

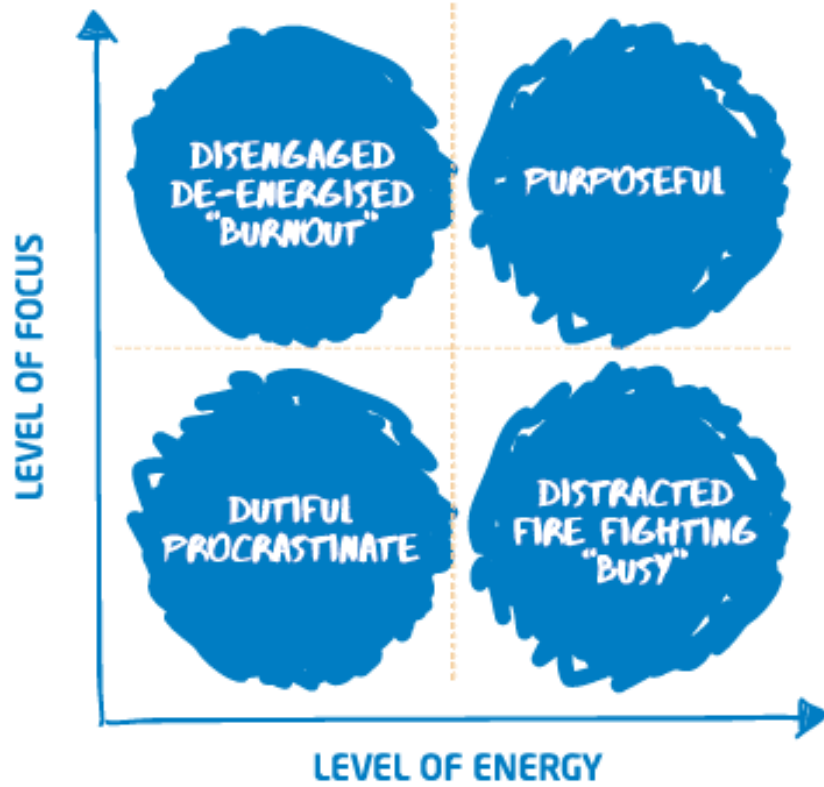
General Optical

Workshop 5

Outline

- Conscious Practice review
- Radical Candour – Giving honest feedback
- Creating ownership
- Helping Styles
- Coaching vs Telling
- Skills of a coach
- Future focus – keeping this alive
- Conscious Practice

BUSY MANAGER



- Ghoshal & Bruch
HBR Feb 2002

LEADER / MANAGER / OPERATOR



FOUR ENERGIES OF LEADERSHIP

PHYSICAL **PQ**

Gestures
Stamina
Physicality
Tone
Voice
Motion
Volume

AGGRESSIVE

INTELLECTUAL **IQ**

Thinking
Formality
Debating
Structure
Eloquent
Rational
Logical

OPINIONATED

EMOTIONAL **EQ**

Openness
Passion
Vulnerability
Listening
Relationships
Rapport
Empathy
Trust

MANIPULATIVE

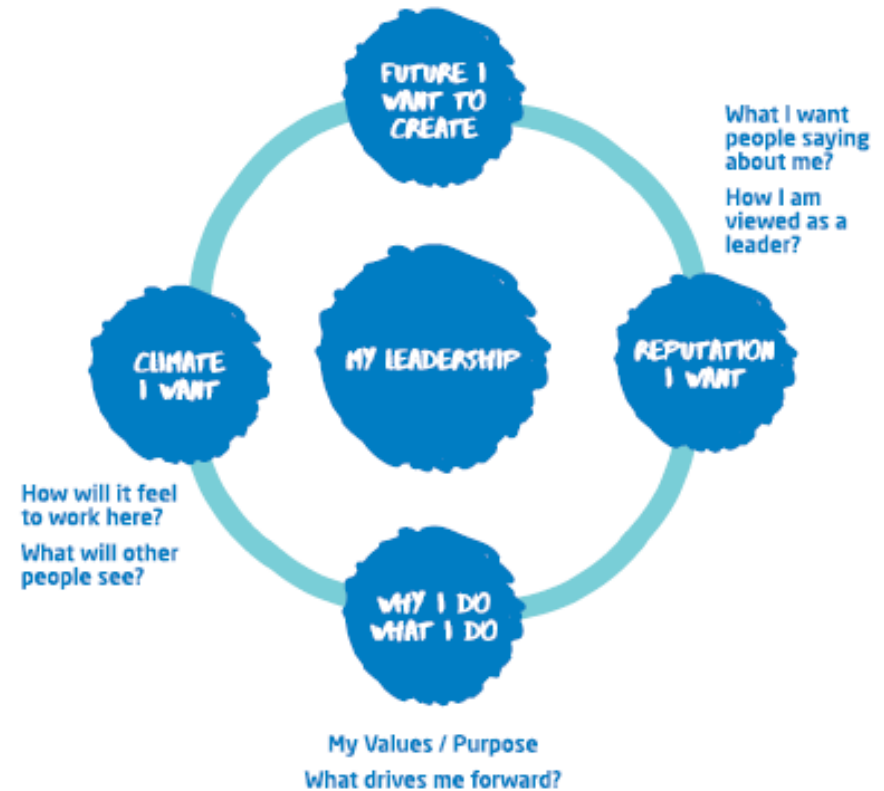
SPIRIT **SQ**

Higher purpose
Stillness
Calm
Resolute
Vision
Possibility
Belief
Meaning

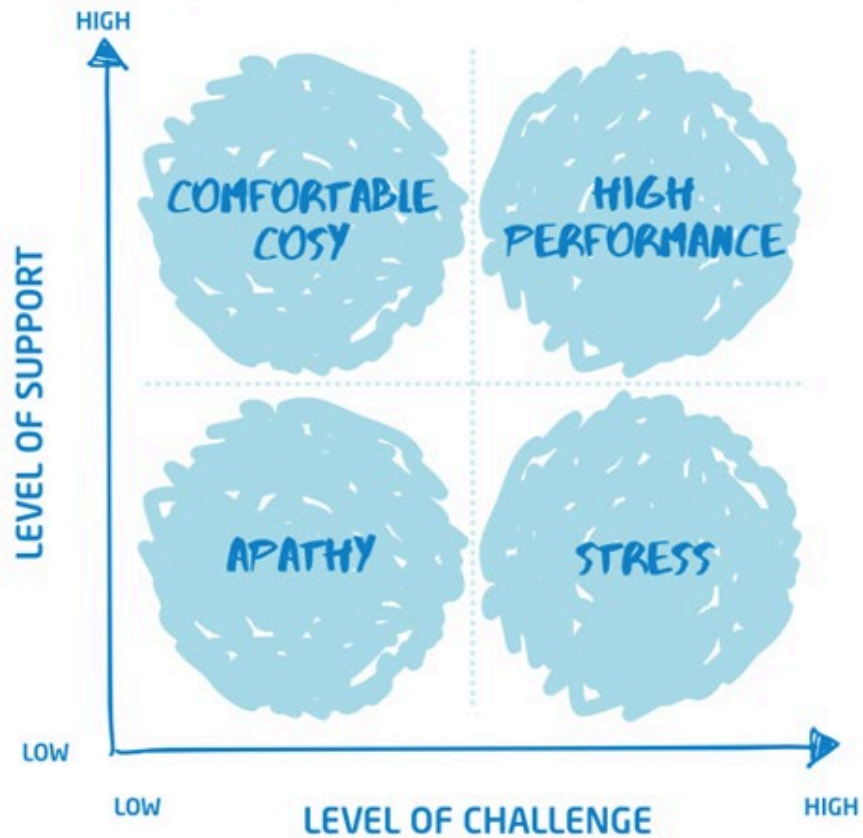
ZEALOT

LEADERSHIP map

What will success look like?
How will we know when we get there?



SUPPORT AND CHALLENGE



LISTENING LEVELS



PLAYING TO AVOID LOSING

PLAYING TO WIN

Angry
Aggressive
Righteous
Controlling
In the detail

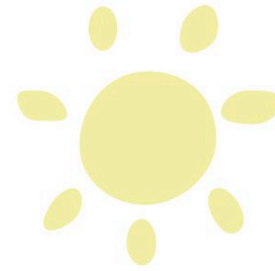


Make it happen
On the front foot
Driving
Buzzing
Confident

Withdrawn
Quiet
Playing safe
Deferring
Isolated

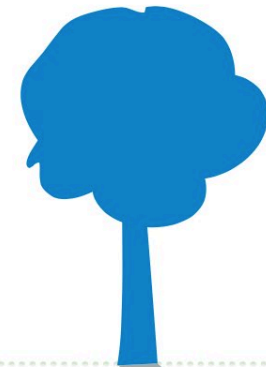


Calm energy
Peaceful
Reflective
See big picture
Grace under pressure

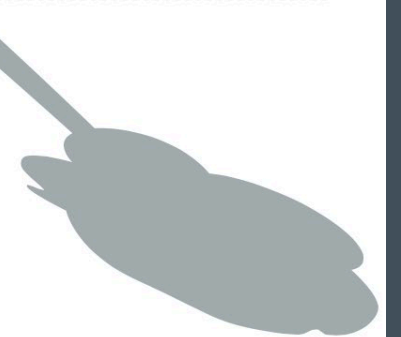


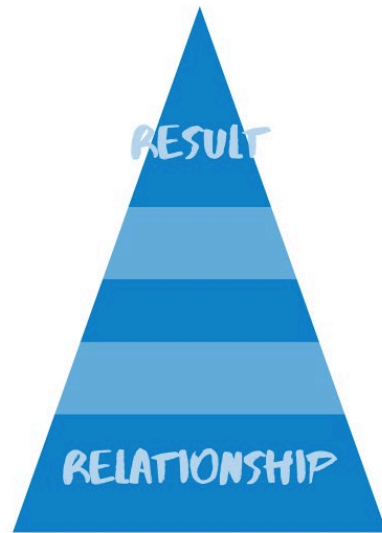
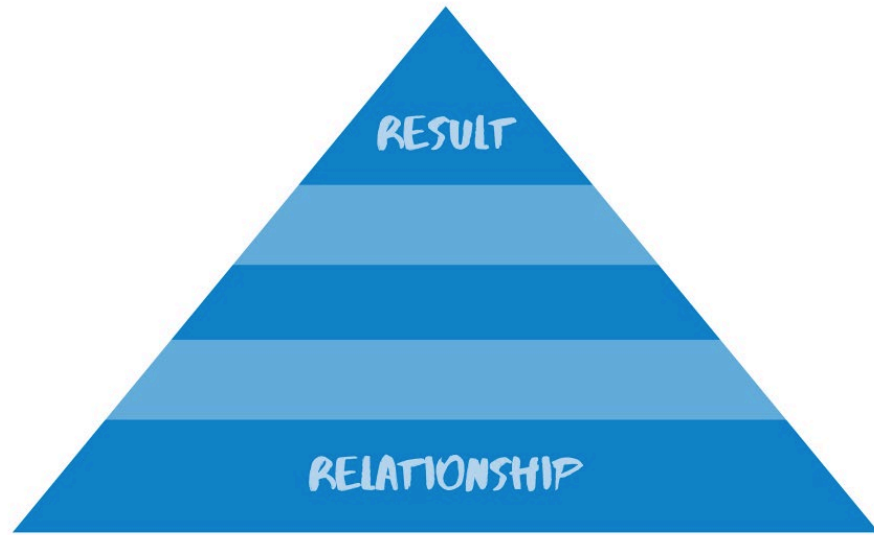
THE SHADOW I CAST...

MY
LEADERSHIP
BEHAVIOUR



HOW IT 'LANDS'
ON OTHER
PEOPLE





THE TRUST equation

$$T = \frac{C+R+I}{S}$$

T = TRUSTWORTHINESS

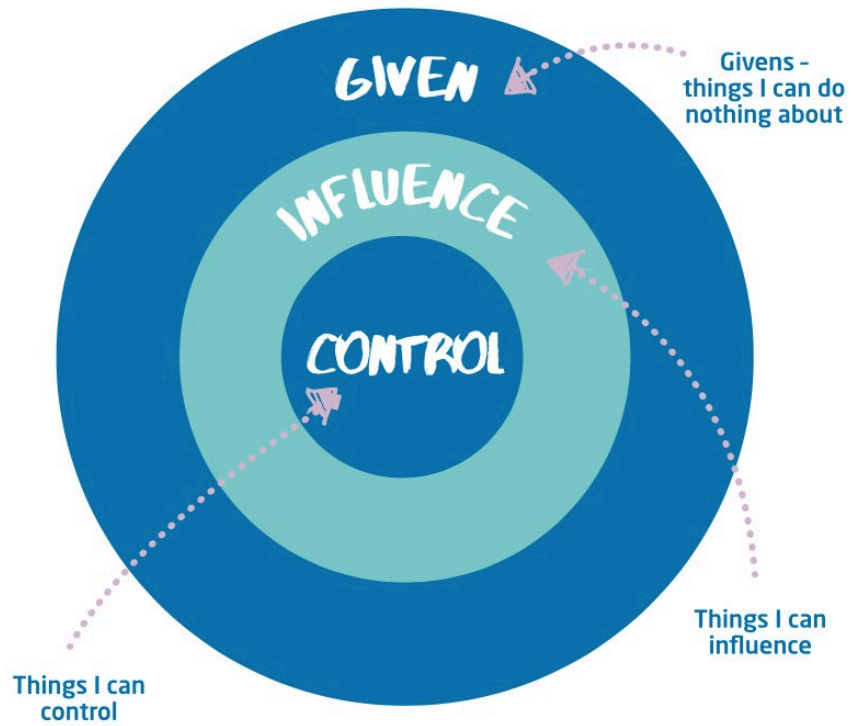
C = CREDIBILITY

R = RELIABILITY

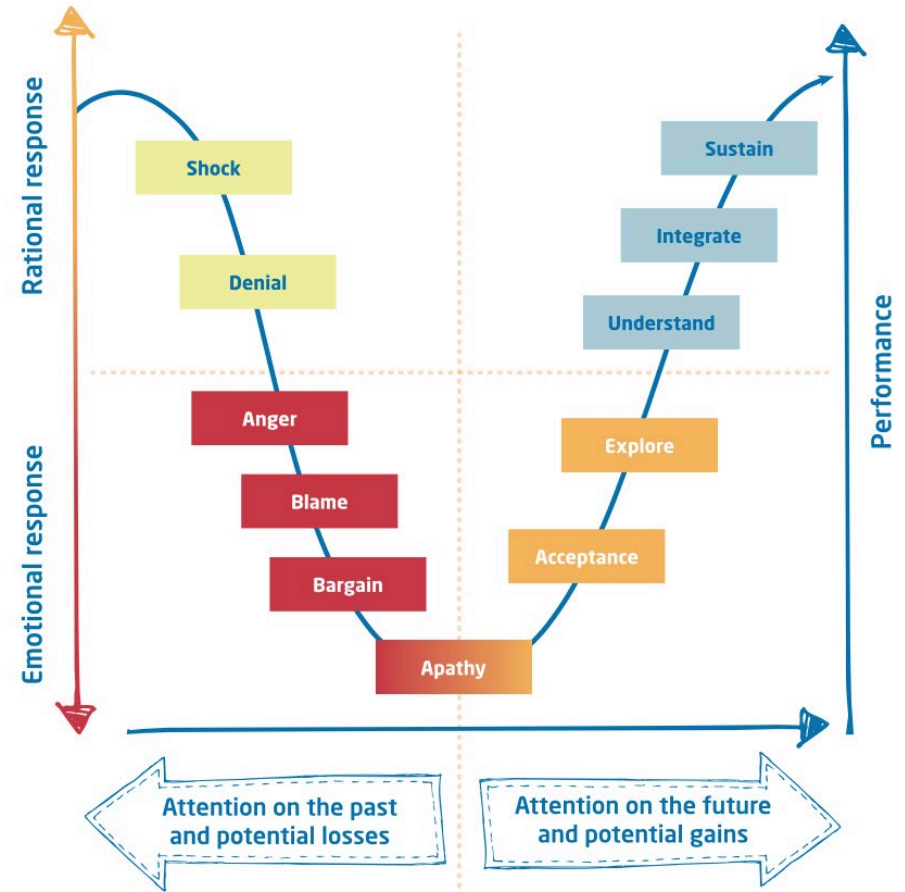
I = INTIMACY

S = SELF INTEREST

CONTROL, Influence & GIVENS



HUMAN RESPONSE TO CHANGE CYCLE

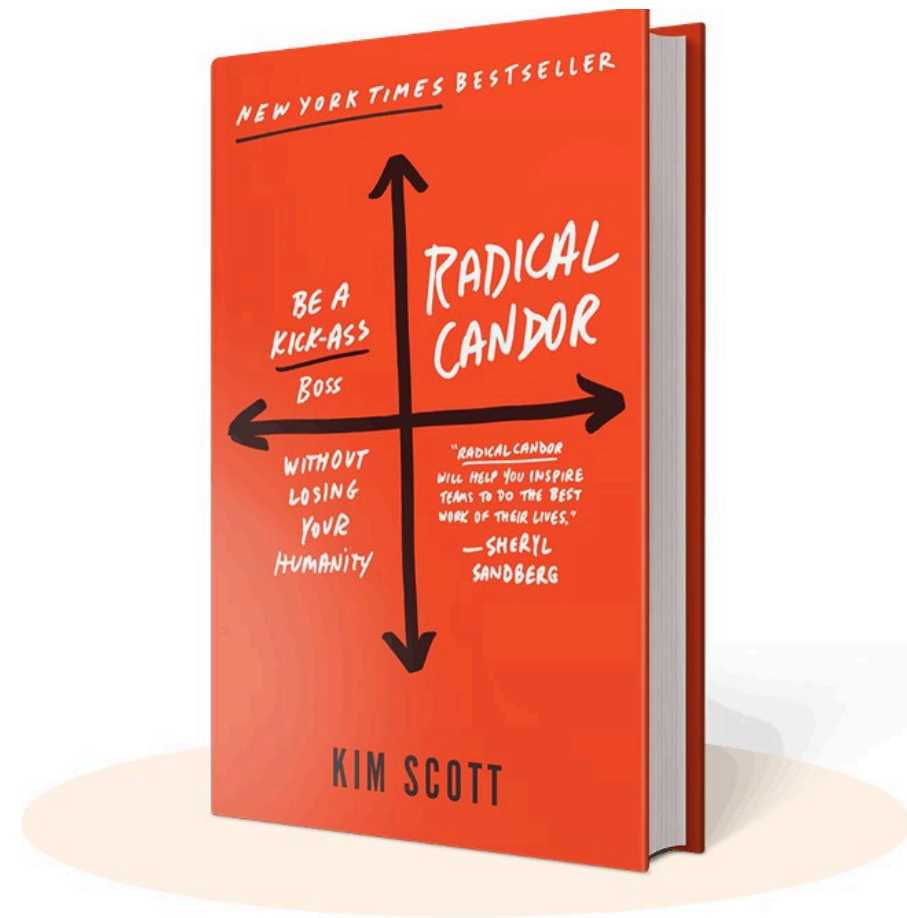


Conscious Practice Review

- What have I noticed since our last session
 - My leadership style
 - Leader / Manager / Operator
 - Busy vs Purposeful?
 - Playing to win or just to survive?
 - Building key relationships
 - Reactions to change
- Any successes / failures?
- Anything I could have done differently?

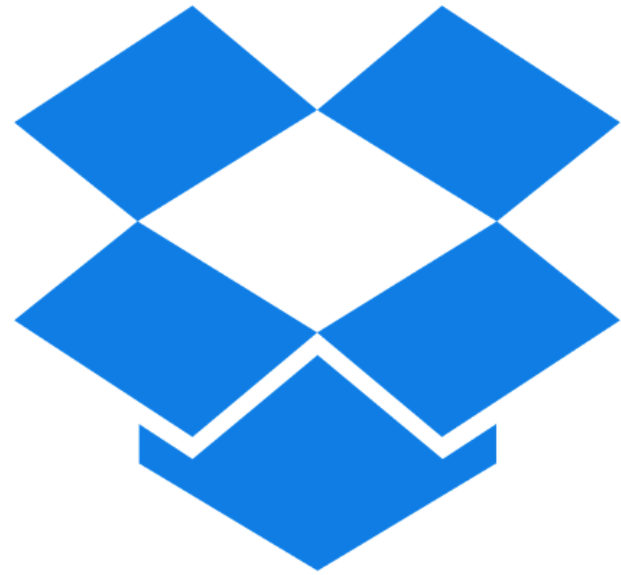
Radical Candour – Giving honest feedback

- Based on book by Kim Scott

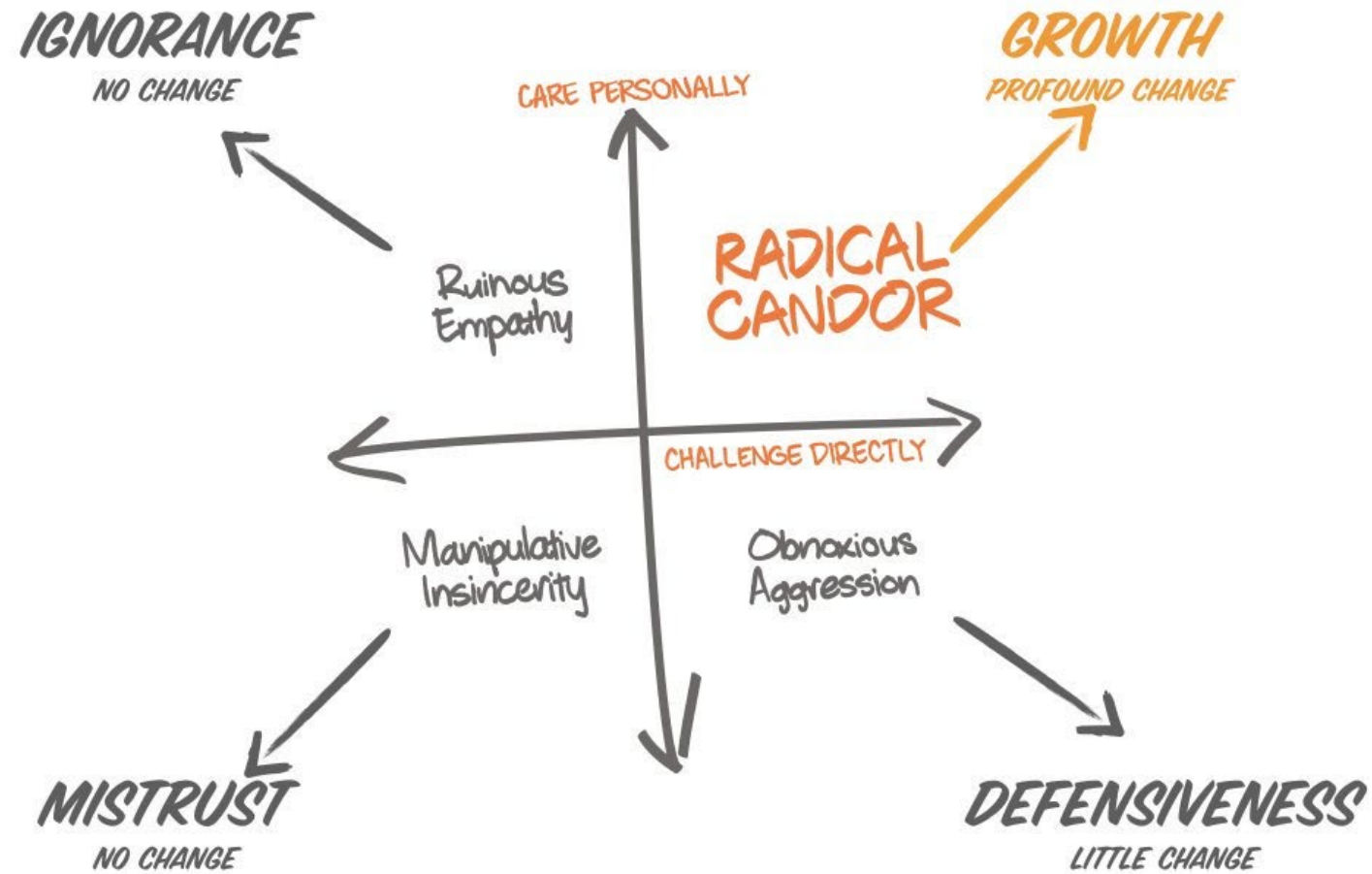


Radical Candour

- Kim Scott – Senior Exec at:



Radical Candour



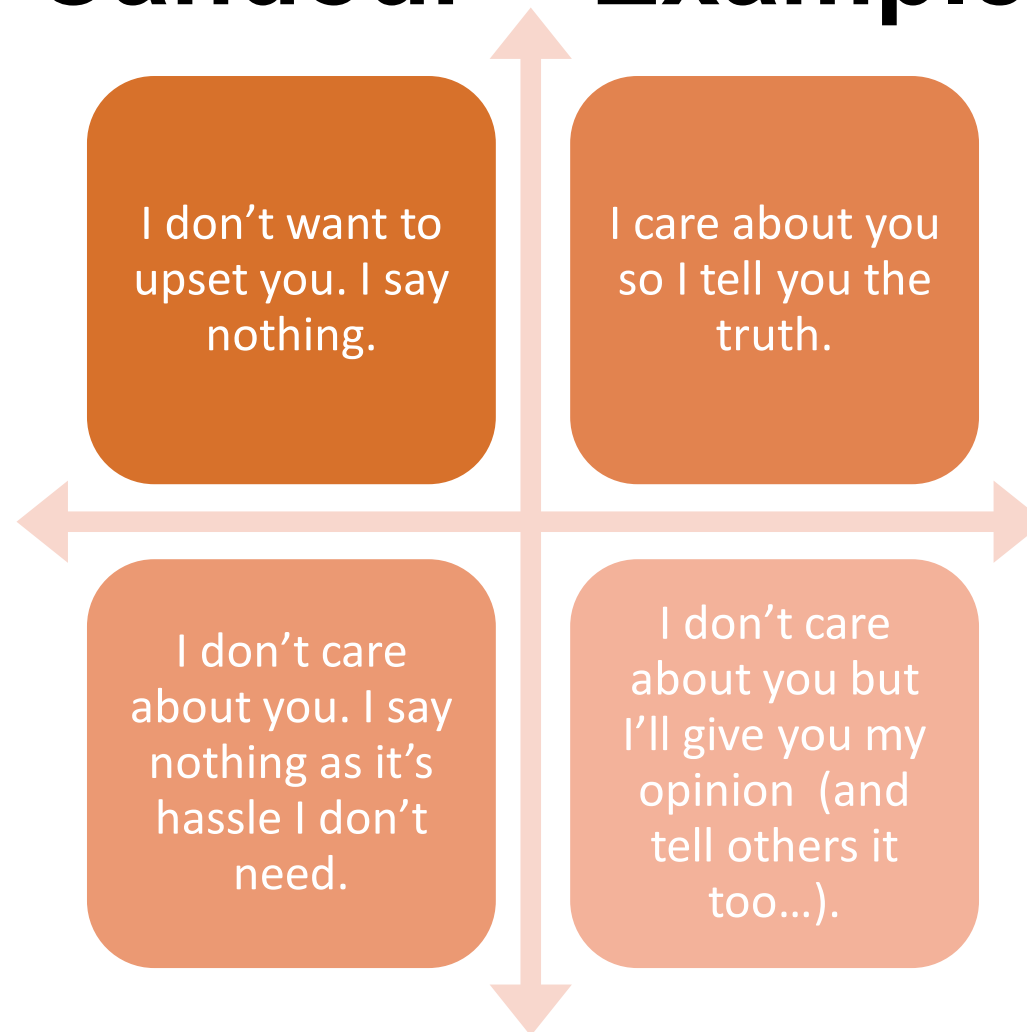
Radical Candour

- Importance of both axis:
 - Care Personally – and the other person knows it
 - Challenge Directly – Speak the Truth
- Both equally important and interdependent

Radical Candour – Example

- In a meeting with peers you don't come across well.
- Something you've said has not landed well with the boss.

Radical Candour – Example



What stops us?

- So what stops us being truthful to others?

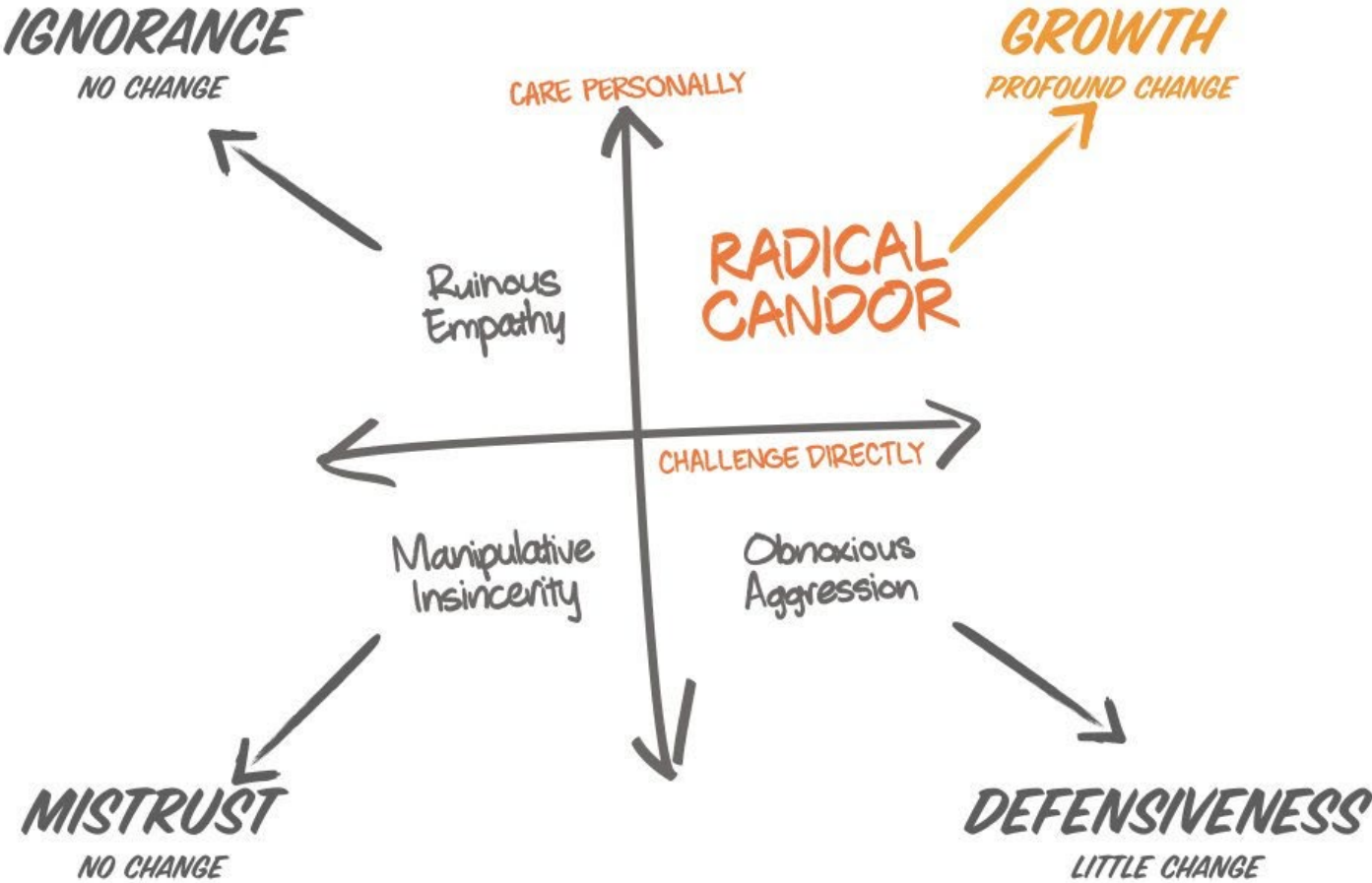
Care Personally

- This isn't about intent it's about impact
- The other person *feels* that you care
 - About them as an individual
 - About the organisation and it's success
- Each person will need something different to achieve this. One size will definitely not fit all
- Without this 'Speaking the Truth' will come across as harsh and potentially obnoxious

Challenge Directly

- This is about being honest and speaking the truth however uncomfortable this may be
- The better the relationship the more honest we can be *and* the better it will be received
- ‘Sugar coating’ or softening the message is often done to be nice – the opposite is true
- Without challenge there is no change and no growth

Radical Candour



Exercise

Think of an example where you've been in one of the quadrants?

Question:

Which do I need to increase:

- Showing I personally care?
- Giving more direct challenge?

Care Personally

- Ask for feedback first – if you can't take it people won't accept it from you
- State your intention:
 - “I'm telling you this because I respect you and I want to be honest”
 - “This is so important to the business I needed to let you know my thoughts”
- Stop and ask yourself – how well does this person know me / I know them? How can you improve this?

Challenge Directly

- State facts not opinions
 - “Your team didn’t deliver on time and that impacted on the final product getting to market” vs
 - “Your team just doesn’t get stuff done on time and always makes us miss our targets”
- Put yourself in their shoes – if you or your team had done something wrong or were perceived to be underperforming would you want to be told?

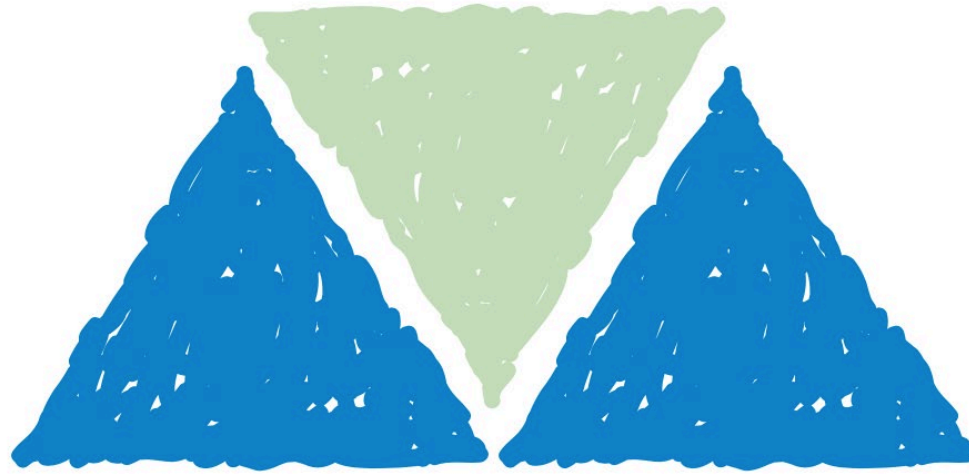
Tell the 'What'

Coach the 'How'

What is Coaching?

Helping STYLES

COACHING



TEACHING

COUNSELLING

Telling vs Coaching

Review

How engaged is the coachee?

Where does the ownership sit?

Does me being an 'expert' help?

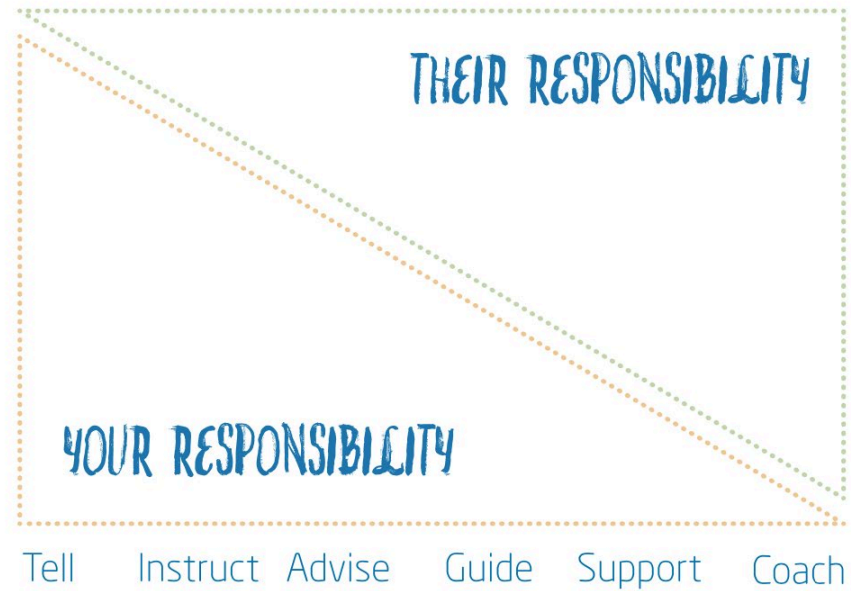
Review

How engaged is the coachee?

Where does the ownership sit?

What was different?

OWNERSHIP MODEL



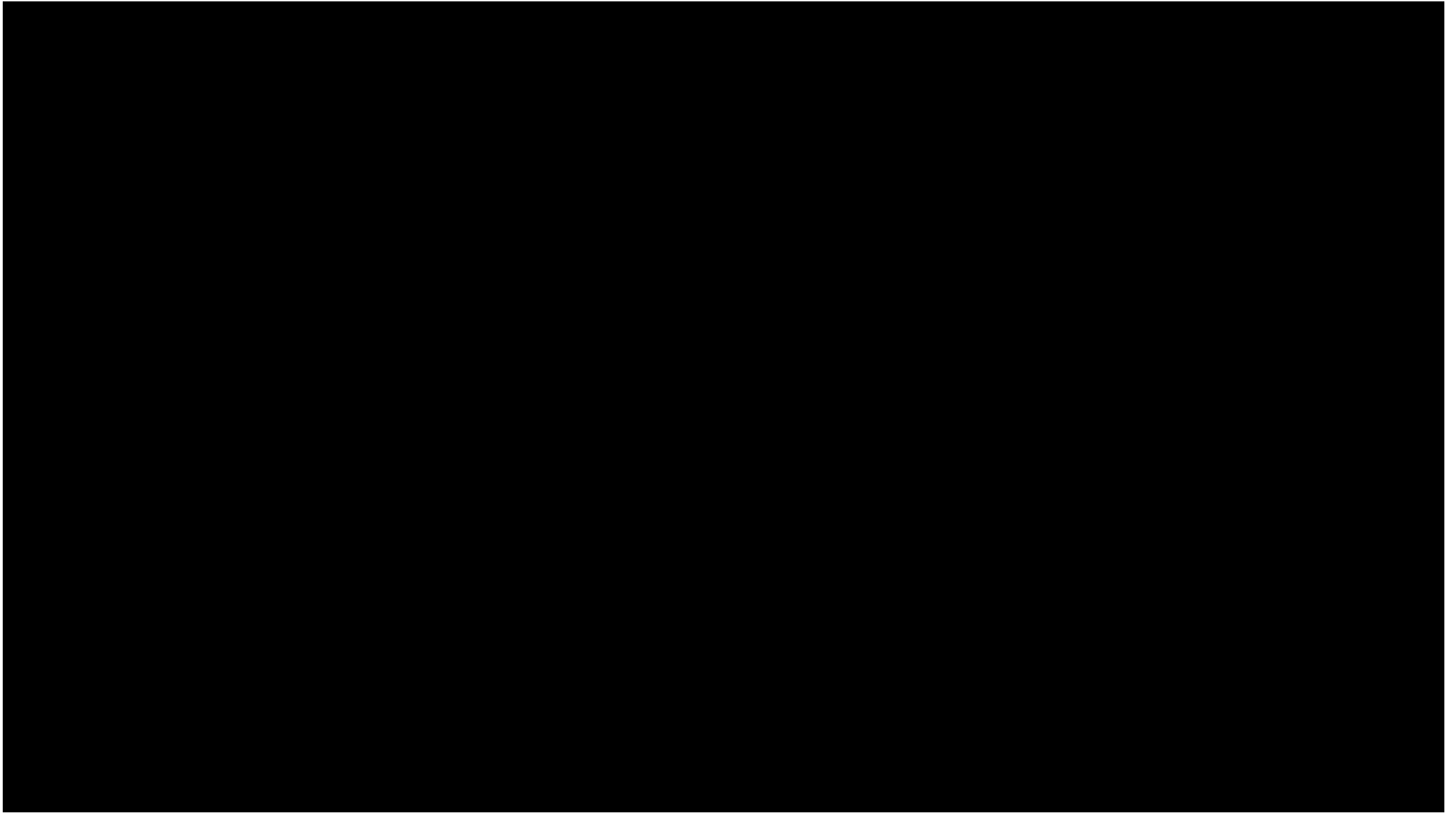
DEFINITION of coaching

COACHING IS UNLOCKING AN
INDIVIDUAL'S POTENTIAL TO
MAXIMISE THEIR OWN PERFORMANCE

OUTCOMES

- ★ People succeed in the task and they know it
- ★ They have learned something and they know it
- ★ They feel more confident about their ability to perform in the future... however little

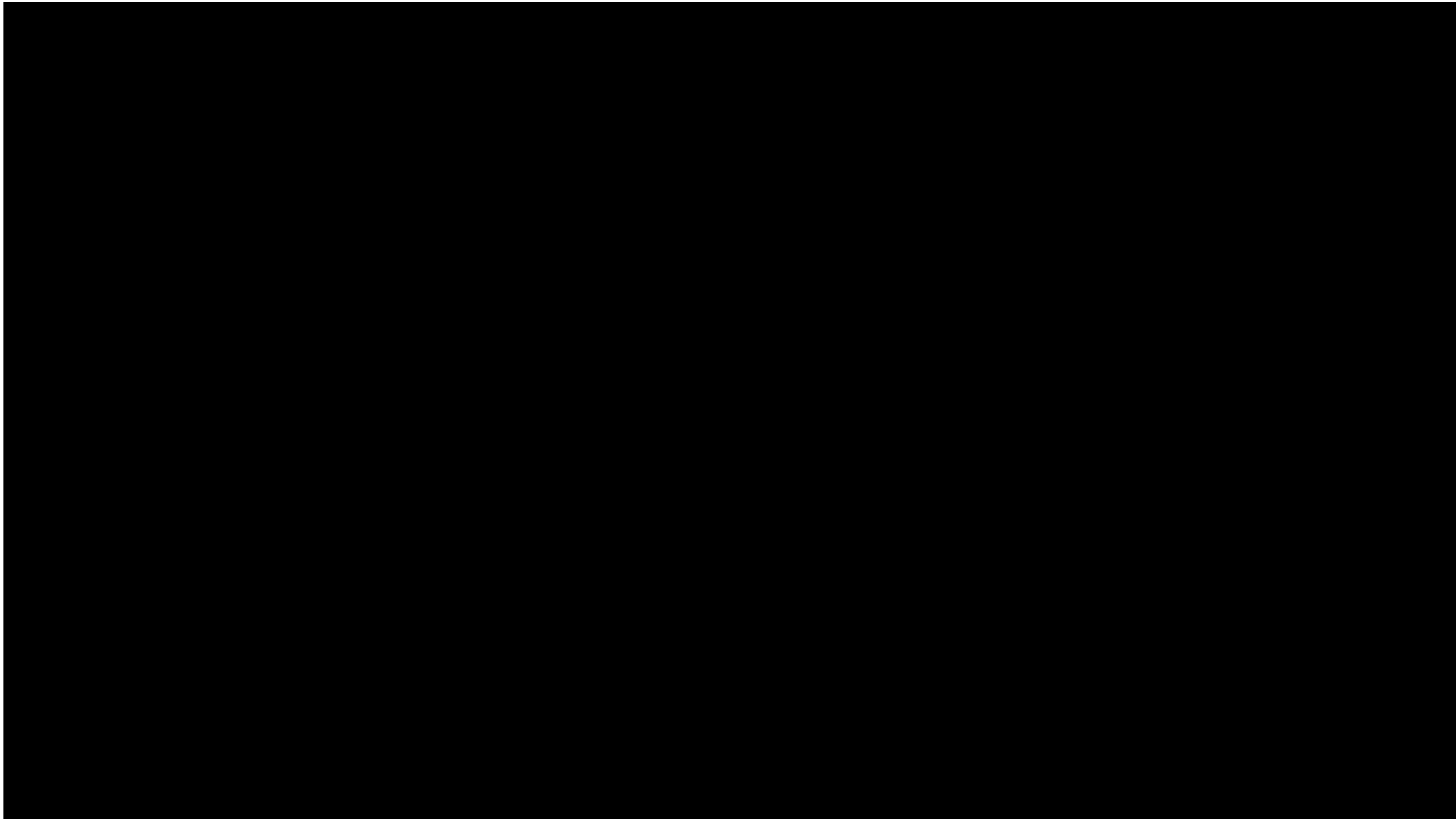
BUSINESS COACHING



Review

What went well?

What didn't?



Review

Skills

Structure

GOAL

FOR THIS
CONVERSATION

REALITY

DETAILS, FACTS,
MORE INFO!

OPTIONS

- WHAT COULD YOU DO?
- IDEAS

WRAP UP

- WHEN CAN YOU DO IT?
- WHAT DO YOU NEED?

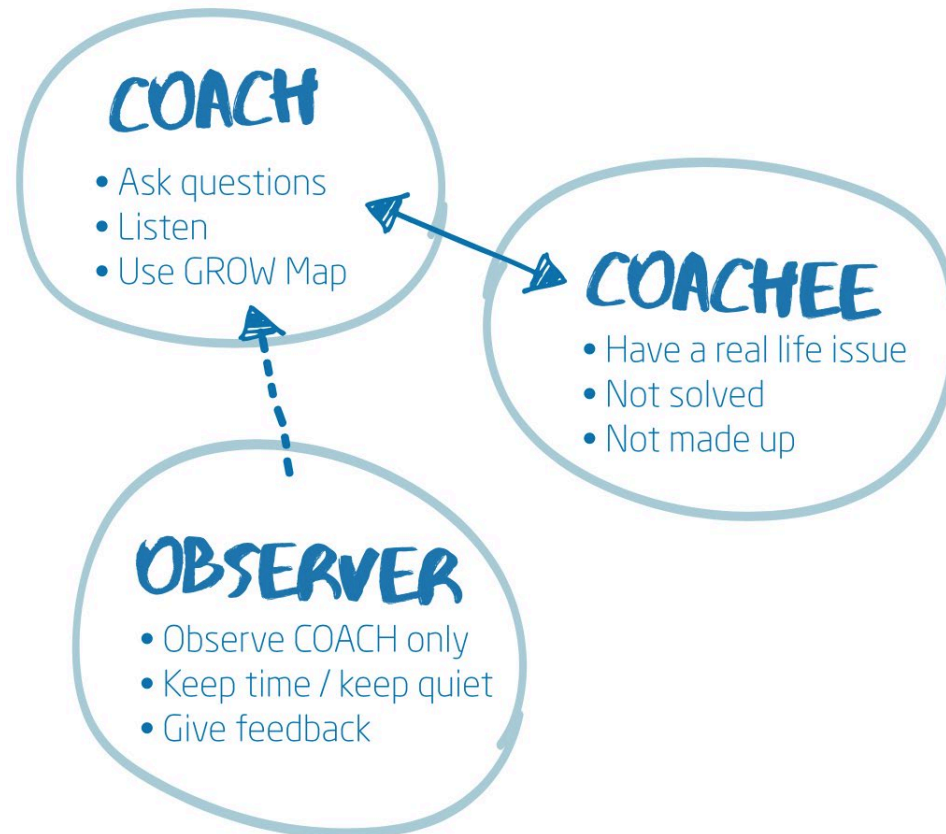
After the break...

- Think of a topic / issue to be coached on
- Must be real / not already solved
- Doesn't have to be world peace...just something you have yet to solve / are unsure how you will tackle

A photograph of a desk setup. In the foreground, a white paper cup filled with coffee and a brown paper sleeve is on the right. To its left, several sheets of white paper are scattered, with a wooden pencil resting on them. The background is softly blurred, showing a white container. The word "Break" is centered in a large, black, sans-serif font.

Break

COACHING TRIO PRACTICE



Review

What did you learn:

- As coachee?
- As coach?

Common Pitfalls In Coaching

1

Jumping in with one's
own ideas and solutions

2

Telling, rather
than asking

3

Making assumptions based
on superficial information

4

Not probing for
deeper information

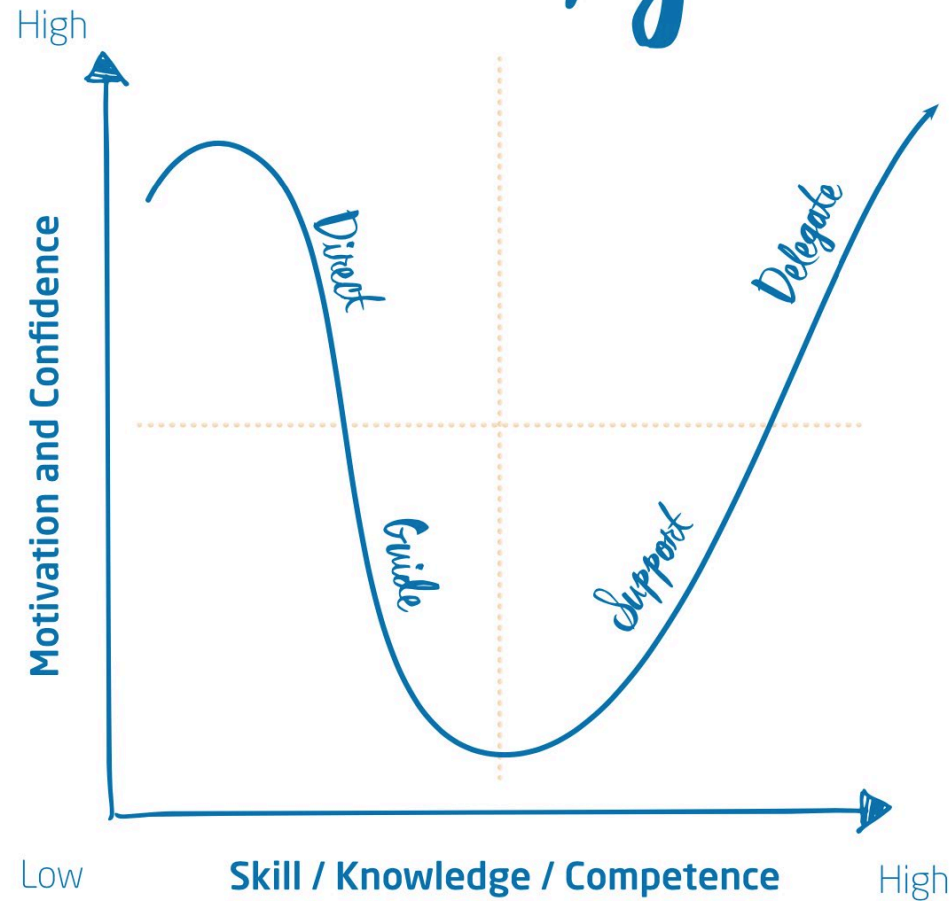
5

Not listening

6

Following your goals
rather than their agenda

SITUATIONAL COACHING



SITUATIONAL COACHING

- ★ Where are my team?
- ★ Who would benefit most from taking a coaching approach?
- ★ What can I do to make this happen?
- ★ What stops me?

Next Level...

- How will you keep your learning alive?
- As individuals?
- As a group?

Check out

- What's the key thing you've taken from the programme?
- What do you need to focus on to be an even better leader?