

Leading People in a Growing Business

Clarity plus Energy Equals Better Coaching

Growth Changes Leadership

As businesses grow, leadership changes.

When you have 5 people	You can fix everything
When you have 15	That stops working
When you have 30	It becomes unsustainable

The job shifts from doing the work to coaching the work.

Clarity Defines the Seat

Before coaching works, clarity must exist.

- ✓ Clear role purpose
- ✓ Clear ownership
- ✓ Clear outcomes

When clarity is **missing**, coaching feels personal.

When clarity **exists**, coaching becomes productive.

Coaching the Right Way

Most leaders coach behavior.

Great leaders coach energy.

Ask:

Is this work giving them energy?

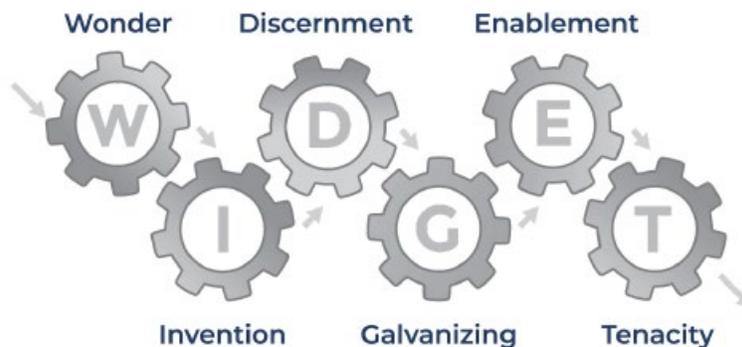
Or draining them?

Someone can be capable in a role and still exhausted by it.

Exhausted people are harder to coach.

The Six Types of Working Genius

Working Genius helps identify the types of work that give energy and the types that drain energy.



WONDER: identifies the need for improvement or change

INVENTION: confirms the importance of that need, and generates an idea or solution

DISCERNMENT: assesses the merit and workability of the idea or solution

GALVANIZING: generates enthusiasm and action around the idea or solution

ENABLEMENT: initiates support and assists in the implementation of the idea or solution

TENACITY: commits to ensuring that the idea or solution gets completed and that desired results are achieved

Every person has work that energizes them and work that drains them.

The goal **is not** labeling.

The goal **is** alignment.

Coaching Framework

Clarity defines the seat.

Working Genius reveals the energy.

Coaching aligns the two.

When clarity and energy align, development accelerates.

Better Coaching Conversations

Use questions like:

What parts of this role give you energy?

What parts drain you?

Is this a skill gap or an energy drain?

What support do you need?

Where could we adjust responsibility for better alignment?

Leadership Reflection

Take a moment and think about your team.

1. Who is clear in their role but seems drained?

2. Who is capable but potentially misaligned?

3. What honest conversation needs to happen?

4. What could be redistributed, systemized, or supported differently?

People First

- ✓ **Before** tools.
- ✓ **Before** automation.
- ✓ **Before** technology.

