

Leadership Coaching

One-to-one leadership development and coaching for teams

Leadership Coaching

The nature of a leader's work is becoming more demanding as expectations from boards, bosses and stakeholders increase. Many management tasks are now being undertaken by technology¹ which means that the strategic, interpersonal and intellectual roles of leadership (solving tough problems, juggling multiple agendas, managing the myriad of meetings, giving high quality feedback, motivating and inspiring) are under more and more scrutiny.

Leadership roles in New Zealand consist of "activity, characterised by brevity, variety and fragmentation"². We added the elements of "complexity and ambiguity" (from our New Zealand research shadowing Chief Executives) and found that preferences for introversion or extraversion influenced a leader's behaviour. Henry Mintzberg's grounded role theory (based on his observations of CEs) influenced how 'leadership' was described and studied. Moving from a leader's role as a set of action (doing/planning/organising) to a series of roles: Interpersonal, Informational and Decisional.

Why Have a Coach?

Leaders are turning to coaches for their own tailor-made Leadership Development. One-to-one or all-team coaching has the advantage of being user-friendly and tailored to a leader's timeframes. Coaches can be used as a sounding board, issue resolver, objective observer, reflector, guide, coach, mirror, joint problem solver, skills trainer, or information expert.

Types of Coaching

Our leadership coaching includes:

- Skills-based coaching.** Ranging from management to leadership skills (see over for detail).
- Issues-based coaching.** In response to external challenges or deadlines (media/ministers).
- Sounding board.** To test out ideas, plans and thinking in progress.
- Creative bright ideas.** To help define, explore, develop and implement your bright ideas, we use an innovation tool called Idea Navigator.
- Career positioning.** Enabling leaders to position themselves to take in-house or external roles.
- Real-time observational coaching.** We shadow a leader, or a team of leaders, at a variety of meetings then provide feedback and recommendations.
- Learning Journeys.** We create these for leaders to visit other leaders to share wisdom and experience.

Mintzberg's Roles	Examples from McCann's ³ NZ research
Interpersonal Roles	
Leader, liaison, figurehead (duties of a social or legal nature)	Motivating, inspiring, developing, recruiting, engaging, coaching, stakeholder management. Continually reforming and accelerating the performance of teams, as people came and went. Leading through 1-1 contact, at small and large group (sector) meetings. Liaison with other leaders in the wider system (central agencies, clusters, colleagues in NZ and overseas). Supporting peers.
Informational Roles	
Monitor, disseminator, spokesperson	Seeking and monitoring up-to-date information, statistics and data, which is then assessed for delivery to different audiences (staff/communities/sector). Leaders were observed relentlessly repeating their messages in a variety of media including stories, briefings, e-letters, staff meetings, public or in-house debates. Representing the organisation as the expert in a part of the system (conferences, panels).
Decisional Roles	
Entrepreneur, disturbance handler, resource allocator	Innovation and entrepreneurship seen in how 'continuous change' is managed in NZ, e.g. innovations around how clustering and shared services are designed and delivered. Disturbance handler; often as a result of external events (media or ministerial). Limited resource allocation role observed in the public sector context (which is done through tendering or projects). Leaders allocated (pre-assigned) budgets and some discretionary resource like 'time off', 'travel' etc.
Added from New Zealand Research	
Risk management	This role was added as a result of our NZ Public Sector Research. NZ's unicameral parliamentary system and the so-called 'three-degrees of separation' – may contribute to the increased need for this role in the NZ context. The reasons need further exploration.

See over the page for the skills we coach in, and the tools we use.

1 Gratton, L. (2011) Shift - The Future of Work Is Already Here. Harper Collins. UK.

2 Mintzberg, H. (2009) Managing. Berrett-Koehler. USA.

3 McCann, J. Real Time Observations of NZ Leaders (in press).

We coach across the continuum of leadership skills, including the Lominger Competency Framework:

- Learning agility
- Influencing and pitching skills⁴
- Innovation and creativity
- Systems thinking
- Changing hearts and minds through powerful questioning
- Encouraging and engaging
- Motivating others through feedback
- Storytelling with purpose and impact
- Reading the non-verbals
- Advanced group dynamics
- Stakeholder engagement
- Executive presence
- Political savvy

Profiling

We are accredited in a variety of psychometric tools from the Team Management Instruments to Myers Briggs and the Hogan Tools. Hogan Tools include:

Hogan Personality Inventory – used in recruitment; known for its reliability for predicting a leader's behaviour in a job. The two important scores are a leader's 'social adjustment' and 'interpersonal sensitivity'.

Hogan Development Survey – identifies shadow or challenge behaviours (those that can be the most disruptive to a team and derail careers). It is useful for identifying 'what a leader might do under stress.'

The Hogan Values & Drivers - is used for career development and identifies the core values and drivers, and is useful for identifying the types of role to 'avoid'.

For **360 Feedback** we use instruments ranging from the **Linking Skills** (management skills) to **Leadership Behaviours** Profiling.

Leadership Tools that we have designed for busy leaders:

Meetings - Leaders are spending up to 85% of their time at meetings, which means this is where they have to demonstrate leadership. To help leaders manage the many meetings they attend, we've developed a set of tools for Making Meetings Matter: for making decisions, involving people, addressing biases, for raising the standards, aligning strategy and valuing the different talents at meetings.



Make Meeting Matter Cards

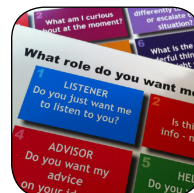
A set of 'question' cards to guide your planning, preparation and practise of meetings. Fifty plus cards. Business card sized. Think and question differently.



Decision Cards

Meetings move at speed and often the 'chair' needs a visible, as well as a verbal cue, about what meeting members are thinking.

These A6-size cards are that visual cue. They contain fifteen phrases ranging from 'a decision is needed', 'stop too many risks', 'I need more information', to 'do we need to conclude and deliver'? They are contained on a key ring with a set of Meeting Manners.



Expectations of Leaders

When people come to you what role do they want you in, listener, decider, rescuer, or coach? Clarify expectations quickly with this A5 double-sided desk tent.

Your Consultant

Jane McCann MBS, Dip Bus Admin (HR), BBS

She has 25 year's experience coaching Chief Executives and Senior Leaders, preparing leaders for GM and CE positions in private, public and government sectors. Jane specialises in adding value by building upon her ongoing research data obtained from observations of over 500 leaders. She has developed a methodology that is used to coach, and share best practice with leaders and senior teams.

Jane is on the Provider Panels of several government departments including the Leadership Development Centre. She holds accreditations in MBTI, Hogan and Team Management profiles (including The Linking Skills 360), and is trained in the Lominger Competency

Framework and Adam Kahane's Learning Journey – Change Laboratory process.

She is a Fellow of the NZIM, an Accredited member of the HRINZ and a Member of the Institute of Directors.

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4. Dan Pink's research indicates that people in organisations are 'persuading or pitching' ideas or solutions to others - for at least 24 minutes per hour. From 'To Sell is Human'.