

To enhance **leadership mental agility** in alignment with the **7E Leadership Framework**, coaching questions can be designed to help leaders reflect, evaluate, and take action on each pillar. Below are **VAIpours-style coaching questions** (Vibrant, Actionable, Insightful, Purposeful, Outcome-oriented, Reflective, and Specific) that can be used to develop mental agility in each of the 7E areas:

1. Ethics: Doing the Right Thing, Always

- **Vibrant:** How do you stay true to your ethical values when facing tough decisions?
- **Actionable:** What immediate steps can you take to ensure your decisions align with your core ethical principles?
- **Insightful:** How do you recognize when an ethical compromise is being made, and how do you handle it?
- **Purposeful:** How does leading with ethics impact the trust and culture of your team or organization?
- **Outcome-oriented:** What measurable outcomes do you expect when you consistently act with integrity?
- **Reflective:** How have your ethical decisions shaped your leadership journey so far?
- **Specific:** What’s a recent situation where you had to make an ethical decision, and how did you approach it?

2. Envisioning: Seeing Opportunities and Solutions

- **Vibrant:** How do you inspire your team to think outside the box and spot new opportunities?
- **Actionable:** What can you do today to shift from problem-focused thinking to solution-focused thinking?
- **Insightful:** How do you balance immediate demands with long-term strategic vision?
- **Purposeful:** How does having a clear vision help you stay focused when obstacles arise?
- **Outcome-oriented:** How can you measure the success of your vision in practical terms within your team or organization?
- **Reflective:** When was the last time your vision helped overcome a major challenge, and what did you learn from that experience?
- **Specific:** What specific opportunities do you see right now, and how can you capitalize on them?

3. Endurance: Leading with Resilience and Focus

- **Vibrant:** How do you maintain energy and resilience when faced with adversity?
- **Actionable:** What are some short-term actions you can take to recover from burnout or stress?
- **Insightful:** How do you distinguish between when to push through challenges and when to take a step back and recalibrate?
- **Purposeful:** How does enduring through difficult times shape your leadership legacy?
- **Outcome-oriented:** What can you do to track your resilience over time and improve it consistently?
- **Reflective:** Reflect on a time when your endurance helped you lead through a crisis. What strengths did you discover?
- **Specific:** What specific strategies do you use to maintain focus during times of pressure?

4. Excellence: Committing to High Standards and Continuous Growth

- **Vibrant:** How do you create a culture of excellence within your team or organization?
- **Actionable:** What can you do today to raise the standards of your performance or your team's performance?
- **Insightful:** How do you handle situations when excellence is not being met, either personally or by your team?
- **Purposeful:** How does striving for excellence align with your leadership values and long-term goals?
- **Outcome-oriented:** What specific results would demonstrate that you are successfully maintaining excellence in your leadership?
- **Reflective:** Reflect on a time when you or your team fell short of excellence. What insights did you gain?
- **Specific:** What measurable steps can you take to track your continuous growth and improvement?

5. Encouragement: Building Motivated, Successful Teams

- **Vibrant:** How do you inspire your team to stay motivated during challenging times?
- **Actionable:** What immediate actions can you take to celebrate the small wins and keep momentum high?
- **Insightful:** How do you recognize and nurture the unique strengths of each team member?
- **Purposeful:** How does fostering motivation and success in your team contribute to the broader organizational goals?
- **Outcome-oriented:** What does success look like in your team, and how will you know when you’ve achieved it?
- **Reflective:** Reflect on the last time you encouraged your team—what was the impact on their performance and morale?
- **Specific:** How can you give specific, actionable feedback to help your team stay on track and motivated?

6. Enablement: Empowering Your Team to Succeed

- **Vibrant:** How do you create an environment where your team feels empowered to take initiative and make decisions?
- **Actionable:** What specific tools or resources can you provide to enable your team to do their best work?
- **Insightful:** How do you balance providing autonomy with providing guidance and support?
- **Purposeful:** How does enabling your team contribute to the organization’s ability to innovate and grow?
- **Outcome-oriented:** What outcomes will indicate that you’ve successfully empowered your team to succeed?
- **Reflective:** Reflect on a time when you empowered a team member to take charge—how did it influence their performance?
- **Specific:** What specific opportunities can you provide for your team to lead and make decisions within their roles?

7. Effectiveness: Getting Things Done Efficiently and with Impact

- **Vibrant:** How do you ensure that your actions are having the most significant impact in your leadership role?
- **Actionable:** What one thing can you do today to enhance your personal productivity and effectiveness?
- **Insightful:** How do you prioritize tasks and responsibilities to maximize your effectiveness?
- **Purposeful:** How do your personal goals align with the larger organizational outcomes you're aiming to achieve?
- **Outcome-oriented:** What specific measures of success will tell you if you are leading effectively?
- **Reflective:** When was the last time your leadership resulted in a breakthrough or significant achievement? What lessons can you take from it?
- **Specific:** What specific actions can you take to improve your team’s effectiveness in the next month?

By using these **VAIpours coaching questions**, leaders can reflect on their actions, identify areas for improvement, and take deliberate steps to develop their mental agility in all seven pillars of the **7E Leadership Framework**. These questions focus on personal growth and achieving actionable outcomes, which are essential for fostering a more agile and effective leadership mindset. Below is a mapping of **VAIpours-style coaching questions** aligned with the **7E Leadership Framework**, illustrated with **real-life leadership examples**. These examples demonstrate how leaders can apply the questions to **enhance their mental agility**, leading to measurable outcomes:

1. Ethics: Doing the Right Thing, Always

- **Leader Example: Mary Barra (CEO of General Motors)**
- **Vibrant Question:** *How do you stay true to your ethical values when facing tough decisions?*
- **Barra’s Example:** During the ignition switch recall crisis, Barra stayed committed to transparency, admitting GM's fault and focusing on customer safety, despite facing significant pressure.
- **Outcome:** Barra’s ethical decision-making rebuilt trust and helped GM recover its reputation.
- **Actionable Question:** *What immediate steps can you take to ensure your decisions align with your core ethical principles?*
- **Barra’s Action:** Barra ensured GM's leadership team focused on safety and customer care, establishing rigorous internal processes to avoid future compromises.
- **Outcome:** Stronger corporate governance and an ethical culture that aligned with safety and customer-first values.

2. Envisioning: Seeing Opportunities and Solutions

- **Leader Example: Satya Nadella (CEO of Microsoft)**
- **Vibrant Question:** *How do you inspire your team to think outside the box and spot new opportunities?*
- **Nadella’s Example:** He led the transformation of Microsoft by shifting its focus to cloud computing, including the launch of Azure, which was an entirely new direction for the company.
- **Outcome:** Azure became one of Microsoft's largest revenue-generating platforms, allowing Microsoft to evolve and maintain its market leadership.
- **Actionable Question:** *What can you do today to shift from problem-focused thinking to solution-focused thinking?*
- **Nadella’s Action:** Nadella constantly encouraged employees to see challenges as opportunities for innovation, steering the company toward solutions in the cloud and AI fields.
- **Outcome:** Rapid product innovation and positioning Microsoft for future growth in high-tech sectors.

3. Endurance: Leading with Resilience and Focus

- **Leader Example: Indra Nooyi (Former CEO of PepsiCo)**
- **Vibrant Question:** *How do you maintain energy and resilience when faced with adversity?*
- **Nooyi’s Example:** Nooyi led PepsiCo through turbulent market shifts, maintaining focus on sustainability and health-focused products during a period of significant change in consumer preferences.
- **Outcome:** PepsiCo grew by 70% under her leadership, despite external pressures.
- **Actionable Question:** *What are some short-term actions you can take to recover from burnout or stress?*
- **Nooyi’s Action:** Nooyi emphasized work-life balance and delegate decision-making to her leadership team, allowing her to recharge while still driving the company’s strategic vision.
- **Outcome:** Sustained leadership performance and consistent growth despite external challenges.

4. Excellence: Committing to High Standards and Continuous Growth

- **Leader Example: Elon Musk (CEO of Tesla and SpaceX)**
- **Vibrant Question:** *How do you create a culture of excellence within your team or organization?*
- **Musk’s Example:** Musk set extremely high standards for Tesla and SpaceX, from the quality of electric vehicles to the development of reusable rockets.
- **Outcome:** Tesla became the leader in electric vehicles, and SpaceX revolutionized space travel with reusable rockets.
- **Actionable Question:** *What can you do today to raise the standards of your performance or your team's performance?*
- **Musk’s Action:** Musk holds rigorous reviews of engineering designs and results to ensure products meet his high expectations and is constantly pushing for continuous innovation.
- **Outcome:** Innovation-driven results, positioning Tesla and SpaceX as leaders in their industries.

5. Encouragement: Building Motivated, Successful Teams

- **Leader Example: Shantanu Narayen (CEO of Adobe)**
- **Vibrant Question:** *How do you inspire your team to stay motivated during challenging times?*
- **Narayen’s Example:** During Adobe’s transition from boxed software to cloud services, Narayen kept employees motivated by emphasizing the company’s vision and celebrating milestones.
- **Outcome:** Adobe’s transition to Adobe Creative Cloud was a major success, resulting in significant revenue growth and enhanced employee engagement.
- **Actionable Question:** *What immediate actions can you take to celebrate the small wins and keep momentum high?*
- **Narayen’s Action:** Narayen fostered an environment where success at every stage was acknowledged, creating a culture of recognition and positivity.
- **Outcome:** High morale and continued innovation at Adobe.

6. Enablement: Empowering Your Team to Succeed

- **Leader Example: Jeff Weiner (Former CEO of LinkedIn)**
- **Vibrant Question:** *How do you create an environment where your team feels empowered to take initiative and make decisions?*
- **Weiner’s Example:** Weiner encouraged transparency and autonomy, ensuring that LinkedIn employees had the trust and resources to innovate.
- **Outcome:** LinkedIn grew rapidly, with employees empowered to make decisions that contributed to the company’s exponential success.
- **Actionable Question:** *What specific tools or resources can you provide to enable your team to do their best work?*
- **Weiner’s Action:** Weiner implemented a leadership framework that promoted employee autonomy while providing them with resources such as training, development programs, and transparent communication.
- **Outcome:** Increased employee engagement and innovation, driving LinkedIn's growth.

7. Effectiveness: Getting Things Done Efficiently and with Impact

- **Leader Example: Tim Cook (CEO of Apple)**
- **Vibrant Question:** *How do you ensure that your actions are having the most significant impact in your leadership role?*
- **Cook’s Example:** Cook’s operational excellence at Apple focused on efficiency, quality control, and effective supply chain management, ensuring that the company’s products delivered maximum impact to users.
- **Outcome:** Apple became one of the most profitable companies globally, with products known for their superior quality and efficiency.
- **Actionable Question:** *What one thing can you do today to enhance your personal productivity and effectiveness?*
- **Cook’s Action:** Cook utilizes a combination of strategic delegation and time management, allowing him to focus on high-priority areas while optimizing team productivity.
- **Outcome:** Timely product launches, smooth operational processes, and sustained profitability.

Conclusion:

These leaders effectively mapped **VAIpours coaching questions** to enhance their **leadership mental agility** by consistently evaluating their actions, maintaining high standards, and focusing on the long-term vision while adapting to challenges. They used these principles to align their leadership with the **7E Leadership Framework**, driving sustained success and creating impact within their organizations. The outcome-oriented nature of the questions helped each of these leaders foster resilience, innovation, and empowerment in their teams, ultimately creating thriving, high-performing organizations.