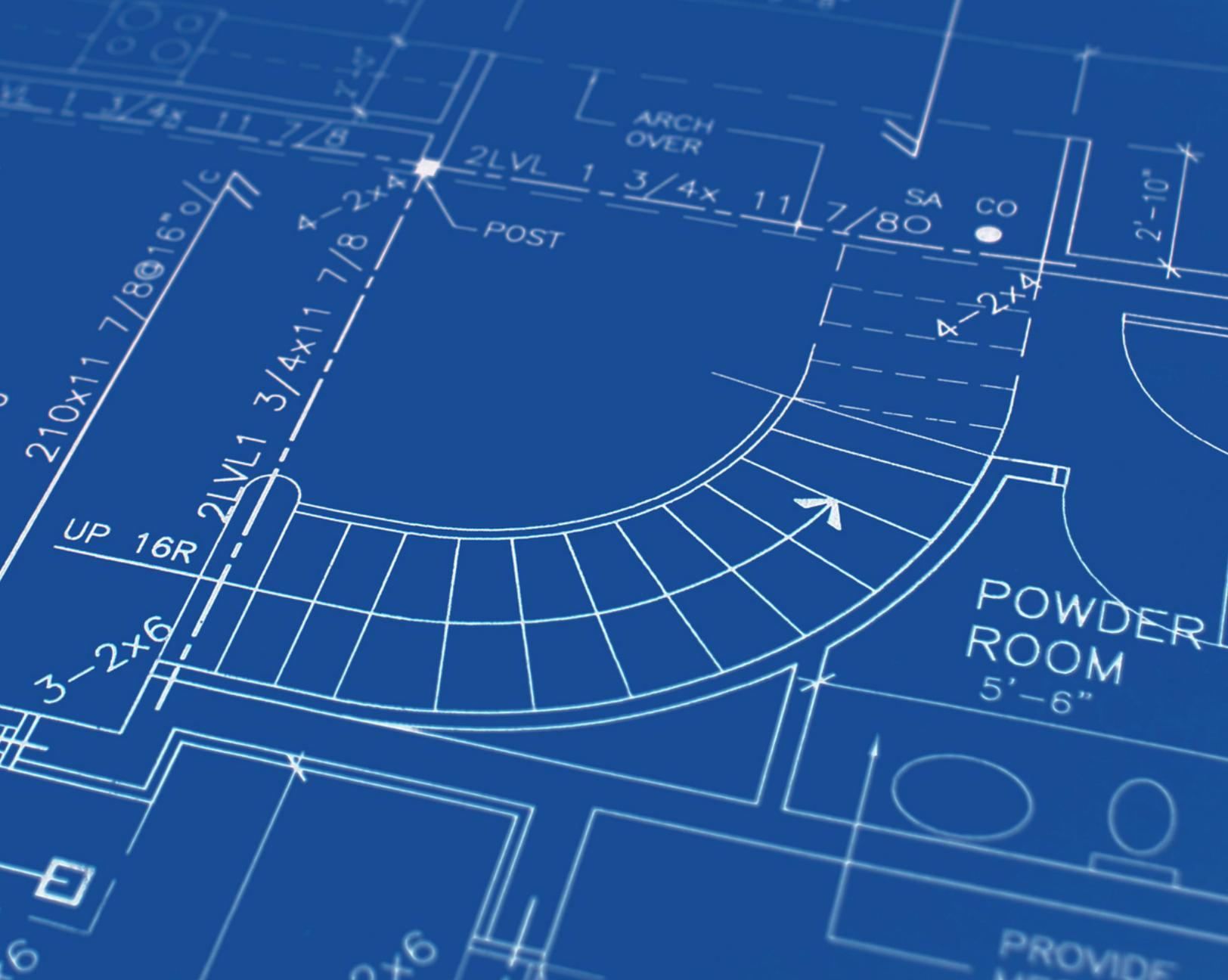
Use your previous responses and insights to shape the answers to these next two questions:

What does "helping your team" look like now?

What if your values as a leader weren't in your ability to quickly act and "save" your team members. What would you do? Describe this in some detail for yourself.

BE MORE COACH-LIKE

WHAT DOES IT MEAN TO BE MORE COACH-LIKE



BE MORE COACH-LIKE

Developing a coach approach to leading your team has the potential to create more self-sufficient and effective team members.

I've seen many leaders over the years, jump in and want to solve their team members' so-called problem too quickly.

New (and many experienced!) leaders might have the urge to offer their advice and solutions without really listening to the problem or the issue being presented.

However, there's a better way.

➤ **Believe your team wants to do their best**

➤ **Provide every-day moments for your team to grow and develop**

➤ **Create an environment where it's okay to ask questions**

Becoming more coach-like is about creating that environment where your team gets to show up, be resourceful and whole. *Resist the urge to offer up a quick solution or idea and turn that urge into one that asks a thought-provoking question.*

Thought-provoking questions are ones you don't know the answer to.

There is no "right" or "wrong" answers to thought-provoking questions. They aren't questions to lead your team to an end you already have in mind. They most certainly are not statements disguised as questions. You know what I mean. *"What if you did this first and then that – how might that make things easier?"* NO. That's you trying to give a solution.

Thought-provoking questions are full of possibilities.



THE 10 KEY QUESTIONS TO BE ASKING YOUR TEAM

The questions below are designed to have a logical progression and flow that invites a discussion – a deep + meaningful kind of discussion. These questions are meant to be springboards to future-oriented and career development types of conversations that convey a genuine interest in your team members growth.

When you create a connection + interest in your employees by using these questions you build a relationship where you can also speak more candidly on those challenging performance-based issues.

For more on feedback, or performance-improvement types of questions, join [The People Leader Portal](#) private Facebook group. We have templates and tools to help in this area.

1

What's going to be most helpful for us to focus on?

This kind of questions sets the stage for your team member to identify a goal for your discussion. It allows them to set the agenda and creates a sense of ownership. Another version of this question could be: *What do you want?*

This kind of question anchors in your team member's WHY – without asking “why is that important.” Why questions tend to put folks on the defensive.

Substitute “why” with “how” or “what”.

2

What's most important about that right now?

THE 10 KEY QUESTIONS TO BE ASKING YOUR TEAM

3

What's the current situation look like?

This kind of question has one look at the **reality of things today**. Assessing what the current state is what *allows one to understand their need for change* or movement into a future state more fully.

This kind of questions invites your team member to **dream and explore**, be sure you ease them into this so that they can answer without having to feel the need to impress you or say "*the right thing.*"

4

What do you imagine the future state looking like?

This kind of question has them identify, or **at least anticipate, some bumps** they might experience as they venture forward towards the goal that's important to them. When you can be a bit more open + playful in your language, it invites a safer arena for the exchange of ideas your team member has to offer.

5

What might be some obstacles that could pop up?

THE 10 KEY QUESTIONS TO BE ASKING YOUR TEAM

6

In what ways might you take on...(that obstacle)

This kind of question implies *there are multiple responses that one can have*. Too often, what stops folks from fully engaging in coaching conversations is they feel unsafe or unsure. *"In what ways"* invites the brain to explore - without having to land on the best idea first.

Some might say this is a lazy coaching question, yet I think it's **powerful**. The idea behind this question is to pull out options + ideas, without having to evaluate them in the moment. That can come later. **With options, we create choice.**

7

What Else?

This starts to **generate that forward momentum and action** AND it's their solution. Buy-in is always easier when it's their idea to implement and not you telling them what to do. Be sure to use a version of the *"what else?"* question to generate multiple options.

8

What do you imagine you would need to move forward?

THE 10 KEY QUESTIONS TO BE ASKING YOUR TEAM

9

What might it feel like to accomplish this?

This is probably one of the more important questions to be asking – but you need to set it all up before diving into quick action. Additionally, **it's in small, consistent action one can see results.**

Help folks **break down big tasks into manageable chunks** so that they experience that sense of accomplishment. This feeling is how one creates momentum and can stay the course.

Emotions are powerful, don't neglect them just because we are in a work setting.

Anchoring into a **positive emotion creates a sense of resourcefulness** that can lead to the confidence and comfort needed to take action.

10

What small action do you want to take as a result of our conversation Today?

COACHING CONVERSATION TRACKER SHEET

Use this tracking sheet to keep notes on important ideas and elements. You don't need to focus on writing everything down. This Tracker Sheet will also be helpful in subsequent coaching discussions to build in support and accountability.

Employee's Name:

Date:

What's the focus for the conversation?

Notes, ideas, insights

What's most important about that right now?

Current State - Future State

Obstacles to anticipate or overcome?

Small Action:

RESIST THE URGE TO GIVE ADVICE OR PROBLEM SOLVE

READY FOR THE NEXT STEPS

TO BECOME THE LEADER

YOUR TEAM LOVES TO FOLLOW

1

Join our community of leaders at The People Leader Portal

This private Facebook Group brings together leaders from across the globe, with a variety of experiences working in a number of different areas and contexts.

2

Grow your confidence + your skills

Weekly tools + templates are shared; LIVE Q+A's, and Monthly mini-training sessions are happening now in this free community.

3

Connect with others on their leadership journey

Inside the community we champion + support each other so that we can lead ourselves and our teams more effectively. You don't have to do this alone!

[Join Now](#)