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Individual Coaching Resources - Overview

No More Failure: Diagnose and Cure the Six Common Causes of Team and Initiative Failure

Leslie L. Kossoff

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No More Failure: Diagnose and Cure the Six Common Causes of Team and Initiative Failure

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Also included with this Resource:

Assessment Worksheets (fillable PDFs)

Troubleshooting Worksheets (fillable PDFs)

To order a copy of this Resource, [click here](#).

Getting the Most From Leadership Quantified Coaching Resources

Coaching is personal. That makes it developmental. It isn't about skills - or, at least, not just about improving your skills or giving you new 'chops.' That's training and it's not the same thing.

Coaching asks you to look at your thinking process so that you can figure out *why* you're taking the actions you take. Because those actions aren't arbitrary. They're based on the thinking that you're doing with the information you've had...up until now.

Coaching, at its best, challenges your thinking. As a result, you identify different ways of looking at the same situations. Then, as a further result, you make better decisions than before about the actions you'll take. Or not take.

That means, at each Step you're developing yourself further and, as a result, realizing more and more success.

To make the coaching process work, however, there are two Non-Negotiables - and they can't be emphasized too strongly:

- 1. Your ultimate success depends upon doing the assessment, and**
- 2. You need to take each Step one-at-a-time.**

The reason you *always* start with an assessment (we're really not kidding about this) is that the expression "you manage what you measure" is true.

The only reason, so we're told, that it's worth taking the time to pay attention to anything you or anyone else is doing is because, somehow, in some way, it's got a measure attached to it. It doesn't matter whether you put the measure to it or it's being measured by someone else. The only important thing is that it's being measured.

You want to give your own development that level of importance.

The measure doesn't have to be "hard," numerical or quantitative. "Soft" or qualitative measures count, too, because, ultimately, they can be converted into numerical measures when combined with other quantitatively measured factors.

So, as you go through the assessment, you may see a combination of both "hard" and "soft" measures. Do them all. There's a reason they exist.

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Which brings us to our second Non-Negotiable - taking each Step one-Step-at-a-time.

You're going to want to read through the Resource all at once...even speed read it. You may decide you want to read the last Step first so you know where you're going and can skip all the early stuff.

Don't do it. Give yourself and your development the gift of time.

Take the time to go through each Step thoroughly - one at a time - so that you are precise and detailed in your thinking. The Steps are tasks - all easily accomplished. The thinking at each Step is strategic - and that takes time.

Which leads us to your WIFM (What's In It For Me):

The Return on Investment (ROI) of your time and attention will be visible to you and others as you put each Step into practice.

The Steps are designed to help you get where you want to go efficiently and effectively.

And, as you move your way through each Step in the Resource, you'll find that the initial assessment information comes into play time and again - even when you replicate the Resource to get to your next stage...and the one after that...and the one after that....

Your future success starts now.

How to Make Failure Success

Depending upon the way you look at it, either there's an unfortunate consistency to team and initiative failures – or it's great that they're so predictable that they can be seen a mile off.

Industry after industry in every sector – companies both small and large – see the same things.

The real problem, though, is that you keep seeing the same things over and over again and either don't realize - or don't want to admit - that they're the same or that something can be done about them.

After all, you think, they're occurring on different teams, in different locations or functions or in different initiatives. They can't be the same.

Well, they are - and that's excellent news. Because that sameness makes them predictable, identifiable and solvable. Even better, as you use the common failures as pre-thinking guidelines, you can identify exactly how and when the problems will arise...before they do.

Past failures are the equivalent of an early warning system. Once you've identified the signs, they provide you exactly the information you need to perform the analyses your organization - and its people - are crying out for.

What's even better is that, when you and your management team are really on top of it, the analysis is real-time – which means the fix is real-time too.

And that means increased productivity, reduced waste, higher profits, more innovation, expanded markets. Now. It's a big win.

Achieving Superhero Status

There's another win you'll experience as you take on the team and initiative failures of the past... and present.

You'll achieve Superhero Status in the eyes of your employees.

Sadly, just as you've been seeing the same unacceptable outcomes, your employees have been living the same thing...only from the inside. Day after day.

Some of them may have told you (or told one of your peers or colleagues) why things weren't working. Others - and, let's be honest, most - haven't bothered. Those are the ones that gave up a long time ago.

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Happily, with bold, direct intervention, they'll change their minds. Fast. And that, too, will give you the results you're looking for. And more.

Be Prepared for Surprises

As you go through each Step in this Resource, there'll be some "Ah hah!" moments that will give you a sense of relief the likes of which you've never experienced. You *knew* there was something wrong/screwy/not working there. You were right. And now you can put your finger on it and fix it.

There's nothing better.

There'll also be some failures that, once you fully realize the cause, will personally surprise and disappoint you. Those will be the hardest.

You need to be prepared – both for the organizational and personal disappointments that may come. I hope they don't. But, realistically, they will.

You'll deal with each, of course, with each Step guiding you along the way. And as you do, your organization will be seeing you take action on the things that need your attention, determination and decision-making – all to make things right.

Failures occur. That's a fact of organizational life.

The faster you identify and diagnose them - and the more your people see your actions - the more they'll believe in you and your vision for them and for the organization.

Then, the faster they'll deliver what you've asked of them - because they can - for this initiative or product/service launch or new market...and the next and the one after that.

And *that's* how you make failure success.

About the Author

Internationally renowned confidential coach and advisor to executives and entrepreneurs, Leslie L. Kossoff has been cited by About.com as *“one of the most intelligent and perceptive voices on executive and managerial leadership today.”* Her clients range from Fortune 50s to start-ups in a broad range of industries and sectors in the United States, Asia and Europe. They include Fidelity Investments, Sony, TRW, Kraft Foods, Baxter Healthcare, the UK National Health Service, Seiko/Epson, 3M, Infonet and GM/Hughes.

A former executive in the aerospace/defense and pharmaceutical industries, Leslie has provided testimony to the Parliament of the United Kingdom on manufacturing and small business procurement policies, advised Members of Parliament on leadership transition strategies and, currently, provides instruction on entrepreneurship and innovation to Chinese executive and student Delegations.

During her long-term alliance with Dr. W. Edwards Deming - the quality management expert whose teachings are the basis of the Toyota Manufacturing System (aka, Lean) - she assisted in his client consultations and presented on implementation obstacles and strategies at his seminars. Deming declared Leslie, *“Quite simply, one of the best at implementation.”*

Leslie is the author of numerous books, including the award-winning Executive Thinking: The Dream, The Vision, The Mission Achieved, and has had over one hundred articles published in journals including the Financial Times, Investor's Business Daily, the Silicon Valley Business Journal and CEO magazine. She has written best practices for the Qatar Financial Centre Authority and is an invited voice for business, technology and finance blogs worldwide. She is one of the original Brain Trust members and a regular guest on the award-winning “Small Business Advocate” website and radio program. Jim Blasingame, its host, cites Leslie as *“one of the top organizational thinkers for executives and business owners.”*

She is a founding Board member of the Global Women's Leadership Center and serves on the Advisory Boards of Cordville Capital Ltd., the Russia Research Network and the Enterprise Trust (UK).

Leslie holds Bachelor and Master of Arts degrees in Organizational Communication from San Francisco State University and a multi-disciplinary Master of Science in Organizational Communication, Research Methodology and Management Science from the University of Oregon.

A Fellow of the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce), Leslie served as Chair of its Paris (France) chapter. She is a Freeman of the City of London

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