

Executive Self-Reflection Exercise following a termination or decision to leave a high-stakes position.

Coach assigns departing executive to reflect on the answers to the questions below a few days ahead of meeting.

Coach then facilitates a two to three-hour session to discuss topics in Part I and then, a few days later, do the same for the questions in Part II.

Part I:

- What were you trying to do?
- How did it go?
- How do you know?
- What worked well?
- What would you be sure to do again if you were to try to do the same thing elsewhere?

Part II:

- What did not go as well as you would have liked/expected?
- What do you learn from that?
- What could you have done differently to get a better result?
 - What will you do next?
 - What is the ideal situation for you?
 - What situation should you avoid?
 - What do you need to learn next?
 - What skills do you need to surround yourself with in others?



Part I questions are easier to grapple with than Part II. They are to get the thinking and dialogue flowing smoothly. The workhorse questions are those in Part II.

General Coaching for the Coach:

- Don't let exec let themselves off the hook with their first (visceral, immediate) response.
- The tendency is for exec to want to say something (anything) and move on.
- The coach needs to push the exec to dig/probe deep to get at what fundamental truths are there to uncover.
- When the exec says: **"There was nothing more I could have done."** Push for more. There usually is quite a lot more that could/should have been done considering what the exec was trying to do.
- When exec says: **"I get it and know what I would do differently next time."** Push for more. They usually don't really yet "get it" and there is usually a lot more they can and should do differently next time than they realize.
- Phrases to help elicit deeper insights and responses:
 - Is that what was really going on?
 - What does this really mean about you and how you work?
 - Is that really all you can think of that you could have done?

