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# **ENGAGEMENT PART 2**

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# Leadership Identities

**Boss**      **First Word:** \_\_\_\_\_      **Actual Meaning:** \_\_\_\_\_

<b>Core Beliefs:</b> What must they believe about their role? Authority? Other people? Mistakes?	<b>Actions:</b> What consistent behaviors would you expect? In meetings? Under pressure?	<b>Experience:</b> What would it feel like working for them? What would the team experience feel like?	<b>Results:</b> What kind of culture and business results would this produce in 3 months? 3 years?

**Manage**      **First Word:** \_\_\_\_\_      **Actual Meaning:** \_\_\_\_\_

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**Mentor**      **First Word:** \_\_\_\_\_      **Actual Meaning:** \_\_\_\_\_

<b>Core Beliefs:</b> What must they believe about their role? Authority? Other people? Mistakes?	<b>Actions:</b> What consistent behaviors would you expect? In meetings? Under pressure?	<b>Experience:</b> What would it feel like working for them? What would the team experience feel like?	<b>Results:</b> What kind of culture and business results would this produce in 3 months? 3 years?

# Leadership Identities

Coach \_\_\_\_\_ First Word: \_\_\_\_\_ Actual Meaning: \_\_\_\_\_

Beliefs	Key Points
1. Stay committed, not attached.	We are all responsible to each other, but we can't want someone's success more than they do. Being 100% committed means staying focused, dedicated, and invested in the effort. Being 100% unattached means avoiding becoming overly dependent, staying flexible and adaptable, and maintaining a certain detachment from the result.
2. There is no failure, only winning and learning.	Every outcome provides valuable information for learning and growth. If we are learning, we are winning.
3. The problem deserves our attention, the solution deserves our energy.	We need to focus the energy in a coaching conversation on possibilities and options. Once the problem is identified, move on. It's more important to focus on where the coachee wants to go than where they have been.
4. The presenting problem is usually not the real problem.	People typically voice the surface problem or the immediate problem. If we can stay curious and ask generative questions, we typically find the unseen or 'real' problem.
5. People's choices make sense to them.	People's choices make sense to them. The only thing that has to make sense to you is that it makes sense to them.
6. There is a reward for every thought, behavior, choice, and action we take.	There is always a reward for everything we do. That reward may be healthy or unhealthy, constructive or destructive.
7. Better solutions result when we come to conversations in a state of intense curiosity.	Staying curious as coaches helps us avoid coming with a pre-planned solution and bias. It also helps us address the real problem rather than the presenting problem.
8. The more choices WE generate, the more control and ownership WE take.	As coaches, our primary role is not to solve problems or give advice. We want the other person (parties) to generate solutions. This expands their thinking and gains commitment over compliance.
9. People are whole, resourceful beings, having everything they need to succeed and achieve their desired outcomes.	We can avoid solving problems for others when we remember that they are whole, resourceful, and quite capable of utilizing their resources to solve problems. We may be one of those resources, but we are not their only resource. Our goal is to grow their ability to access resources and find solutions.
10. Tell people, they comply. Involve people, they commit.	We are much more likely to encourage buy-in and accountability, when a solution is that person's idea. The brain pushes back when told what to do.

# Session Eight: February 19, 2026

## Application

You can find all LEAD resources at:

Leadership: <https://yellingroup.com/truenergy-leadership-resources>

Foundations: <https://yellingroup.com/truenergy-foundations-resources>

### I commit to:

### The team commits to:



- Boss controls people.
- Manager handles people.
- Mentor advises people.
- Coach develops people.