



**Timeout Coaching**  
**by Doing Business In English™**

**TIMEOUT COACHING**  
**4 MANAGEMENT SKILLS**  
**BY DOING BUSINESS IN ENGLISH**

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## Management Skills Self-Coaching Questions

**Do any of these skills require some attention?**

**Are there any that are ok, but you would like to improve?**

**Which are you really good at?**

**1 Ability to learn**

**2 Problem Solving**

**3 Planning**

**4 Being Agile and Adaptable**

**5 Influencing others**

**Realistically at what level are you working currently?**

**What does your business and the market need from you?**

**Motivation – What is the potential benefit of trying to improve?**

**Challenge – What is the alternative?**

**Inspiration – Why do you believe you can improve?**

**Encouragement – How can you move forward even with just small marginal steps?**



## Ability to Learn

**Learning agility is a set of qualities and attributes that allow an individual's to stay flexible, grow from mistakes, and rise to a diverse array of challenges. Learning agility, by contrast, has until recently been hard to measure and hard to define.**

**Learning agility is a mind-set and corresponding collection of practices that allow leaders to continually develop, grow and utilize new strategies that will equip them for the increasingly complex problems they face in their organizations.**

**Learning-agile individuals tend to be professionals who are actually able to reject skills, assumptions and ideas that are no longer valuable or appropriate, then learn new ones that are.**

**Where is there effective communication and where is there ineffective communication?**

**When do they happen?**

**In which situations do you communicate effectively?**

**Are you prepared to try something new?**

**Is there enough pain with the current situation and is there enough benefit from changing?**

**"It's what you learn after you know it all that counts." – John Wooden**

**"If you're not making mistakes, then you're not doing anything. I'm positive that a doer makes mistakes." – John Wooden**

**"Failure is not fatal, but failure to change might be." – John Wooden**



## Ability to Learn Tips – Are you?

**1 Innovating - seeking out new solutions**

**2 Getting ideas from varied conflicting sources**

**3 Repeatedly asking yourself, “What else?” “What are 10 more ways I could approach this?” “What are several radical things I could try here?”**

**4 Identifying patterns in complex situations. Find the similarities between current and past projects**

**5 Enhancing your listening skills – listening deeply instead of simply (and immediately) reacting.**

**6 Exploring “what-ifs      7 Reading**

**8 Getting ideas from lots of varied conflicting sources**

**9 Asking, “What are three things I or we could have done better here?”**

**10 Look for “stretch assignments,” where the probability of success isn’t high**

**11 Acknowledging failures and capture the lessons you’ve learned from them**

**12 Learning from positive and negative feedback**

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## Problem Solving

Life is a series of problem-solving opportunities. The problems you face will either defeat you or develop you depending on how you respond to them according to Rick Warren. Einstein identified that we cannot normally solve problems with the same thinking process that created them. On a positive note, Duke Ellington believed a problem is a chance for you to do your best. Steps in problem solving;

**Step 1 – Identify the problem**

**Step 2 – Analyze the problem**

**Step 3 – Develop a solution**

**Step 4 – Implement a solution**

**Step 5 – Evaluate the solution**

**Which steps are you doing?**

**Which steps are you doing well?**

**Which could you do better?**

**“Things work out best for those who make the best of the way things work out.” - John Wooden**



## Tips For Better Problem Solving

- 1 Recognize and accept there is a problem**
- 2 Frame the problem carefully and avoid assumptions**
- 3 Identify the roots of the problem**
- 4 Identify all the involved parts of the problem and people affected**
- 5 State the problem specifically**
- 6 Look at the problem from different perspectives**
- 7 Adapt '5 Whys' to Clearly Define the Problem**
- 8 List out as many solutions as possible including ones you do not believe in**
- 9 Ask open questions, a lot of them**
- 10 Take a look at the bigger picture and the overall context of a situation**
- 11 Open-minded People    12 Challenge themselves or take a risk.**
- 13 Try new things    14 Trial solutions quickly    15 Consider multiple solutions**

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## Tips to Improve Planning

**1 Identify urgent vs. important.**

**2 Assess value.**

**3 Identify a most important task and work on it early**

**4 Minimise the number and length of some meetings and create / focus on others that create real value**

**5 Break goals into tasks and mini tasks that are planned**

**6 Set Milestone Deadlines**

**7 Consider the consequences**

**8 Set Goals and work backwards**

**9 Choice of alternative course of action**

**10 Cross check everything to the bigger picture**

**11 Commit    12 Know when to cut.**

**13 Schedule follow up    14 Know the limits of planning**

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## Being Agile and Adaptable

### The Types of Agility

- **Mental Agility:** Thinking critically to penetrate complex problems and expanding possibilities by making fresh connections.
- **People Agility:** Understanding and relating to other people, as well as tough situations to harness and multiply collective performance.
- **Change Agility:** Enjoying experimentation, being curious and effectively dealing with the discomfort of change.
- **Results Agility:** Delivering results in first-time situations by inspiring teams and exhibiting a presence that builds confidence in themselves and others.
- **Self-Awareness:** Being reflective and knowing themselves well; understanding their capabilities and their impact on others.

### Adaptability

In his book Coach Wooden's Pyramid of Success, Coach Wooden defined adaptability as;

**"Adaptability is being able to adjust to any situation at any given time."**

**"Do not let what you cannot do interfere with what you can do."**

**"Things turn out the best for those who make the best of the way things turn out."**



## Agile People

- 1 Agile people look at failure as a learning opportunity**
- 2 Agile people are having fun**
- 3 Agile people welcome different perspectives and ideas**
- 4 Agile people's work pace is sustainable**
- 5 Agile people accept change and adapt quickly**
- 6 Agile people are transparent**
- 7 Agile people are self-aware**
- 8 Agile people want to collaborate and communicate**
- 9 Agile people share knowledge willingly and freely**

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## Adaptable People

**1 Adaptable people experiment**

**2 Adaptable people are resourceful**

**3 Adaptable people see opportunity where others see failure**

**4 Adaptable people think ahead**

**5 Adaptable people don't complain    6 Adaptable people are self-aware**

**7 Adaptable people don't blame**

**8 Adaptable people don't claim fame**

**9 Adaptable people are curious    10 Adaptable people adapt**

**11 Adaptable people see systems**

**12 Adaptable people open their minds**

**13 Adaptable people know what they stand for**

**14 Adaptable people think outside the box**

**15 Adaptable people can be early adopters**

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## Influencing

Influence is an essential part of leadership. The position of a leader in an organization and the power it gives are not enough to motivate or inspire people. A leader promotes or sells their ideas or the ideas of those that they represents. This is particularly important in today's organizations, which have become less hierarchical and less dependent on individual heroes.

The outcomes of influencing are commitment, compliance, or resistance.

- **Commitment:** Leaders with developed influencing skills achieve their goals more effectively. Influencing then results in commitment, which means voluntary support. This goes with a lower need for monitoring, a higher sustained effort over time, a better focus on a shared goal, and improved interpersonal relations.
- **Compliance:** If the influencing by the leader is less effective, people become compliant. Their attitude and mindset do not change. Consent can lead to higher productivity for well-defined tasks but does not unleash the full potential of engagement and creativity of the talent.
- **Resistance:** If the influencing is not effective, the result is resistance either by obstructing or sabotaging, by asking a higher authority to overrule the leader, by attempting to persuade the leader to renounce his or her idea, by looking for excuses, or by pretending to comply (false compliance).

When do you need to influence others?

How do you do this? How effective are you?

Which do you use? Which are effective?

How do you decide on which to use?



## Ways of Influencing

**1 Rationalizing: Do you use logic, facts, and reasoning to present your ideas? Do you leverage your facts, logic, expertise, and experience to persuade others?**

**2 Asserting: Do you rely on your personal confidence, rules, law, and authority to influence others? Do you insist that your ideas are heard and considered, even when others disagree? Do you challenge the ideas of others when they don't agree with yours? Do you debate with or pressure others to get them to see your point of view?**

**3 Negotiating: Do you look for compromises and make concessions in order to reach an outcome that satisfies your greater interest? Do you make tradeoffs and exchanges in order to meet your larger interests? If necessary, will you delay the discussion until a more opportune time?**

**4 Inspiring: Do you encourage others toward your position by communicating a sense of shared mission and exciting possibility? Do you use inspirational appeals, stories, and metaphors to encourage a shared sense of purpose?**

**5 Bridging: Do you attempt to influence outcomes by uniting or connecting with others? Do you rely on reciprocity, engaging superior support, consultation, building coalitions, and using personal relationships to get people to agree with your position?**

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## In Conclusion

**In which areas do you want to make some goals and action steps?**

**How committed are you to these goals?**

**What are you prepared to take ownership and accountability for?**

**What can you take responsibility for doing and doing differently to get the best result?**

**What is the best possible result?**

**What interference could there be and how will you manage it?**

**How committed are you to making these improvements?**

**Why do you think you can change? What personal strengths / skills could help you?**

**In what way is your life worse by not changing / suffering?**

**Do you need rewards at milestones to help?**

**Do you need reminders of the problems you are having?**

**What action are you specifically committing to? (Improve my ..... by taking action steps .....)**

**How will you make yourself accountable? What support do you need and how will you check in to review?**

**“You can’t let praise or criticism get to you. It’s a weakness to get caught up in either one.” – John Wooden**

**“Don’t measure yourself by what you have accomplished, but by what you should have accomplished with your ability.” – John Wooden**