

# **Leadership Style rooted in Coaching**

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## ***Past Experience***

Recall a grandparent or teacher who had a very positive impact on you.

What did they do that you liked so much? (attitude and behaviour)

How did you feel about yourself?



## **They ...**

Treated me as an equal

Listened to my point of view

Believed that I could ...

Challenged me

Fun, enthusiasm

Safe, cared for, support

Trust, respect

Gave me time and full attention

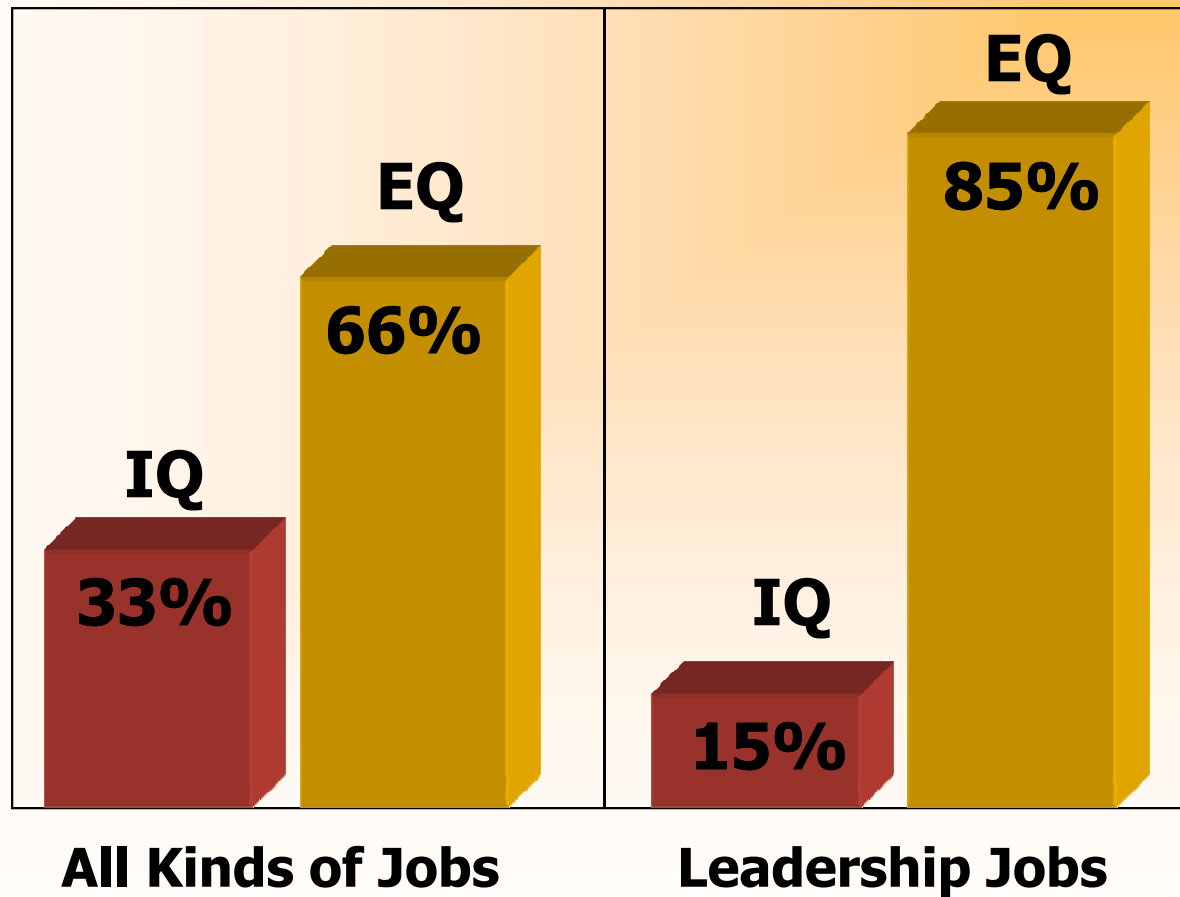


## **I felt ....**

- Special
- Valued
- Confident
- Self-belief



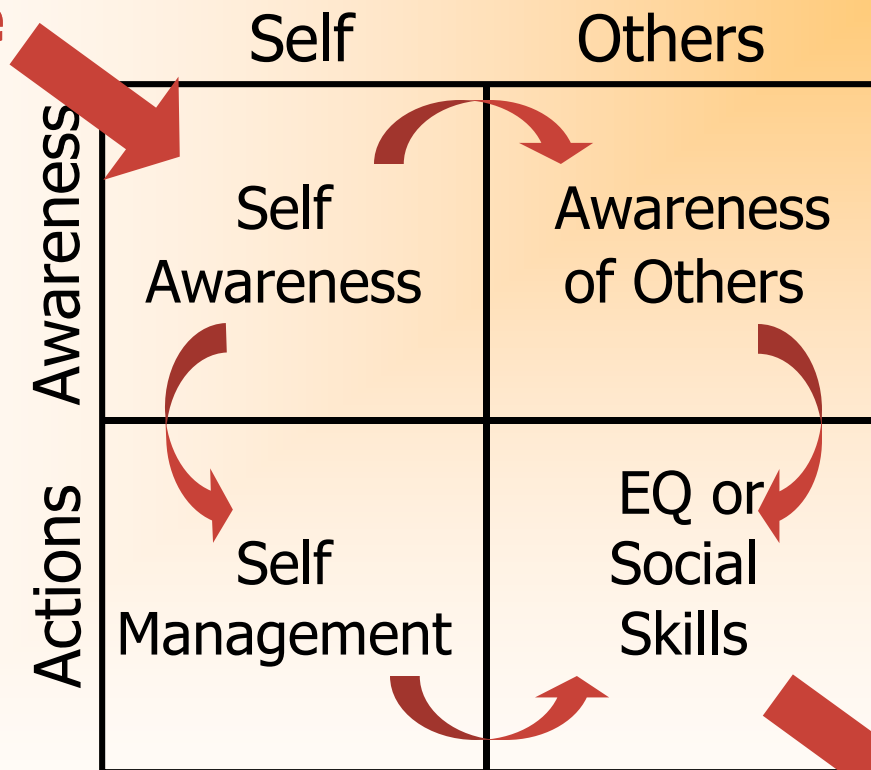
# *The Importance of EQ*



One of Daniel Goleman's research findings

# *The Quadrants of EQ*

**All change starts here**



**Positive impact on others**



# **IQ**

Truth  
Facts  
Contracts  
The law  
Own advice  
Own output  
Own expertise  
TELL  
PUSH

# **EQ**

Trust  
Feelings  
Contact  
Justice  
Other's awareness  
Other's insight  
Other's expression  
ASK  
PULL



## ***OUR WORKING CONTEXT***

- Emotional Intelligence (EQ) is an attitude, a way of being
- Coaching is a behaviour, the practice of EQ
- Both are valuable life skills which can be developed



# ***POTENTIAL***

How much of our total potential do we normally express?

**40%**

What is the principal inner obstacle that prevents it manifesting?

**FEAR**



# ***The Inner Game***

***The opponent within one's own head is more daunting than the one over the net.***

***Our performance equals our potential minus our internal interferences, such as fear etc***

***The primary goal of the coaching is to eliminate the internal obstacles to performance, learning and enjoyment.***



## ***AWARENESS***

**“Self-Realised  
High Quality  
Relevant Input”**

## ***RESPONSIBILITY***

**“The Choice to  
Commit to take  
Action”**



# ***The Coach's Goal***

**Coaching builds Awareness and Responsibility.**

**Instruction lowers both**

**Choice and success builds Self Belief, confidence.**

**Blame and criticism lowers both**

*What does the employee need to perform?*

*How does the coach or manager need to behave?*



# Effective Questions

**Compel attention, thought, observation**

**Focus for clarity, detail and precision**

**Are non-judgemental**

**Create a feedback loop**



- G** What **more** do you want?
- R** **Exactly** what is happening now?
- O** What **else** could you do?
- W** **Precisely** what will you do?



# Effective Questions

**Ask, listen** (*words, tone, pace etc*) & **observe**

**Open Questions** (What When etc, “*Do you have any other options?*” is a closed question. “*What other options do you have?*” is open.)

**Follow** their interest, (*their agenda, use their words*)

**Caution** about Why (*may be seen as judgemental*) and How (*can be too vague. e.g. “Fine, OK etc”*)

**Start broad** (*inclusive*) and **then tighten** to increase the quality of their focus



# ***MAP of COACHING***

## **KEY PRINCIPLES**

Awareness and Responsibility

## **SKILLS**

Effective Questioning

Active Listening

## **STEPS**

**G - GOAL**

**What do you want?**

**R - REALITY**

**What is happening now?**

**O - OPTIONS**

**What could you do?**

**W - WILL**

**What will you do?**



## *Resistances to Coaching*

- “Coaching takes too long (no time)”
- “Coaching is difficult to learn”
- “Coaching does not work for me”
- “Coaching is too soft”
- “I will lose my authority, power”
- “I do coaching already”
- “Coaching is only a tool”



# ***Embedding Coaching Culture***

- Role model support from the top leadership
- Regular further study groups run by HR
- Paired peer coaching practice
- Paired weekly support meetings
- Team of internal Advanced Coaches
- Coaching to be a Key Performance Indicator
- Quality control and ROI process
- All Company Training changed to coaching



# ***MANAGEMENT BY COACHING***

***generates***

## **Awareness**

**QUALITY & QUANTITY  
of INPUT**

**Q&Q of  
output**

**Recall**

**Interest**

**Learning**

**Enjoyment**

**Performance**

## **Responsibility**

**PERSONAL CHOICE  
& CONTROL**

**Uniqueness**

**Self-belief**

**Ownership**

**Potential**

**Confidence**

**Self-motivation**

**Higher productivity  
Improved communication  
Better working relationships  
Quality of life in the workplace  
Greater recognition  
More customer care**



# *Failing Leadership*

- **Traditional leadership is in decline**
- In Business, politics, religion, education
- Without a respected outer authority, standards and ethics fall and liberalisation becomes licence until self-responsibility develops over time.
- ***Corporate crime runs out of control.***



Employees demoralised by poor management cost firms £48bn a year

# Six out of ten staff find work a misery

**MORE** than 60 per cent of employees are demoralised by their jobs and a further 20 per cent do not care about work, says a survey.

Most staff are happy to do the least necessary to keep their jobs and go through the motions, dispirited by the nine-to-five grind.

With many bored workers apparently switching off before they even reach the office as the daily routine of commuting wears

By **Darren Behar**  
Industry Correspondent

them down, the cost to Britain's economy is £48 billion a year.

Most employees work hard in their first year in a job but after that 'it's all downhill', says the poll, conducted by Gallup.

Only 17 per cent say they take an active role at work.

The longer employees are with a company, the more likely they become unclear about expectations. Many worry about

whether or not the company actually cares about their welfare and development.

Demotivated workers drain capital from businesses and cost the UK economy between £39 billion and £48 billion a year, according to the research.

The cost is more than the total budget of the NHS and is the equivalent of £12,000 for each of Britain's four million companies.

Many of these are small firms, employing fewer than 50 staff, and they are hit the hardest, the

researchers said. They blamed poor management techniques for the lack of interest shown by staff in their jobs.

Gallup's Marcus Buckingham said: 'These findings prove that we are systematically mismanaging our employees and the longer they stay with us, the more disengaged they are likely to become.'

'As a nation, we are wasting our human capital.'

In the poll, 63 per cent of workers say they are not 'engaged' at work and a further 20 per cent are actively 'disengaged'.

The research, which will be presented to the Chartered Institute of Personnel and Development's national conference next week, shows that the millions spent on leadership and management training is being wasted.

Mr Buckingham said: 'It isn't delivering what it is designed to do - if most organisations cut their leadership and management training budget, they would never know the difference.'

'All we can do is try to teach managers and leaders how to engage their employees and then measure the results.' Skilled management can motivate poor



Many switch off on the way to work

workers in just 18 months, he said.

Bosses needed to encourage a culture in which staff feel wanted and that they have some value to the company and its future.

This culture needs to be filtered down from the boardroom to the lowest levels of the company, he said.

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# *Today's Business Drivers*

- 1. Getting things done on time**
- 2. Fear of failure**
- 3. Short term financial goals**

*All three are **FEAR** reactions. If excellence is to be achieved, a change from a **FEAR** to a **TRUST** paradigm is essential.*



# *Old*

Growth  
Imposed Rules  
**Fear**  
Quantity  
Excess  
Teaching  
In/dependence  
Success  
Control Nature  
Degradation

# *New*

Sustainability  
Inner Values  
**Trust**  
Quality  
Sufficiency  
Learning  
Interdependence  
Service  
Natural Systems  
Re-creation



# ***Future Leadership***

- **Future leaders will be far more emotionally intelligent.**
- **The qualities of future leaders must arise from within the person.**
- **They are wisdom not knowledge, qualitative not quantitative.**
- **Evoked by inner self-development work, not by outer academic study.**



# *Agility*

- Responsiveness
- Open to change
- Being in the NOW
- Freedom from Fear
- Innovative thinking



# Authenticity

- Openness, Honesty and Humility
- Ethics, Values, Meaning, Purpose
- Inner wisdom. Who are you?
- Being one's true self, alignment
- **Self Awareness, Self Knowledge**



# *Values*

- Values emerge from within during personal development
- Values that are not adopted from parents, social norms or religion
- Values that are all inclusive
- Ethical behaviour that reflects those values



# ***Vision***

<b>Long term</b>	Future generations
<b>Broad</b>	All people, all places
<b>Deep</b>	Reflective and purposeful
<b>Inclusive</b>	Interdependence, Integral



## ***Whole Systems***

- **Change at level of consciousness deeper than its manifestation. The whole system must be addressed.**

## ***Natural Systems***

- **Natural systems are those that mirror biology from which we must learn; known also as Bio-mimicry.**



# Qualities of New Leaders

- Emotional Intelligence
- Coaching principles
- Wisdom before knowledge
- Intentionality and passion
- Whole system vision
- Natural systems application
- Agility and Resilience
- Authenticity and Humility
- Servant Leadership
- Self-awareness, self-knowledge



# ***Social Evolution Models***

**Maslow's Hierarchy of Needs**

**Graves's Spiral Dynamics,**

**CTT's Values Assessment system**

**Schutz's Inclusion, Assertion, Affection**

**SRI's Sustenance, Outer directed, Inner directed**

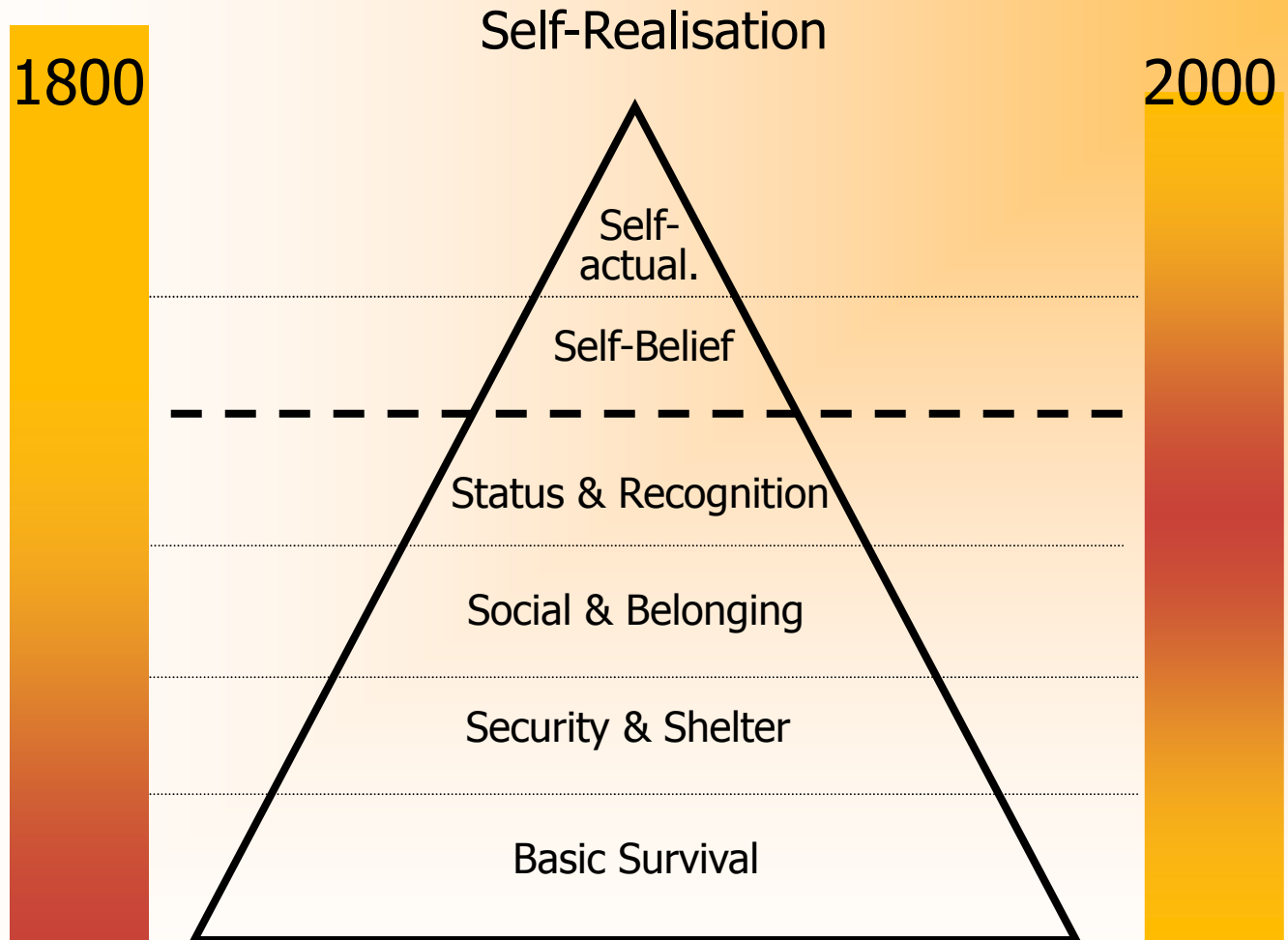
**Whitmore's Need, Greed or Freedom**

**Team: Forming, Storming, Norming, Performing**

**and many more. All tell the same story**



# MASLOW'S HIERARCHY OF NEEDS



## ***Individual Model***

**Interdependent** : Collaborative, supportive, mutual care

**Independent** : Self-asserting, competitive, self-interest

**Dependent** : Subordinate, afraid of change, obedient



## ***Firo B***

**Cooperation:** Trust, support,  
consider team first, collaboration

**Assertion:** compete for power,  
ambitious, achievers, self interest

**Inclusion:** Seek acceptance,  
fear rejection, conform, play safe,



## ***SRI Marketing Model***

**Inner Directed:** Utilitarian purchases, innovative, social contributors, humility

**Outer Directed:** Status purchases, display wealth, competitive behaviour

**Sustenance Level:** conservative, repeat buying; resistance to change



## *The Global Context*

**Consumerism** (more & more) is not compatible with **Sustainability** (less)

**Quantitative** technical advance is far ahead of **Qualitative** wisdom.

**Hierarchy** is in decline, and the gap will be filled by **Self-Responsibility**.

