



**WOMEN'S
LEADERSHIP
CIRCLE®**

In focus: *B.C. Economic Forum 2014*

IMAGES BY SARA BORCK PHOTOGRAPHY



Clockwise from top left: 1) Premier Christy Clark delivers the lunch keynote to a sold-out crowd of more than 400 business leaders at B.C. Economic Forum 2014, hosted Oct. 24 by The Vancouver Board of Trade, The WEB Alliance of Women's Business Networks and the Premier's Women's Economic Council. **2)** Naomi Yamamoto, B.C.'s Minister of State for Tourism and Small Business, gives closing remarks, following a day-long forum filled with keynotes and facilitated breakout sessions. **3)** Shirley Bond, B.C.'s Minister of Jobs, Tourism and Skills Training, discusses how the province's BC Jobs Plan aims to bring more women into the workforce. **4)** Forum attendees brainstorm ideas during one of three facilitated track discussions. Feedback from the event will be captured in a formal Action Plan for businesses and government. **5)** A panel discussion recapping some of the earlier track discussions. From left to right: Michelle Pockey, Partner at Fasken Martineau; Kirsten Wilson, President and CEO of Jack Cewe Ltd.; Renee Wasylyk, CEO of Troika Developments; Carolyn Cross, CEO of Ondine Biomedical; and forum Co-Chair Lois Nahirney. **6)** Alex Johnston, Executive Director of Catalyst Canada, delivers a presentation on 'The Case for Change.' **7)** Forum co-chairs Jill Earthy (left) and Lois Nahirney (right), pose with the Honourable Kellie Leitch, Canada's Minister of Labour and Minister of Status of Women. Earthy is Co-Founder of the WEB Alliance and Regional Director, BC & Yukon, Futurpreneur Canada. Nahirney is Chair of the Premier's Women's Economic Council and Executive Vice President, Corporate Resources, Teekay Corporation.



Stop rockin' it old-school: The end of micromanagement

BY LISA MARTIN

Welcome to the polar opposite of old-school micromanagement.

Coaching is a leadership style that focuses on people and performance. Not projects and activities.

If you've ever found yourself overseeing a giant spreadsheet of other people's tasks...gently admit you have some micromanagement leanings. It's all good. Awareness is step one.

To adopt a coaching style, you'll need to dump the spreadsheets and be a stellar communicator.

Coaching is about asking the right questions. Many executives lean toward an intimidating, pointed-style of questioning. Questions like, "Didn't you say this would be done last week?" or "Why did you do it that way?" quickly put people on the defensive.

Instead, ask non-blaming, open-ended questions — even when you're frustrated. Take emotion out of the equation and guide a calm, clear conversation.

Coaching questions sound like, "Can you talk me through how you arrived at this decision?" "What might you do differently

next time?" and "What support do you need from me to meet this deadline?"

Make sure to watch your tone of voice. An accusatory or annoyed tone will ruin even the most beautifully-worded question. Coaching is about helping your employees gain self-awareness so they can make smart decisions and resolve their own problems. That's how you create a culture of leaders, setting your company up for far bigger success.

I'll leave you with this personal query to ponder. Leading Question: Do you bring out the best in people?

Lisa Martin has made it her mission to help companies keep and cultivate rising leaders. She is a member of The Vancouver Board of Trade Women's Leadership Circle Advisory Council, the creator of the Lead + Live Better™ programs, a leadership coach, speaker, and a bestselling author. In the coming months, Martin will share a series of articles in Sounding Board about maximizing performance as an executive, to help further the WLC's mandate to elevate women in business. For more info, visit LisaMartinInternational.com/programs.



Lisa Martin