Coaching check sheet

LoftyBiz 153 — From Doer to Leader: Stop Being the Star Player

These are examples, not promises. The people and businesses in this video are illustrative examples, and results vary. Example figures, not targets or a forecast. This is general business education, not financial, legal or HR advice.

This week’s coaching check

Take a page this week and do this:

- Write the last three decisions that waited for you.
- For each one, write who could have made it.
- For each one, write what they would need to know first.
- Circle one person who is improving fast, and book thirty minutes with them this week.
- Keep that page in Systex, our own product.

Four simple leader rules

- Praise in public, correct in private. Name the good work at a meeting. Talk about a miss alone, calmly, and on the same day.
- Be a lighthouse, not a tugboat. Show the standard yourself, and let people steer toward it, instead of doing the work for them.
- Train instead of telling. When someone asks what to do, ask what they would try and why, then fill the gaps.
- Delegate outcomes, not tasks. Be clear about the result, the deadline and the budget. Stay available for questions, but stop checking every step.

How you judge yourself in the new role

- Change what success means: your job is the team’s results, not your own jobs.
- Measure what the team finishes on time, how many problems they solve without you, and the quality of the work — not how many hours you personally put in.
- Give credit in public when the team has a good stretch. Take the blame for misses, then fix them.
- Keep written team standards and “how we do it here” steps in Systex so the team can use them when you are not in the room.

How to spot your next leaders

- Do not promote whoever is best at the job right now. Current skill is not the same as the ability to lead.
- Watch rate of progress: who is getting better fastest, even from a lower start.
- Watch humility: who asks for feedback and admits mistakes.
- Watch character: who keeps promises when nobody is checking.

A simple development plan, then let them run

- Write a simple development plan for six months: one area to own fully, one short course or skill to work on, and a weekly half-hour with you.
- Block that half-hour in your calendar like a client meeting, and do not move it.
- Let them run. Give them the authority to make decisions in their area.
- When they make a call you would not have made, ask about their reasoning first instead of reversing it.
- Review new leaders by how their team did, and who on it is growing — not only by how much they produced.

Worked example: Winifred, plumbing company, Pueblo

Move	What Winifred did	Your note
Change the measure of success	She wrote: “My job is the team’s results, not my own jobs.” Her personal output no longer counted.	

Move	What Winifred did	Your note
Praise in public, correct in private	She named good work at the Monday meeting, and talked about misses alone, the same day.	
Lighthouse, not tugboat	She showed the standard herself (on time, tidy site, clear explanations) and let people steer toward it.	
Train instead of telling	When asked what to do, she asked what they would try and why, then filled the gaps.	
Delegate outcomes, not tasks	“This customer should have hot water by Friday and understand the bill,” not “Replace this valve.”	
Give the credit away	She thanked the team by name for a good month, and took the blame with the customer when a job went wrong.	
Write the standards down	She later kept those written team standards in Systex.	

Winifred runs a plumbing company in Pueblo with six plumbers. In her example, after a family holiday in which three jobs stalled, she changed her job from star plumber to coach. Over the next months, the team handled most hard calls without her, and the company took on more jobs a month. These are examples, not promises, and not targets or a forecast.

Worked example: Ezequiel, small marketing agency, Bozeman

Move	What Ezequiel did	Your note
Stop promoting only current skill	His top designer became team lead and kept redesigning everyone’s work at night. He changed the test.	
Watch three things	Rate of progress, humility, and character — not only who is best at the job today.	
Pick the fast learner	Priyanka, a junior account coordinator, had gone from taking notes to running client calls in one year.	
Coach the rough edges	She was blunt in emails and sometimes too fast. He coached that, instead of waiting for a perfect person.	
A six-month plan	One client account to own fully, one short course on giving feedback, and a weekly half-hour he did not move.	
Let her run	He gave her authority on her account, including saying no to a client’s extra request, and asked about her reasoning first.	
Review the team, not only output	He asked, “How did your team do, and who on it is growing?” He later kept those development notes in Systex.	

Ezequiel runs a small marketing agency in Bozeman with nine people. In his example, after a year, Priyanka led a team of three, and he was coaching two more future leaders the same way. It took patience, and not every bet worked out. These are examples, not promises, and not targets or a forecast.

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Write your standards in Systex (our own product): https://loftybiz.net