

ELITE LEADERSHIP ACADEMY

# MODERN DAY LEADERSHIP COACHING

FOR COACHES AND LEADERS WISHING TO EMPOWER  
THEMSELVES AND THEIR TEAMS TO LEVERAGE UNTAPPED  
POTENTIAL AND UNLOCK THE OPPORTUNITIES WITHIN THE  
CHAOS OF THE FOURTH INDUSTRIAL REVOLUTION

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### Introduction

Coaching is estimated to be a \$2 billion-dollar global industry and its popularity is growing according to the largest coach training body, the International Coaching Federation. However; the coaching industry has always been plagued with the inability of proving it's return on coaching investment. Another challenge is that the problems leaders face today are dynamic to say the least. The former military term VUCA, is commonly used to describe the present environment meaning it is volatile, uncertain, complex and ambiguous.

With the increasing pace of change in the world due to advances in internet technology and Artificial Intelligence, the claims that we are entering 'The Fourth Industrial Revolution', hardly seem far-fetched. As educationalist Sir Ken Robinson summarised in his popular TED talk;

*'We've all got a huge vested interest in education, partly because it's education that's supposed to take us into a future we can't grasp.... Nobody has a clue despite all the expertise... what the world will look like in five years'*

So, one could argue, if somebody wishes to be an effective leader in the 21<sup>st</sup> Century, it will be an emergent process as they learn on the job as the world evolves. Just as leaders must learn to navigate this fast-moving landscape, coaches will have to adapt if they are going to be effective in helping leaders exploit the opportunity within the chaos.

To leverage the full potential of the teams they lead, leaders need to understand how people and teams operate effectively and the influence culture and systems have on their performance. Technical skills are important, but now leaders must also understand the psychology of peak performance and human development. This is a departure from the usual world view of business which is a product of earlier revolutions beginning as early as the Agrarian.

In the Fourth Industrial Revolution, where mobile supercomputing, intelligent robots, self-driving cars and 3D printing are leading to exponential increases in productivity; there is no longer a need for people to be 'widgetized'. The success of people driven organisations will be centred on networked, autonomous, high performing teams which are agile, creative and enterprising.

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This is where leadership and team coaching can play such an integral part in the success of emerging and future organisations, with the coach employing an expanding repertoire of methodologies and tools to parallel the learning necessary for the 21<sup>st</sup> Century leader.

### How does Coaching work?

Earlier coaching pioneers such as Sir John Whitmore, founder of Performance Consultants, proposed that:

*“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching.”*

Subsequent learning and experience since has helped shape our understanding further. A modern-day coach needs to be adaptable across a range of techniques such as instigating learning, implementing training, facilitating and coaching.

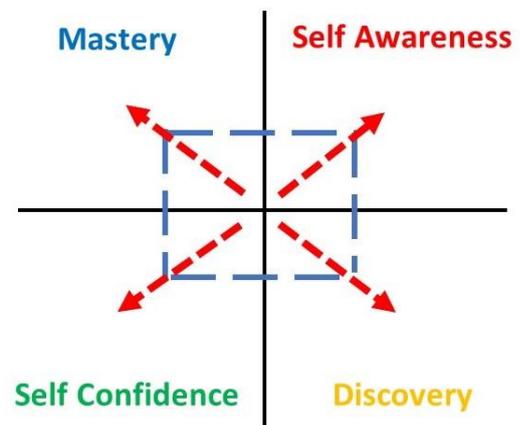
David Gilbert-Smith, former SAS officer and Founder of the Leadership Trust, said:

*“Leadership is using your personal power to win the hearts and minds of others to achieve a common purpose”*

A coach can help a leader develop their ‘personal power’ by instigating learning in four key areas. By expanding their personal development boundaries, the leader is able to focus more of their ‘personal power’ on achieving their goals.

### Mastery

There are skills and knowledge that a leader *knows he doesn’t know*. This could be technical knowledge that requires study and practice or possibly skills required to be a leader in a new position. Greater mastery of the already accepted wisdom, allows the leader to better understand the language of a new organisation or team. Especially helpful for a leader that has transferred from one area of expertise to another. A coach can facilitate this learning and provide accountability.



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### Self-Awareness

Pioneering founder of Analytical Psychology, Carl Jung said;

*“Everything that irritates us about others can lead us to an understanding of ourselves.”*

Developing self-awareness involves courage and honesty so that the leader can discover more about themselves and be open to feedback. The answers are not always obvious. Everybody develops behaviours which are habitual and are often *not known to the leader but known to others*. A coach can raise the self-awareness of the leader with the use of exploratory questioning, feedback and tools such as the Intelligence Preference Indicator (IPQ). The IPQ is a set of twenty questions which gives an overview of the leader’s preferences in thinking and behaving. Armed with this insight, a leader can begin to understand the hidden impact both positive and negative on themselves, their teams and the organisation. It means a leader can develop hidden strengths further and employ mitigating strategies to manage negative behavioural effects.

### Self-Confidence

There will also be behaviours and skills that the leader is lacking which can undermine the leader’s confidence. These are characteristics that are *‘known to the leader but not known to others’*. A lot of mental and emotional energy can be wasted trying to support the façade of omnipotence but, showing weakness can make a leader feel vulnerable. Ray Dalio, billionaire investor and founder of hedge fund Bridgewater, says it is worth the risk because:

*“Embracing radical truth and radical transparency will bring more meaningful work and more meaningful relationships.”*

If a leader develops the courage to be authentic, it allows others to be authentic too. This leads to high performing cultures where people are encouraged to experiment. An experimental ethos enables deeper and quicker learning due to the team no longer wasting energy hiding failure, for fear of being punished. A good coach is able to support the leader through this process of showing up as a more authentic version of

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themselves. Self-confidence is also the foundation for the next level of learning, because exploration is essential in a dynamic environment.

### **Discovery**

In this transforming world, a leader benefits from having a sounding board during brain-storming and discovery sessions. This is what is *'not known to the leader or anybody else'*. A skilful coach can tease out ideas and help the leader stay in a focussed and creative state for longer. Using focussed creativity sessions, the leader can make break throughs and gain insights leading to new products, ideas and productivity.

This is where the return on coaching investment can be realised explicitly in a material way. One coaching conversation can lead to big leaps forward in learning, performance and profitability.

### **What philosophy will guide coaching in the future?**

*'Give a man a fish and you feed him for a day, teach him to fish and you feed him for life'*

Whilst there are many frameworks out there, I realised there was something missing from most decision making and coaching models. I developed a model which acts as both a philosophy and a set of tools which brings more clarity to the leader's experience. From strategic planning to tactical discussions during coffee breaks, the model has proved itself to be a simple but profound tool. Furthermore; it leads to insights which makes it relatable, memorable and its aim is to empower leaders and teams to become the creators of their own solutions. It also gives the leader a framework which overcomes biased thinking by challenging the leader to think in an integrated way, utilising their whole mind and body intelligence.

I define four shades of intelligences as being the building blocks of all human behaviour, likened to the relationship primary colours have with all colours. In fact, through personal research and two decades of training and coaching experience, if a model for human behaviour doesn't cover these four areas, it could lead to biased decision making, arrested development and eventually negative outcomes.

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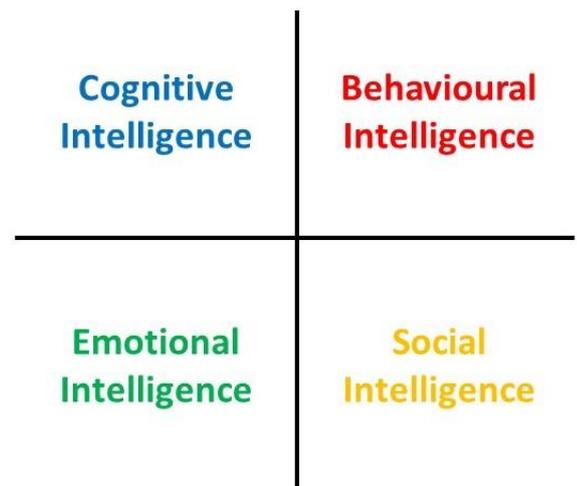
We use the following four aspects of intelligence in a myriad of ways, but we have a preference for working with some of them over others. Trying to use all four intelligences at the same time leads to stress and frustration as a leader tries to be all things to all people. It doesn't work. A key skill common to both leadership and coaching, is having the mental agility to be able to move around these intelligences, utilising the right shade, at the right time as the situation dictates.

Coaching with an integrated approach, also helps the leader master this same ability when engaged in problem solving and communicating.

The four shades of intelligences I refer to are as follows:

**Behavioural Intelligence:** Leaders who are high in behavioural intelligence are fast acting, often preferring to think on the move. They like their information presented to them in bullet points and favour being in control. Quick to get the job done, they jump into projects, solving problems intuitively as they go. The downside to this result focussed behaviour is that, at times, they can suffer from a bias towards action and *over-confidence*. They fail to question their own ideas, accept feedback or entertain challenges to their plans from the team. Having a driving and directing style, they are entrepreneurial, assertive and competitive. They rarely take into consideration the ecological impacts their decisions have on stakeholders which can lead to frustration and stress in others.

**Cognitive Intelligence:** Leaders who favour their rational thinking capabilities prefer the tried and tested solutions with lots of planning which works well most of the time. With an analytical and introverted nature, they don't enjoy rushing decisions, preferring to gather all the details before they move forward. They quite rightly believe that they are the best people for a job and so are not very good at delegating. They are good at managing the details and processes. They would much rather take their time on a piece of work, than rush to complete the work and have to return to it again to fix mistakes. Wanting a high degree of certainty can also bring with it another bias, that of wanting to be seen as the expert through *pattern-recognition*. This can result in the



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leader continuing to implement old solutions onto new problems. We see this a lot in the world of politics and bureaucratic organisations which leads to what I call '*paradigm-shift blindness*'. This is when the world has evolved but old-world leaders operate habitually, making decisions based on their outmoded beliefs and outlook.

**Emotional Intelligence:** Leaders who are emotionally intelligent have a tendency to empathise and consider the effects their decisions will have on others before committing to a course of action. Although introverted and preferring to work with a few people who they are very familiar with, they are supportive and make excellent coaches within the team. They are accommodating of other's needs. They build trust quickly and have a knack for getting others to open up about themselves, making for strong connections with their teams. The challenge is that because they so easily feel the pain of others, they may not make tough decisions when necessary, leading to conformity and *inertia* which is not ideal in fast moving environments.

**Social Intelligence:** Social intelligence is often grouped in with emotional intelligence, but as opposed to using empathy, the socially intelligent leader utilises their senses and intuition to read the mood of the crowd. Their visionary leadership style means they like to challenge the status-quo and champion new ideas. They make excellent communicators and can work a room of people at networking events. They love to play '*devil's advocate*'.

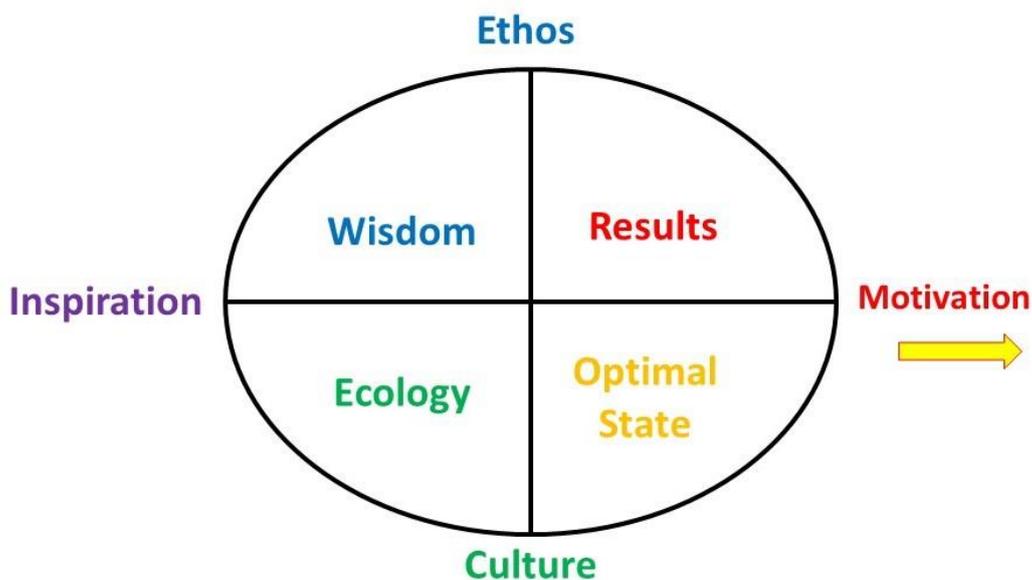
They don't like people to be too dependent on them and they don't like relying on others too much. They value their freedom but are loyal to the team. They're usually connected to a large network of people and like to keep their options open because they fear they may miss out, if they choose one option over the other. As a result, they may start lots of projects but not complete them. A support team who can complete tasks and goals is vital to the socially intelligent leader. They are prone to defending their social status as being seen to be successful is important to them. They can suffer from *group-think* because if the group makes the decision, it means they don't have to cut off their options or look bad amongst their peers.

**Leadership Intelligence:** Is a form of contemplating which enables the leader to step outside of themselves and experience a strategic observer position. The Buddhists might refer to this as an enlightened position, others might see it as having a systemic or helicopter point of view.

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As mentioned earlier, it involves developing the skill and mental agility to be able to understand the complexity of the whole situation, focus on the right action at the right time and lessen the negative effect of habitual decision making when it is not appropriate. It challenges leaders to be more mindful in their approach. Coaching helps leaders develop their leadership intelligence which is a more purpose focussed and integrated world view leading to greater self-realisation.

**What's an integrated worldview and how is it beneficial?**



In decision making, effective leaders and coaches consider these various shades of intelligences. All are essential to any human system's development, be it that of the leader, team or organisation. So too, are conscious decisions regarding culture and ethos. The model above points to various elements necessary in an integrated worldview of a human system.

Everybody is moving towards or away from something -often unconsciously- and this is the external motivation which we might refer to as a goal or mission. Our ideal selves would prefer to live an inspired life, serving a great purpose. As John F. Kennedy referred to:

*“Efforts and courage are not enough without purpose and direction”*

So, the inspiration is represented by the purpose and motivation points to the goal that a system wishes to achieve. Both are essential in a world where a leader wishes to unlock the power of purpose, passion and potential within themselves and their teams.

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We are all products of our environment and an optimal state depends largely on the systems we design to work in and can be guided by a vision of a better future in comparison to the reality of the present.

The quality of our relationships including stakeholders and even the earth is vitally important. Checking the ecology of decisions is often the missing link mentioned earlier, in decision making models. Politicians and bureaucratic leaders are often found wanting when it comes to making quality decisions because they don't take into consideration the environment, people or culture that are affected. Or if they do acknowledge the challenges, they are trapped in a system which doesn't allow for a change in direction.

This in part is because our wisdom is the set of beliefs which we base our plans and strategies upon and they are often based on historic ideas and philosophies. Leaders and coaches have to bear in mind that wisdom is not immutable and will be evolving constantly. Fear of loss, however; is a strong driver in maintaining the status-quo, even though '*old world*' leaders know it is probably not for the best. An effective coach can help the leader unscramble the false dichotomies with creativity and courage and overcome the dilemma they find themselves in.

Results are the products of our efforts and allow us to measure the leader's progress towards the eventual outcome they wish to attain.

Adopting an integrated world view in leadership coaching, will make the coaching experience more encompassing.

### **The M-POWER Model of Coaching**

Like all models it is only a guideline, as an effective coach does not have to be totally linear and process driven and can move around the framework as required and as new insights and information come to light. It is designed with six stages and incorporates the various aspects of the integrated worldview described earlier. The model is designed to allow the leader to flow through the various stages in a way that prevents internal conflict which often leads to the statement:

*"I'm in two minds about this!"*

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### **M: Motivation**

The coaching session begins with defining what the motivation is for the coaching session, i.e. what would the leader like to have achieved or have explored in the coaching session. What challenge will the leader have mitigated or what new solution formulated.

### **P: Purpose**

Why is this important to the leader and the organisation? Having a sense of purpose inspires buy-in from the leader and stakeholders. People are attracted to working on big missions which have a purpose which serves the world. To answer this question, the leader will have to evaluate the bigger picture and understand the interconnected nature of what they are trying to achieve.

### **O: Overview to Options**

Social intelligence is the ability to see the present, challenge it, think creatively to uncover new solutions which the leader can champion. As such there are several steps within this stage.

The coach helps the leader understand the present situation fully by asking for an **Overview**. This helps the leader compare and contrast with the next step, which is to uncover what the **Optimal State** would be. This is really a chance to visualise the leader and team overcoming challenges and arriving at the goal or ideal solution. With

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big goals it is useful to break down the goal into smaller **Objectives**. By chunking down big goals into smaller bite-sized objectives, the leader and teams they lead, experience small victories and a boost of motivation and positive feedback at regular intervals.

Then the **Options** are assessed. This is the part when the imagination is let loose and as many possible solutions and ideas are recorded; even the crazy ones. Here the coach utilises affirmative communication skills so as to encourage creativity. It is important that the leader does not move to the next phase and critically analyse the ideas too early. The coach supports and guides the leader to remain in a divergent and creative phase until all possible options are exhausted.

### **W: Wisdom**

Then the coach asks the leader to think analytically and convergently to decide what this all means and what they are going to do about it. The leader is challenged to determine which option is the wisest choice of action. The coach then helps the leader develop a plan, if that is what is required. The strategy should be aligned with the ethos of the leader, team and organisation.

### **E: Ecology Check**

The coach guides the leader to use empathy to consider how the plan will affect all stakeholders, be it the team, clients or perhaps others outside the immediate environment who're not usually considered in daily decision making but are affected by the decision non the less.

Often a rationally thought out plan doesn't succeed because execution of the plan rides roughshod over other people's feelings, concerns or the culture. Perhaps the team doesn't have the capacity to follow through. Maybe they will need support in the execution stage or more reassurance over the coherence of the plan. This is when emotional intelligence is necessary and is the missing link in most decision making and coaching models I referred to earlier.

Understanding the complexity of the various stakeholder's feelings when exposed to the reality of the plan, is imperative. It might need some more discussions and meetings to build more confidence. Although this takes time, it will head off any internal

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sabotage, mid-project, by people who don't feel their own needs have been considered.

### **R: Results**

Now the entrepreneurial stage of behavioural intelligence dictates focussed mindsets, agility, accountability and results. The leader determines who is going to be responsible for which results. This is when the final chunking down process occurs and the objectives are turned into actionable performance goals to bring the plan to life.

The coaching session can then end with a follow up session being booked to follow up on progress and provide accountability for the leader. The next session can begin with a brief recap of the motivation and purpose, then move swiftly into the overview stage which will now include the evaluation of the results achieved so far.

Each stage of the **M-POWER** model requires different intelligence skills which the coach guides the leader through. Coaching can be highly effective because it focusses the leader and employs accelerated learning techniques which are aimed at specific results leading to transformational outcomes.

By helping to develop leaders, the coach can be instrumental in building the leader's interpersonal and technical competency, creativity and problem-solving ability. By utilising the **M-POWER** coaching skills the leader has been exposed to, leaders themselves, can build emotional and psychological capital within their teams. Being coached is a great way to learn to coach others, which is a fundamental skill of effective leadership.

### **Where will coaching be especially useful in the future?**

The lifecycle of businesses is speeding up. It is likely that future entrepreneurs will wish to adapt progressively through the various roles on the entrepreneurial leadership lifecycle, quickly and effectively. Moving from the position of entrepreneurial boss, to manager, to then also being a coach and eventually evolving to become a visionary leader. Then entrepreneurial leaders often return to the beginning of the lifecycle, becoming entrepreneurial again.

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A common challenge entrepreneurial clients voice is that having reached a measure of success they do not seem able to take a two-week holiday and know their businesses will not just survive but thrive in their absence. Even after the entrepreneur has introduced systems and processes, the team just don't seem confident in making decisions for themselves and the business.

As the number of people in the team increases to cope with the extra workload, a fast growth business attracts, the entrepreneur just seems to get busier solving everybody else's problems. Rather than leading the business and engaging in high leverage activities, they find themselves working harder, putting in more hours and being increasingly stressed. This can often lead to health and relationship problems.

The reason for this, is that what the entrepreneur fails to realise is that they need to invest in the team and develop other leaders before they can move away. Being able to psychologically individuate from the business, will enable the leader to be able to look for bigger challenges. But before they can do that, the leader must train and shape the team into becoming an empowered, stand-alone business asset, capable of deciding the future direction of the business. As leadership guru Jim Collins encourages:

*“start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.”*

Then a coach can encourage and facilitate the process as both leader and team collectively begin to set the direction of the business bus.

A coaching culture is a learning culture and helping leaders experience the power of personal development coaching, will encourage the whole organisation to do likewise.

An empowered team will lead members to become more responsible, innovative and feeling like partners in the organisation's achievements. Olympic champions are known to be committed, results focussed and they all employ coaches to help them in their journey towards excellence. Just as in sports, peak performance leaders and teams will appreciate the value of a skilled coach to advise, support and facilitate their personal development as they enter this fast approaching, brave new world.

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If you would like to learn more about leadership and team development or have any questions, please email [ask@martinmurphy.coach](mailto:ask@martinmurphy.coach)

### Notes