

# HARD WON WISDOM

## VOL 1

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Practical, everyday tactics to help your people thrive, from 17 of the best in the business, including Olympic gold medalists, bestselling business book authors, leading executive coaches, and senior leaders from Facebook, Pret a Manger, Walmart and more.

**MICHAEL BUNGAY STANIER**

**SENIOR PARTNER  
BOX OF CRAYONS**



# TESTIMONIALS



Michael has done it again! He transformed wisdoms taken from 17 leaders into easy-to-read, thought provoking and practical strategies for overwhelmed leaders. Michael provides a set of useful and high-impact questions that one can use right away to unleash another's potential. This book empowers readers to be better leaders by providing four key reflective questions at the end of each strategy to enable one to personalize their own learning. This is an essential tool for busy managers that would like to be high impact leaders and people managers.

**Gerald Wu**  
**Director, Talent Management**  
**CIBC**

Once again, Box of Crayons demonstrates a winning formula, by providing inspirational yet practical tips from a wide range of perspectives, with brevity and humour. Thanks for not making us read 200 pages of text to impart great insights!

**Diane Dowsett**  
**AVP, Talent Management**  
**LoyaltyOne**

I recently assumed direct leadership of a team that I had been indirectly managing for the past year and a half. In my first week I of course jumped right into the weeds in my best attempt to untangle all solutions for everyone and save the day! I was overwhelmed and exhausted (and in thicker weeds...) when Michael asked me to give "Hard Won Wisdom" a read. My immediate reaction was "he's a fun Aussie, but this request could not come at a worse time"! In fact, it of course came at the PERFECT time. Thanks for stopping ME in my tracks with quick, to-the-point tips that reminded me about what's important in leadership. I'm back.

**Scott Reid**  
**Director Talent Management**  
**Softchoice**

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## HAVE YOU PICKED UP YOUR FREE COPY OF THE THREE ESSENTIAL COACHING HABITS FOR THE TIME-CRUNCHED MANAGER?

In our first report we look at the three fundamental challenges managers face today – preventing over-dependent teams; battling overwhelming amounts of work; and being disconnected from the work that matters – and we share three practical habits to break out of those vicious cycles. You can get your own copy of the report [HERE](#).



HERE ARE SOME  
OF THE **NICE**  
**THINGS** PEOPLE  
ARE SAYING  
**ABOUT THE**  
**REPORT:**

“What a relief. A remarkably simple, practical and highly ‘doable’ plan for even the most overwhelmed manager. The content is both intelligent and accessible, with Box of Crayons’ trademark ability to reduce the complex to the memorable and doable. I have piles of management books in my office and always value actionable insight, but they can add to the overwhelmed feeling and remain un-actioned. I intend to adopt these three very simple habits that tackle my inner ‘Advice Monster’ so I can be more helpful by being less helpful, and to share them with our managers.”

*Siobhan McCarthy, SVP, Head of Talent, BBDO Canada*

“If you are looking for a formulaic, step-by-step “how-to” manual for coaching (yawn!), you are out of luck. If, however, you are looking for an accessible and actionable guide to being a better manager, get out of your own way, and unlock greater potential in your team, this coaching guide is it! Based on the latest from neuroscience, psychology and management research, this guide holds deceptively simple tactics to help you become a managerial powerhouse.”

*Jessica Amortegui, Director of Global Talent Development, VMware*

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# 01 HARD WON WISDOM TO HELP YOUR PEOPLE THRIVE

# HARD WON WISDOM TO HELP YOUR PEOPLE THRIVE



We've all experienced the difference between the manager who somehow has the gift to call forth your best and help you do more **Great Work**... and those who (unwittingly or deliberately) just snuff out the flame.

I've been managed by both types. And – sad to admit, but true – I've been both types as well.

At Box of Crayons we're committed to helping people and organizations do less Good Work and more Great Work, and we've got a **range of programs** to help do just that.

But there's often a gap between theory and practice, so I'm always asking the smart people I meet – from frontline managers to New York Times bestselling authors, from Olympians to the very best executive coaches – what their hard won wisdom for managerial success might be.

To compile this report, I've reviewed my notes from over 150 suggestions and selected 17 terrific insights, clustered into three strategies.

# THREE STRATEGIES



The **FIRST STRATEGY** is about helping people see the bigger picture. I'm not much of a fan of Donald Rumsfeld, but he was onto something when he said, "There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know." (If you'd rather not quote Rummy, the **Johari Window** offers a similar insight.)

As a manager and a leader, one of the most powerful things you can do is reveal what's previously been an Unknown Unknown. What's intriguing about some of the tactics in this first section is that the focus is not just about what's "out there" that's an Unknown Unknown, but it's also about what's "in here" too.



The **SECOND STRATEGY** is to build focus and courage. It's one thing to see the bigger picture. It's another thing altogether to begin to trust yourself to move forward on the work that matters. Giving your people the capacity to trust their own approach and their own path forward is an immense gift, as is the experience to know what – in this world of overwhelm – we should focus on to have the most impact.



The **FINAL STRATEGY** focuses on the mechanics of asking a good question and, in doing so, stopping your people in their tracks. Warren Berger's terrific book introduced me to this quotation from e. e. cummings who said "Always the beautiful answer/ who asks a more beautiful question." Asking a more beautiful question is much harder to do than you might think. In the final section, there are five practical suggestions to help you ask a good question, and ask it well.

# STRATEGY 1

## EXPAND THEIR CAPACITY

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**DOUG CARMICHAEL**  
CEO, Commonwealth Bank Group Super

**MARK TEWKSBURY**  
Olympic Gold medalist

**KEVIN WILDE**  
Chief Learning Officer, General Mills

**IAN WATSON**  
Head, Pret Academy

**JAMIE BROUGHTON**  
Managing Partner, Footprint Leadership

**DEBRA FRANCE**  
W. L. Gore & Associates



## EXPAND THEIR CAPACITY

If you're of a certain age (here's the test: Do you know what a rotary telephone is?), you've probably found out that you've somehow become your parents. I know I have. Having gently mocked my father when I was a brash young man, I now find myself walking and talking and – nooooooooooooo! – filing papers just like him.

One thing I've inherited directly from my Dad is his lack of physical flexibility. Forget touching toes. I'm delighted if I can get close to my knees when I'm bending down. So as to not go quietly towards the light, for the last year or so I've been doing Hot Yoga. I'm not sure if you've come across that yet, but imagine a 90-minute stretching session in a sauna and you'll get the idea.

It is a humbling experience. It took me six months' practice to be able to make it through an entire session without needing to have a little lie down to rest half way through the

session. There are still positions where the gap between what I can do and what I'm supposed to do remains vast.

Still, I have slowly gotten better. Two disciplines about how I practice have helped me along.

The first discipline is to strive for good form rather than maximum exertion. My naturally competitive urge was pushing me to push myself, but slowly it's become clear that it's better to do it with beauty than do it with force.

The other discipline is that between each pose we rest in savasana – corpse pose. Not only is it a chance to regain my breath a little, but it allows me to absorb some of the benefit of the exercise.

The tactics gathered in this first core strategy – **expand their capacity** – offer up similar insights.

As a manager and a leader, you've got the opportunity to be a teacher, and in being a teacher, to literally expand people's capacity.

By providing the opportunities for the experience and reflection needed for an a-ha moment, you'll help create new neural pathways; and with each new neural connection, capacity and potential grow.

And what's great is that you don't even need to spend an hour and a half in a 100 degree room to make it so...



*A long time ago a manager of mine said to me, “Doug, remember that I pay you to think. I want you to spend a little bit of time every day thinking.”*

*It sounds simple, but I’ve repeated that story over the years because I think it’s something that all too often we can forget. I encourage people to take a little bit of time by themselves or to go for a walk... and just think.*

*Not so much about the task that we have to deal with – although that can be important too – but to think about our business and the bigger picture. What really matters? Where are the opportunities?*

***I want people to exercise their brains more. Just five minutes a day can make a big difference.***



*Doug Carmichael*  
CEO, Commonwealth Bank Group Super

In our over-connected and over-scheduled world, we’ve all fallen into the trap of thinking that Doing Stuff Right matters more than Doing the Right Stuff.

Doug points to the need to stay connected to the bigger picture. Two powerful questions to provoke the thinking Doug encourages are “What really matters right now?” and “What’s the real challenge here?”

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## **ENCOURAGE PEOPLE TO SPEND A LITTLE BIT OF TIME EVERY DAY THINKING**

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*The greatest coaches I have worked with didn't tell me what to do, they helped me find what would work best to get the most out of myself. For me, a winning coach empowers versus prescribes.*



*Mark Tewksbury  
Olympic Gold medalist and Chef du  
Mission for 2012 Canadian Olympic Team*

Mark's not only been coached by world-class coaches, but in his role as Chef du Mission of the Canadian Olympic team, he has also worked in partnership with them. You'd think in sport – unlike management – coaching would be prescriptive. But it seems not.

How do you empower? One way is to let them go first. The questions that offer the way forward on that are “What do you think? What are your first thoughts?”

**EMPOWER, DON'T  
PRESCRIBE**



*Every encounter is a chance to coach, to help the other person grow to realize his or her potential. I've found the most effective coaching fits one of three approaches: invest, value or stretch. The invest coach gives ideas and resources. The value coach offers confidence building encouragement. The stretch coach provides challenge to push for higher performance or unrecognized talents. In any one meeting, look for ways to invest, value or stretch. Over time, a mixture of each approach is most effective. Don't miss an opportunity today to help someone realize their potential!*



*Kevin Wilde  
Chief Learning Officer, General Mills*

Kevin's been a beacon within the learning community for many years, and has won many awards for his innovative and progressive approach to helping people thrive. Teasing apart and articulating three different ways to challenge and provoke is powerful and useful. I particularly like the "stretch" idea, which challenges the cliché that coaching is a soft, pastel-coloured experience of tepid appreciation. Great coaching can be confronting and powerful.

## **INVEST, VALUE OR STRETCH**



*Sometimes in leadership it just seems quicker and easier to do it yourself. You believe you can do it better than others and probably achieve a faster result in doing so.*

*How much time does it cost you?*

*How does your team perceive this?*

*Could you possibly delegate it and perhaps get the same (or better) result?*

*How could you let it go?*

*What could be the positive outcome?*



*Ian Watson  
Head, Pret Academy*

Hands up all those who don't have enough on their plate right now.

Exactly.

We're all overwhelmed, and Ian's insight is that at least some of that is self-inflicted. You're hanging on to tasks you need to hand over.

Control issues? (Me too. Join the club.) How much pain – for you, for your team – are you willing to suffer until you're ready to give up control to gain some freedom?

## **HOW MUCH DOES CONTROL COST YOU?**



*“People’s actions are always in direct alignment with how a situation occurs to them.”*

*This makes sense, doesn’t it? If something occurs as ‘an opportunity,’ we’ll act in accordance with it being an ‘opportunity’ – getting to it as soon as we can and making it happen.*

*If, on the other hand, something occurs as an ‘obligation ... and something I’ll never fulfill anyway’ (or some other disempowering context), we’ll avoid it or do it half-heartedly. No amount of cajoling or convincing will create a sustained and meaningful impact.*

*Don’t start with the situation; rather, start with how the situation appears to someone and the floodgates of commitment, engagement and performance will open.*

*A powerful question to start the conversation? “What are you really committed to in this area?”*

*That will start to uncover exactly how the situation is seen.*



*Jamie Broughton  
Managing Partner, Footprint Leadership*

Jamie’s a Master Trainer at Box of Crayons and a superb coach. His ability to reframe situations has always impressed me, and seeing his advice here, I’m starting to understand why.

I’d add to Jamie’s great question these two questions that might also help: “What are you excited about here?” and “What could make you anxious?”

## **DEAL HEAD-ON WITH HOW A SITUATION OCCURS TO SOMEONE**



*Coaching others is an act of faith. You see in them what they are or are becoming – often before they know it themselves. You help them navigate their doubt with conviction, nourished by yours until they develop their own.*



*Debra France  
W. L. Gore & Associates*

Debra's short piece of advice is a perfect way to finish this section. It ties together the wisdom of the other contributors and speaks to Sir John Whitmore's powerful description of the power of coaching as "unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them."

It's such a delicate act, to help create the space and the courage for someone to step towards the bigger version of themselves. It can be extraordinarily powerful to tell them "I think you can do this."

## **HELP THEM NAVIGATE THEIR DOUBT**

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**FROM THIS SECTION ON “EXPAND THEIR CAPACITY” ...**

What was the insight for you?

What’s one thing you might do differently?

What surprised you?

What’s the new habit you might begin to build?



# STRATEGY 2

## BUILD FOCUS AND COURAGE

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**TREVOR SATOUR**

Founder, Building Indigenous Capability

**CONNIE RISTIC**

Head of Talent, EMEA, Nomura

**KATE LYE**

Senior Partner, KLI Consulting

**LIBBY ROBINSON**

Managing Partner, Integral Leadership

**SABRINA HASHAM**

CEO, CHAYA

**RODD OLMSTEAD**

RVP Operations, Walmart Canada

## BUILD FOCUS AND COURAGE

My brother Gus trained as a teacher in Australia. As soon as he was able, he and his family headed up to the remote North of the country to work in aboriginal communities. His second posting was in Ngukurr, a town of about 1,500 people that was a three-hour drive from the nearest 'big city' of 10,000 people.

Ngukurr sits in an ancient landscape, one that's almost entirely flat, worn down to the nub over millennia. At night, with no ambient light and no nearby cities, the Milky Way stretches like tangled silver ivy from horizon to horizon.

One afternoon when I was there, we hopped into Gus's 4-wheel drive and headed out of town. We were aiming for a small hillock that had somehow resisted the forces of erosion. When we parked the car and scrambled up to the summit, my perspective on the community changed. Even though we were little more than 100 meters higher, suddenly I could see how the Roper River wound around the town, the way the horizon stretched further back, and how I could stay in the last of the setting sun's light, even as the ground below fell into shadow.

You understand the metaphor here, I'm sure.

Take your people to higher ground. Help them see not only the situation differently but help them see themselves differently.

Your conversation can be where they expand their entire sense of who they are and what might be possible for them.





*I work in development contexts, where an important aim is to create environments and facilitate processes that encourage people to think and problem solve for themselves. One useful practice I have adopted is consciously running a background question, “For the sake of what?”*

*This question is a trigger to remind me of the essence of what we do. It acts as a brake on that part of the ego that rushes to provide answers or solutions as an amazing demonstration of my personal brilliance, or that part inhabited by a strong rescuer that cannot hold the tension between empathy and action, and simply wants to do it all for those deemed in need.*

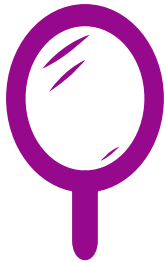


*Trevor Satour*  
*Founder, Building Indigenous Capability*

Clarifying and connecting to “For the sake of what?” is a strategic act, helping make sure that what you’re doing is aligned to the organization’s bigger picture.

But it’s more than that. It connects to the hopes and aspirations and goals of the individual. It helps them find their strongest place in the scheme of things.

## **CLARIFY “FOR THE SAKE OF WHAT?”**



*Start where the person is. No matter what the preconceptions about what the work will cover and where it will lead, in my experience progress can only truly occur if we both have an accurate understanding of the current state of things.*

*Reflect the person's best self back to them. This is the 'self' they are when think or feel they are at their authentic best. This can help boost their motivation and self belief, but also helps surface gaps in expectations, values and capabilities.*

*See emotions (both yours and theirs) as signposts. Sometimes it's not necessary to talk about the feeling at all, but just to use it to 'settle in' to the work or explore something further.*

*Share the tools and resources most useful in your work with others. This generates equity between you and enables people to more easily recognise within themselves the energy, information and methods to resolve and move through or past challenges.*



*Connie Ristic  
Head of Talent, EMEA, Nomura*

To do any one of the four suggestions Connie has made will be to elevate your management style to one of coaching mastery. They are simple but difficult.

If I had but one question to use here, I'd consider "What do you know to be true?" You can ask that about the situation at hand. You can also ask that about their own self-identity. It's a powerful way of stripping back judgments and stories from the kernels of truth.

## **REFLECT THEIR BEST SELF BACK TO THEM**



*Task lists and project plans have their place. In fact no one loves a to-do list more than I do, but they do have an uncanny knack of factoring out the personal and the unique.*

*So when you next look at your action list or when you are feeling overwhelmed by just how much there is to do, pause and ask yourself “What can I uniquely contribute here?”*

*Stopping and naming what isn't going to happen without that special ingredient of 'you' helps you to recognise your own brand of magic, however mundane the task. It helps factor your flair, insight, hard won judgment and creativity back into the mix. It can nudge you to bring the best of you to your work.*



*Kate Lye  
Senior Partner KLI Consulting*

True confession: Kate was my boss a decade or so ago, and while we're fast friends now... it wasn't always smooth sailing back then. (I'm sure it was almost entirely my fault.)

Kate's as successful an operator as I know within the corporate setting, so it's powerful that she's making space for what's different and magic. It's easy enough to get flattened out into conformity, to lose your edges.

Asking – of yourself or of others – “What can I uniquely contribute here?” not only helps find your sweet spot about what you SHOULD do, but also helps you figure out what NOT to do.

## **FACTOR BACK IN THE FLAIR, INSIGHT, HARD WON JUDGMENT AND CREATIVITY**



*The best coaching helps people just get out of the way of themselves, distractions, and allows them to hear themselves, really hear themselves. You'd be surprised how many possibilities open up when the space between two people becomes more generous. As the poet Rumi liked to put it, "Out beyond ideas of rightdoing and wrongdoing, there is a field. I'll meet you there."*



*Libby Robinson*  
*Managing Partner, Integral Leadership*

## **ALLOW THEM TO REALLY HEAR THEMSELVES**

I know Libby well, and she's a superb coach. It's no surprise to me that her focus goes beyond you and them, and looks to the safety and spaciousness and generosity of the space, conversation, relationship. Creating that safety helps them step out towards the edge of what's possible.



*My coaching tip has seven words:  
“I am me and you are you!”*

*We coined this phrase when our daughter moved from the class of 3-year-olds to the class of 4-year-olds and we noticed peer pressure influencing her behaviour. So we talked about the importance of finding one’s own path and making one’s own choices while respecting those of others. When I feel spent from following my own path or am frustrated with others who don’t seem to do things my way, I repeat the phrase to myself. Then I feel both courageous about my own path and more accepting of theirs... which usually results in a better outcome than I could have originally anticipated.*



*Sabrina Hasham  
CEO, CHAYA*

If you knew Sabrina’s daughter like I do, you’d find it hard to imagine her succumbing to peer pressure. Except, of course, we’ve all felt that ‘toe the line’ pressure.

A question that’s deceptively simple and often goes to the heart of the conversation is “What do you want?”

## **HELP THEM FIND THEIR OWN PATH AND MAKE THEIR OWN CHOICES**



*I spend a great deal of time mentoring leaders who want to know the secret to be more strategic, or to improve their prioritization, or more simply to have a more balanced life. The secret to this often lies deep inside... where they are terrified to let people down.*

*No matter how many times you read about the ability to say “No,” you never read about the ability to live with the consequences. But this is the measure: Have some of your stakeholders be unhappy ‘slightly,’ while exceeding the expectations of your key customers. The courage to do this is what separates the average from the true performer.*



*Rodd Olmstead  
RVP Operations, Walmart Canada*

It’s one of the metrics of doing more Great Work: “Is everyone happy?” If everyone is, you’re probably doing lots of Good Work... but not yet getting close to doing your Great Work.

What does it take to be brave enough to stop being liked by everyone? Perhaps it lies in the answer to the questions “Who truly matters?” and “What are you willing to sacrifice for the bigger win?”

**HAVE SOME OF YOUR  
STAKEHOLDERS BE  
UNHAPPY ‘SLIGHTLY,’  
WHILE EXCEEDING THE  
EXPECTATIONS OF YOUR  
KEY CUSTOMERS**



**FROM THIS SECTION ON “BUILD FOCUS AND COURAGE” ...**

What was the insight for you?

What’s one thing you might do differently?

What surprised you?

What’s the new habit you might begin to build?

# STRATEGY 3

## STOP THEM IN THEIR TRACKS

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Global Director of Learning, Facebook

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**JULIA ROSAMOND**

HR Director, Travelodge

**DOROTHY STRACHAN**

Partner, Strachan-Tomlinson

# STOP THEM IN THEIR TRACKS

Have you ever had **'the goldfish effect'** on someone with whom you're working?

It happens when you ask a question that's so appropriate, so useful, so on the mark that it stops that person in their tracks. They pop their eyes a little wider, open their mouth to say something but don't... and if you listen very, very carefully, you can hear new connections being made in their brain as this **a-ha!** moment literally increases their wisdom, capacity and potential.

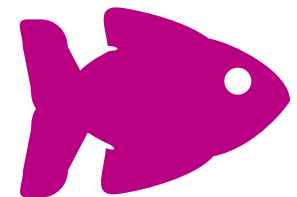
It's a wonderful moment.

The irony is that offering up to someone your very best advice, suggestions, solutions and ideas will almost never stop them dead

or create that powerful moment of insight. To put it simply, when you scan people's brains as they receive offered wisdom, nothing much changes in the typical electrical activity. But ask a question that lands, and you can see those new neural pathways forming.

The challenge is that we all LOVE giving people our advice. We are finely-tuned advice giving machines. Even before we have any idea of what's really going on, we're pretty sure we know how to fix it.

In the final section of this Hard Won Wisdom report, we'll learn some of the most practical ways to stop them in their tracks, create that learning moment, and expand what is possible for them and for you.





*It's crucial that you quiet your inner voice when you're in dialogue with someone, so that the 'stories' they sometimes create don't distract your attention or contaminate your understanding of what you're being told. This can be like watching the effect of a drop of ink in a glass of water. Stay centred and focused on the other person and restate what appear to be critical points, to check for accuracy and to demonstrate your understanding.*



*Stuart Crabb*  
*Global Director of Learning, Facebook*

We look at young children in class and we think it's adorable that they're so eager to answer the teacher's questions. You can see them now, can't you? Hands straining upwards, desperate to be picked to give the answer.

*Plus ça change, plus c'est la même chose...*

Of course we're cooler now. But as soon as a conversation starts, our inner voice immediately starts shouting "Ooh, ooh, ooh, I know the answer, I can help!"

What's wonderful about Stuart's advice here is that before any tricks or techniques or tools of the trade, being present with someone is one of the most powerful management moments you can create.

## **STAY CENTRED AND FOCUSED**



*One way to have a more powerful conversation is... by being generous. Not only being generous in terms of our time, but also by being generous emotionally. That means sharing the best of ourselves with others by being present and engaged.*



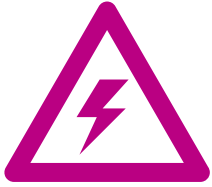
*Joyce Russell*  
*President, Adecco Staffing USA*

Edgar Schein is one of my intellectual heroes, and his most recent works have been about the slipperiness of trying to be helpful. The offer to help – which I know comes from a good place – is also something that puts you ‘one up’ from the person you’re trying to help. I can help you – you’re broken and I’m not.

What I take from Joyce’s guidance here is a willingness to be vulnerable, to make this a conversation between equals rather than superior/inferior.

How does Schein suggest we do that? His suggestion is ‘humble curiosity’... which is why the habit of asking questions rather than giving advice can be so powerful.

## **BE GENEROUS**



*Consider the risk factor when asking questions; not so much your risk, but the risk to the person you're asking to respond. Begin with meaningful and inviting questions that people can and want to answer so you can build on their success before moving on to more difficult questions related to controversial topics. Think 'low risk to high risk.'*



*Dorothy Strachan  
Partner, Strachan-Tomlinson*

Dorothy's the author of one of my favourite books, *Making Questions Work*. And when a champion for the good question says to be wary about asking some questions, it's enough to slow you down and make you think.

Asking questions is risky for you. You're giving up the control and certainty and comfort of offering advice, and instead are asking a question that could lead you who-knows-where. But how powerful to realize that it's risky for them, too. They no longer have the warm comfort of your guidance, but must step up to the challenge of wrestling with the question to find an answer.

Help make that journey easier for them.

## **THINK 'LOW RISK TO HIGH RISK'**



*Want to be a better manager and coach? Shut up at least two times in every conversation when other mere mortals want to speak. By letting/forcing the person in front of you to react to your observation and help come up with what happens next, you raise the probability of improvement by... about 1,000%.*



*Kris Dunn*  
*CHRO Kinetix & The HR Capitalist*

Kris is not one to pull his punches. He's absolutely right when he says that your questions will be infinitely more effective when you ask them... and then stop and listen to the answer.

Revisit Stuart Crabb's advice about being present and you'll forge a powerful combination of quiet, attentive presence that will immediately lift your game.

## **SHUT UP**



*Know when to coach.*

*A coaching process as a tool has to be used at the right time. There are times when you may be required to give direction and leadership in a situation when coaching is just not appropriate.*

*Enjoy, celebrate and forgive mistakes. Nobody ever grew in their role or learnt more without making a few mistakes.*

*Julia Rosamond  
HR Director, Travelodge*

The whole tenor of this report has been about encouraging busy managers and leaders like you to make coaching an everyday part of your working life.

But coaching is just one style of management. Daniel Goleman, the man who popularized the notion of Emotional Intelligence, wrote an article for *Harvard Business Review* in 2000 called ‘Leadership That Gets Results.’ In that, he identifies six different leadership styles, each one appropriate for certain circumstances. Coaching was then (as it is now, I suspect) the least utilized. But it is still just one style of six.

**KNOW THAT THERE ARE  
TIMES WHEN COACHING IS  
JUST NOT APPROPRIATE**



**FROM THIS SECTION ON “STOP THEM IN THEIR TRACKS” ...**

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# 02 FANTASTIC RESOURCES

“MY ONE BEST QUESTION” VIDEO SERIES  
“TOP SHELF” COACHING BOOKS

# MY ONE BEST QUESTION



We're big fans of a great question at Box of Crayons. e. e. cummings was on to something when he wrote:

**“Always the beautiful answer / who asks a more beautiful question.”**

We've been nagging people we know who have a gift for a good question – elite executive coaches, *New York Times* bestselling authors, and managers and leaders from organizations such as Twitter, UBS, Google and T-Mobile – to share their one best question with us by shooting a short video clip of them explaining what the question is and why they like it so.

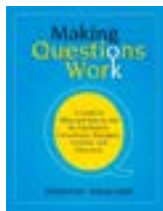
Every couple of weeks we release a new short video episode that shares three of these powerful questions. **Check out the archives**, take a look, pick the ones you like the best... and start asking a more powerful question.

There's even the opportunity for you to **submit your own favourite question.**

# GET A BETTER BOOKSHELF

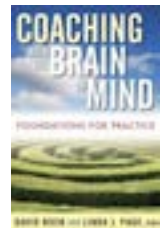


If you're looking for books to read that will deepen your own capacity to coach, here's what's on my own 'top shelf':



**Dorothy Strachan**  
**MAKING QUESTIONS WORK**

Fantastic collection of powerful questions and facilitation tips. Very good about coaching within organizations.



**David Rock & Linda Page**  
**COACHING WITH THE BRAIN IN MIND**

The closest thing there is to a coaching textbook, with a useful focus on using neuroscience to explain why coaching works.



**Mary Beth O'Neill**  
**EXECUTIVE COACHING WITH BACKBONE AND HEART**

A classic of the genre. Moving from coaching the individual to the team.



**Michael Bungay Stanier**  
**GET UNSTUCK & GET GOING... ON THE STUFF THAT MATTERS**

An award-winning self-coaching tool:  
**[www.GetUnstuckAndGetGoing.com](http://www.GetUnstuckAndGetGoing.com)**



**Tim Gallwey**  
**THE INNER GAME OF TENNIS: THE CLASSIC GUIDE TO THE MENTAL SIDE OF PEAK PERFORMANCE**

From one of the acclaimed fathers of coaching, and very good on the 'inner critic.'



**Charles Duhigg**  
**THE POWER OF HABIT**

How to convert insight into new ways of behaving.

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**03 BOX OF CRAYONS**

# BOX OF CRAYONS

If you understand the importance of having your managers be more coach-like and are frustrated with solutions that haven't worked, then contact us now.

Box of Crayons is a training company that gives time-crunched managers the tools to coach in 10 minutes or less.

Headquartered in Toronto, Canada and with faculty in North America and Europe, we offer these three programs:



COACHING FOR GREAT WORK™



THE COACHING HABIT™



LAST FEEDBACK WORKSHOP™



“The feedback I received from the team was that this wasn't your typical training session. They didn't receive a large binder of course material or be subject to Death by PowerPoint. It was simple, easy to understand, easy to use concepts and a lot of interaction during the course itself. Our Sales Management Team is made up of individuals with varying backgrounds and tenure. There wasn't a single participant that came back and said that the training wasn't relevant or that they didn't see where they could use it on a daily basis working with their own team. This will become part of the way we manage the business going forward.”

*Peter Ronan - VP Direct Sales, Ricoh Canada*

“What participants said was, “I now have something I can put in practice this afternoon.” You know, the challenge sometimes is the concept is good in theory... but I have no idea what to do with it. With this program, I can go to my next meeting and use these new skills and I will probably get a different result.”

This is not your grandmother's coaching workshop. People said that it felt fresh and contemporary. It felt different and simple and practical and relevant. And they honestly didn't expect that”

*Stacey Porter - Director Talent Development, Intuitive Surgical*

## OUR CLIENTS INCLUDE:



# MICHAEL BUNGAY STANIER



Michael is the Senior Partner and Founder of Box of Crayons. Box of Crayons helps organizations around the world do less Good Work and more Great Work. Their training programs give time-crunched managers the tools to coach in 10 minutes or less.

Michael is the author of a number of books, including the bestselling *Do More Great Work*. His book and philanthropic project *End Malaria* collected essays by thought leaders around the topic of Great Work, and through its sale raised \$400,000 for Malaria No More.

He's also a popular speaker, and as well as speaking at such organizations as Google, GSK and TD Bank is constantly top ranked at conferences such as HRP, Evanta, The Conference Board of Canada and CSTD.

As an Australian, he's surprised to find himself living in Toronto, Canada. However, as a Rhodes Scholar at Oxford University his only real success was falling in love with a Canadian (and now wife of 20 years). So that explains that.

George Orwell said, "an autobiography is only to be trusted when it reveals something disgraceful." Bearing that in mind, Michael was banned from his high-school graduation for "the balloon incident", left Law School being sued by one of his lecturers for defamation, and managed to knock himself unconscious while digging a hole as a labourer.

# THANK YOU

## IF YOU'D LIKE TO CONTACT BOX OF CRAYONS:



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