

**Insider tips
for your business**

Lead successfully with coaching

Everything you need to know to improve your leadership skills.



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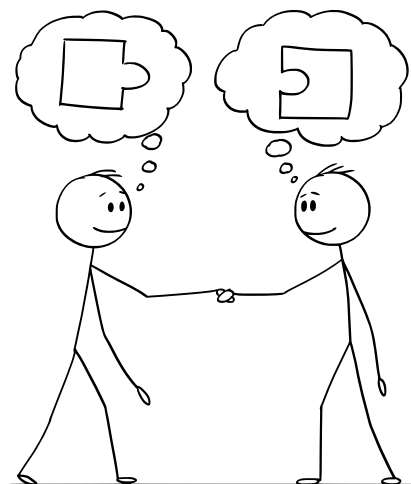
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Introduction

Every top athlete has a coach. In order to become even better at a high level and to be able to perform at your best, you need someone you can trust who is competent, who recognizes potential and creates the framework conditions so that these talents can develop. The same applies to executives, especially since their issues are at least as challenging as those of top athletes.

What does a really good coach do?

He asks the best questions in the world and thus gets the coachee's thinking machine going. The answer to a problem can only come from the person who has the problem. Just as a block of wood already contains a beautiful sculpture, which the artist uncovers with great skill, a coach also uncovers the solution through a lot of empathy and usually a few, but very specific questions. After this process, the answer to the problem in which the coachee was involved appears surprisingly simple and logical. Coaching also means untying knots and letting your heart and soul have their say. Viewing topics from different perspectives and holistically leads to a different perception and thus to the desired insight and clarity.



About me

My name is dr Reinhard Lindner. I have been a management consultant and management trainer (with a specialization in human resources development) for more than three decades with numerous expertise in Southeast Asia. A strong professional commitment taught me different perspectives and approaches to solve complex challenges in the management of organizations. Since 1996 I've been one of the most booked management trainers in the German-speaking world with around 4000 seminars and around 50,000 participants.



Conscious control of thoughts

We already know that we are the product of our thoughts. We also know that our thoughts determine our actions and our actions become habit. But how can I control my thoughts better or more consciously? There's a saying among the Japanese: **"Make the good things to your habit!"** But how do I know what's really good for me?

To find out, the following questions will help:

- What do I feel when I think of ...?
- What if I had to do without it?
- Does it serve my advancement or my vanity?
- Am I really doing it for myself or for others?
- Does it make me independent and free?

If I do things where my heart rises, where I forget the time, where I dive deep into the topic without other topics burdening me, who am I then? Is there something like that in my life and when was the last time I felt this? These are important questions that fuel the thinking machine.

Leadership Coaching

Coaching in general and coaching for executives in particular is on the way from a "new discipline" to a recognized profession. The latter means that leadership coaching has also become a research area and there is therefore relevant data on methodology, effect and the relationship between the two terms. The positive effects of coaching have now been sufficiently researched and proven on the basis of various scientific studies and some meta-analyses.

But which concrete factors trigger the positive effect of the coaching? What exactly is the effect that triggers further development of the coachee? Similar to a doctor who has to decide on a medication for his patient or a lawyer who has to swear to a certain line of defense for his client, the coach at the beginning of a coaching process is faced with the challenge of which method to choose, in order to achieve the greatest possible benefit for his coachee.

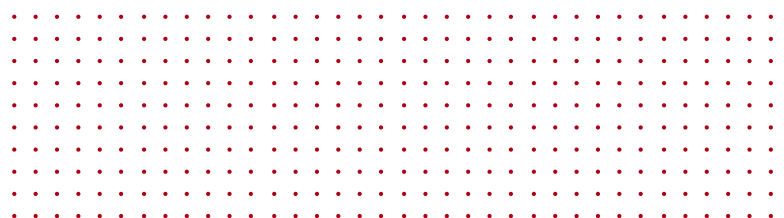
But what can the coach rely on to ensure that the path he is taking actually leads to the goal? Coaching research shows that it is not the sophisticated methods and clever techniques that contribute to the effectiveness of coaching, but rather fundamental factors. Above all, an appreciative relationship between coach and coachee, characterized by honesty and openness. At least as important is looking at the potential of the coachee. The better the coach knows about the talents and development potential of his client, the more effective he will be in the coaching. Valuable, almost indispensable insights are provided by professional personnel diagnostics carried out in advance. Profiling values is a particularly good tool here.

What are effective factors in coaching

From a scientific point of view, variables relevant to success are referred to as "success factors" or "effective factors". An effective factor is therefore a criterion that contributes significantly to the success of a coaching.

Coaching is successful when the agreed goals – or other results defined as positive in the context of an evaluation – are achieved in the long term. It can also be the case here that the client's initial goal changes during the coaching process because he comes to the realization that another goal is more worthwhile. So if the coach succeeds in strengthening the relationship level, trust develops, the coachee is ready to reflect on his behavior, to accept new approaches and to initiate a change process within himself. Coaching is always about uncovering the coachee's existing potential, working with the talents and skills that the coachee already has. Intrinsically motivated, the coachee manages to find solutions himself, supported and accompanied by the coach. A lot of empathy is required to get to the core of the coaching issues, to see through the essence and character of the problem, to then change the perspective, explore new perspectives and create solutions. This is the basics of coaching. In order to make sure that you are on the right track as a coach, it is advisable to ask the following questions for reflection over the course of the coaching process:

- To what extent have I succeeded in creating an appreciative and trusting relationship with my client?
- Is there clarity about specific goals?
- Is the original goal still worth striving for or does a course correction need to be made?
- Have I sufficiently activated or revitalized my client's potential?
- Have I created a basis for my client's self- and problem-reflection processes to actually be result-oriented?
- Have I considered interim evaluations for process reflection?
- Was I flexible enough to adapt my approach to the personality and individual situation of the client as best as possible?
- Have I sufficiently brought into play the meaning of values that answer the client's question about meaning?



With these or similar questions, the focus is directed to the central task of coaching, namely: to achieve an effect. From a constructivist perspective, this could even positively influence the client's reality. Or, in the words of Kurt Lewin, an important 20th-century psychologist: "What works is real."

Synchronization as an essential operating principle

The integrative approach to coaching follows a self-controlled problem-solving process, whereby certain phases coincide with the consideration of various impact factors. The aim is to create the best possible framework conditions for the client so that help for self-help can be implemented. The essential principle of action throughout the entire coaching process is the principle of synchronization. Synchronization is understood as the continuous, dynamic coordination and attunement between the coach and the client in order to achieve the greatest possible degree of mutual understanding. It is not primarily about creating the greatest possible harmony, but about overcoming "crises" together. For successful synchronization, however, it is not necessary to aim for the closest possible relationship, but rather an adjustment of both sides of communication. Empirical studies provide strong evidence that when the coach has a fixed hypothesis while the client is unsure how to respond, the risk of a withdrawal rupture (the client withdraws into his or her shell) is high. In such a case, the coaching can sometimes be broken off entirely without a reason being explicitly articulated. If, on the other hand, there is a similar assessment of the respective factors for the synchronization, communication "on the same wavelength" is possible.

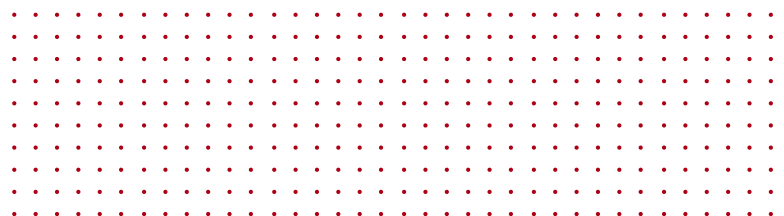
The synchronization requires only a small amount of coupling force, so that work can be carried out synchronously, but not in complete unison. The understanding "transient" also allows for flexibility on both sides. This is the only way that emergent processes can create new patterns.



Five factors of individual synchronization can be determined:

1. Emotional stability
2. Empathic feeling
3. Fit of the interventions
4. Receptiveness
5. Depth of processing

Excellent leadership coaching is characterized by the fact that the coach is able to ask the best questions in the world. This assumes that he is an exceptionally good listener and has a genuine interest in his coachee as a person.



Different than others

„Be different or die“ is a famous saying in the marketing industry. It is essential to work out its distinguishing features precisely. "More of the same" is not required. Companies that have succeeded in emphasizing their uniqueness create a desire for their products on the market. It is important to make added value for the customer noticeable and this can be expressed in a wide variety of ways. It ranges from individual custom-made products, to points through innovation and design, to very simple work that others no longer do because it is (allegedly) not worth it for them. When it comes to being different, it is crucial to always remain authentic. Not losing sight of your core competence and asking yourself the questions again and again: Can we really do that and does it suit us? Being different often requires patience and consistency. The best idea is of no use to us if the time has not yet come for it.

What have others done differently?

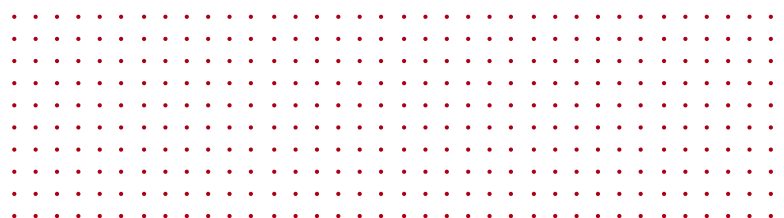
What has successful companies succeeded in and others not? Red Bull has managed to move away from the perception of a beverage manufacturer and into an epitome of lifestyle. It was not the innovative power and also not the financial power that brought the company to the top of the world. Rather, it was a sophisticated marketing concept. Cycling sports were used that attracted a lot of attention from the target group and that sponsoring the players was affordable. The product was unconsciously associated with "crossing borders" or "making the impossible possible". Coupled with the credo "Red Bull gives you wings", potential customers were emotionally touched and encouraged to buy. Leo Hillinger was simply "peasant smart" and an excellent self-marketer. The fact that with a budget of 50,000 schillings he managed to gain access to top gastronomy with his wine with a simple trick is impressive. He asked his closest friends if they would like to eat out at the finest restaurants in Vienna at his expense. The only condition was to ask the waiter for a Hillinger wine and be outraged when it wasn't on the wine list.

The very next day, Leo Hillinger personally contacted the buyer or restaurant owner and offered him his award-winning wine. And the bill paid off. Of course, there is still a lot of diligence and commitment behind it in order to achieve the final breakthrough. The ski company Original Plus, for example, makes a tailor-made ski, where the core is individually milled for each customer, at an affordable price. The concept is rounded off by the fact that every customer can also determine the design himself. This means that every ski is unique and precisely tailored to the customer's driving skills and usage behavior.

Out of comparability

So we can see that it really pays off to think about working out the differentiating features of your product or service. If you are comparable to what you want to sell, only the price counts. And there will always be someone offering the same or a very similar product at a lower price. Now the price spiral begins to turn, from which it is usually very difficult to get out. But being different can also be expressed in one's personality. Humans are emotional beings. It is often enough to give a customer a particularly good feeling in order to gain their trust. Feeling that you are in good hands, protected and valued can also be a deciding factor in your purchase. Let's not underestimate the power of feelings, which are able to touch people emotionally and motivate them to take action.

So the game remains exciting, as we will succeed in gaining the favor of customers in the future. Creativity, innovation but above all honesty and consistency are a good mix to stay in the game.



Getting to the heart of a matter

What we in the West can really learn from the Japanese is to get to the heart of the matter. There is a key difference between "know" and "can". Ability in the Japanese sense means bringing something into unconscious competence. To do something of the highest quality without having to think about it. Being able to access complex topics authentically, even in a stressful situation. There is a term for this in the Japanese language: Shu 守

A journey to greater knowledge: Shu 守

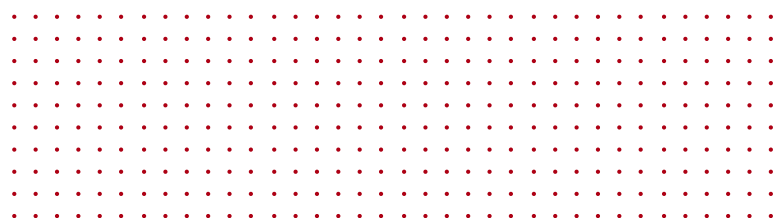
Shu 守 means "to study", to devote oneself to something, to pay one's full attention to something. Japanese never tire of looking at things from different perspectives, over and over again. They are interested in every detail, even if it seems so insignificant. They take photos of everything, often in a way that is incomprehensible and incomprehensible to Europeans. Shu really means to get to the core of something, to understand and internalize the essence. The Japanese also understand this to ensure that everyone involved is talking about the same thing in order to prevent misunderstandings. Depth means insight, superficiality results in susceptibility to error. "Go for the mastery, average is waste of time" was an often quoted saying of my master Hidetaka Nishiyama. Living Shu generates self-confidence. Self-confidence results in composure. And serenity is the gateway to intuition.

10,000 hours of practice

UBringing something to perfection takes the famous 10,000 hours. That means 10,000 hours of practice. That means two hours a day, seven times a week for 13 years. Whether it's learning to play a musical instrument, playing a sport, or preparing delicious meals in the kitchen, those 10,000 hours are everywhere. The apprenticeship of a sushi chef in Japan is 10 years. Then he completed his apprenticeship and is still a long way from being a sushi master. It takes about two years to make a katana (Japanese sword) by a master swordsmith.

Just sharpening the blade takes nine hours a day for 21 days.

Diving so deeply into a topic requires a good deal of perseverance and discipline. And the Japanese have a lot more of that than people from the west. The reason for this lies in education, but above all in learning to write. The European languages have between 26 and 35 letters. Educators confirm that an average intelligent child can learn 5 letters a day. From this point of view we would be through with the study of our scriptures in a week. In fact, Asians wonder what our children are doing at school over the years. Chinese writing consists of around 10,000 characters. In Japanese there are significantly fewer, but the two Japanese syllable alphabets 56 katakana and 56 hiragana are added and there are two different ways of reading each. So just learning how to read and write takes a lot more perseverance and discipline in Southeast Asia than in the western world.

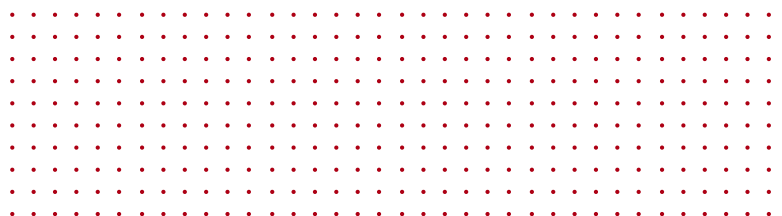


The Art Of Dive Deep: How To Fall In Love With A Subject And Become A Master!

It makes sense to deal intensively with something and to delve deep into the subject. Mastering a topic really well, i.e. being an expert, conveys a secure feeling and a high level of credibility. At the same time, it is important to be careful not to fall into the “perfection trap”. It is therefore important to find a good feeling, where is a rough overview sufficient and where is it worthwhile to penetrate to the essence of a thing. .

The issues are becoming increasingly complex

It is therefore not possible for a manager to be competent in all areas. Trust is now the order of the day and, above all, being able to let go. A boss cannot and does not have to know everything. When employees feel that they are truly trusted, they will be amazed at the results they deliver. In well-run organizations, they have only two choices. They either trust their employees or they don't trust them. However, if you can no longer trust a member of your team, it is better that you part with them. Distrust destroys the corporate culture. And the corporate culture is decisive for whether good employees come and, above all, stay.



Resilience - The currently strongest buying motive

“Man never made any material as resilient as the human spirit.” [BERNARD WILLIAMS]

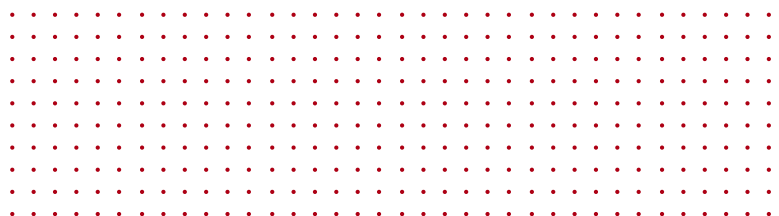
Trend researchers and marketing experts describe resilience as the strongest buying motive in the near future. We live in a time of prosperity, in a highly developed social and health system, with unprecedented development opportunities and constantly increasing life expectancy. At the same time, however, up to 40 percent of the population is at risk of burnout due to growing psychosomatic illnesses and the resulting increasing suicide rate. Globalization is pulling the world together oppressively, digitization is an enormous accelerator and leaves us less and less time to adapt to changes. The challenges both professionally and privately are becoming more demanding and complex. In order to be able to cope with all this, a good portion of resilience is required. This is also why industries that build human resilience, or at least pretend to do so, are booming. From wellness and fitness to micronutrients and food supplements, the customer is promised that these measures will make them more resilient and therefore more successful.

It is remarkable that the term resilience originally comes from physics. It describes the elasticity of a material or the resistance of a system to external influences or disturbances. A rubber band, for example, can illustrate this phenomenon very nicely: If you stretch the rubber band and then release the tension, it goes back to its original state. Despite a disturbance, in this case it was the stretching, no permanent damage is visible. A permissible comparison is that of a roly-poly. No matter from which side force is applied to the male and no matter how many times he falls over, he always gets up and returns to his original position. This also explains the roots of the word resilience, which derives from the Latin "resilire" and means "to jump back" or "to rebound".

Adaptability to change

Resilience is therefore the ability to master difficult situations and to get back up quickly after defeats, to look ahead and to emerge stronger from crises. Another essential feature of resilience is a person's greater ability to adapt to changes, regardless of whether the change takes place in their private or professional environment. Therefore, a strong resilience for the career is very beneficial. After all, those who get back on their feet quickly after being fired or a failed project and who reflect to learn from their mistakes clearly have the better cards. "Those who are resilient can master change processes better," says doctor, author and management consultant Mirriam Prieß. "You see every crisis as an opportunity for change. And even if they fail, it's not the end of the world: Because they don't lose themselves in their own feelings in a negative situation, they learn from them and move on. On the other hand, others who do not have a high level of resilience get stuck in the problem and thus exhaust themselves. Resilient people also have the advantage at work of being able to let things bounce off them and be more relaxed.

They know how important the job is to them - and make sure there is a balance between work, free time and other social contacts. Open-ended employment contracts are becoming rarer, and frequent job changes are becoming the new normal. Recently, the psychosocial demands in professional life also seem to be increasing, if you only look at the increasing numbers of mental illnesses and the cases of bullying. It will be all the more important in the future to use your resources well and to practice composure.



Can resilience be learned?

Resilience research says yes, it is possible to break through existing thought patterns and gradually convert them to resilient structures.

Strengthened self-confidence contributes to a positive attitude towards life, leads to better social integration, professional success and inner balance. It is therefore expedient to invest time and energy in the further development of healthy self-confidence. Here are some suggestions: It is so important what we think. If negative feelings such as insecurity, nervousness or fear spread, it is possible to remove the breeding ground for them by overlaying negative thoughts with positive associations. This doesn't happen overnight, but with consistent practice and self-discipline, an incredible amount is possible. The classic is the statement: "I can't do that." Although there have certainly been similar situations that have been successfully mastered. If you manage to bring these experiences into your consciousness and focus on them, "I can't do that" turns into "I've done something like this several times in my life, so I'll do it again." Another success killer is the thought, "It's not the right time, I'm not ready yet." Here's a good time to trick our brains into imagining what would be like if you made it anyway. Try to imagine the reactions of those around you and experience your own feelings. The better you are able to visualize success, the more you program your subconscious for success. Notice how you feel as you read through the new beliefs. If negative feelings such as anger, resentment or rejection arise, this indicates discrepancies.

Conclusion

Leading people and thereby taking on some responsibility for them will always remain a challenging task. Not least because it is about people with all their sensitivities, vanities, habits, emotions and imprints. Those who engage with the diversity of human talents will be rewarded with a deep understanding of this species. Openness, tolerance, sincerity as well as consistency and discipline are valuable companions on this path.



Personal tips

01

If you want to stay centered, do balance exercises as often as possible. Stand on one leg when waiting for the subway or standing in front of the copier. Make it a habit to put your socks on while standing (on one leg) rather than sitting down.

02

Find out which activities make your heart beat and take your time for them. Do it. True to the motto "you feel. you go."

03

Serenity has a lot to do with "letting go". Think about the things you are still holding on to that you no longer need. Serenity is the gateway to intuition. Without being able to let go, intuition cannot work.

04

"Every moment comes only once – make the most of it!"

Free coaching

No challenge can be so big and no problem so complex without a solution! The art is to lead to this solution with the best questions in the world. This means relational coaching. You have a concrete challenge, e.g.

- You are facing an important decision
- You have problems with employees or a manager
- You feel that you are losing energy

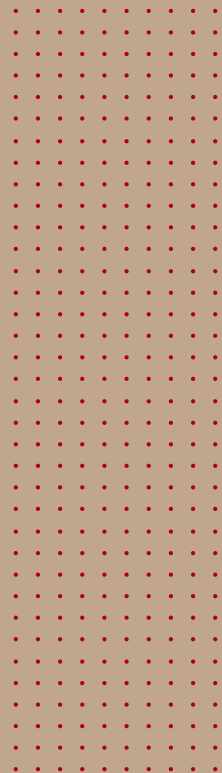
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Notes



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