



# Do you struggle to balance getting things done with helping people to grow?

If you don't invest your time and energy into developing the people on your team, they will stop learning, stagnate, and become disengaged, and their performance will eventually decline. In our research and testing of nearly 800 executives for Martin Lanik's bestselling book *THE LEADER HABIT*, we discovered the behaviors that effective leaders practice when they mentor and coach. To turn these behaviors into habits requires deliberate practice —on average, 66 days.

## Mentoring and Coaching

means actively developing others through feedback, challenging assignments, reflection, and suggestions.

### 5-MINUTE LEADER HABIT EXERCISES

**1. Provide immediate feedback:** After noticing a mistake in someone's work or an incorrect behavior, highlight it right away by saying, "When [situation], you did [action], which resulted in [outcome]."

**2. Facilitate reflection:** After someone describes a recent experience, help them reflect on it by saying, "Why do you think it happened this way? What did you learn from it?"

**3. Collaborate on development:** After finishing with the initial small talk during a meeting, ask what the person wants to learn today by saying, "What is your learning goal for the day?"

**4. Offer specific developmental suggestions:** After discussing an area of improvement with someone, turn the focus of the discussion to identifying a specific development suggestion by saying, "Why don't we try an experiment—what is a new and different approach you could try?"



### YOUR LEADER HABIT EXERCISE

Cue (After an event or task finishes...)	Behavior (... you do the micro-behavior)

PRACTICE YOUR LEADER HABIT EXERCISE ONCE A DAY FOR 66 DAYS AND MARK THE DAYS YOU PRACTICED.

				<del>X</del>		1	2	3	4	5	6
7	8	9	10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40	41	42
43	44	45	46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63	64	65	66

