

Coaching: Leadership Power Tools for the 21st Century

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"The leaders job is not to provide the answer but instead to frame the right questions for which answers are developed and discovered by the collective intelligence of the people."

–Ron Heifetz, Senior Lecturer in Public Leadership, Harvard University

Leadership Derailment is often caused by a "diagnostic failure": the failure to distinguish technical problems from adaptive challenges.

Technical Problem: can be solved with existing know-how; a "quick-fix" may be possible

Adaptive Challenge: requires a response outside your current repertoire; takes time and is ideally solved with a team.

To illustrate this look at the example of a patient with a **heart disease**: the "technical problem" can be solved by **surgery**. Having the patient afterwards **change their behavior** towards a healthier lifestyle is an adaptive challenge that usually cannot be solved by a one time intervention.

Applied to businesses and organizations this means that bosses cannot provide the answers to all problems. Instead of telling people what to do, a highly effective 21st century **leader will turn into an "autonomy supporter"** to help bring out the best in their people and lead the organization to sustainable success.

Coaching is the most powerful tool to support autonomy, develop talents, and deal with adaptive challenges in organizations effectively!

What is Coaching?

"Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential."

–International Coach Federation www.coachfederation.org

Think of a Coach as a Personal Trainer for Your Brain

A personal trainer helps you identify and achieve your goals such as weight loss, improved fitness, or better health. Based on your current situation the personal trainer will develop an individual plan optimized to your needs, and he will help you stay motivated when you don't feel like working out.

A coach will help you fulfill your professional aspirations such as **leadership development, team effectiveness, or bottom-line results**. The coach will take into account your personal strengths and weaknesses, and support you in executing the plan that will leverage your full potential.

A professional coach is a catalyst for change: **changing attitudes and behaviors** that will lead to achieving your goals.

Benefits of Coaching

Coaching draws out the best solution from within the coachee rather than providing the solution. Coaching creates a great sense of ownership, accountability and commitment from the coachee that enables greater accomplishments in work and life.

Coaching clients regularly report improvements in areas like:

- developing high potential leaders
- individual and team performance
- confidence and autonomy
- productivity and financial results
- quality of services and products
- employee morale and retention

- According to a CEO in Thailand, a non-performing director can easily cost 1 Mio US\$ per year.
- A MD estimated that with better leadership effectiveness voluntary turnover rate may be reduced by 50%.
- International surveys report a return on investment for executive coaching of over 500%.

Today: Practice the Top 3 Coaching Skills

1. Listening

What keeps us from listening properly?

- no time
- own agenda
- distractions
- thinking we know already what the other one is going to say
- jumping to conclusions
- preparing what we want to respond while the other one is still talking

“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”
–Sir Winston Churchill

Effective Listening

- objective and non-judgmental
- build rapport
- 80:20 rule
- “active” listening: paraphrasing or “parrot-phrasing”, asking clarifying questions
- show empathy
- acknowledge success
- pay attention also to what is not said
- refrain from giving advice or own opinion unless asked to do so
- endure silence

2. Asking Powerful Questions

Coaching is the Art of Asking the Right Question

Asking questions is much more powerful than telling people what to do: it takes into account the coachee’s individual strengths, experiences, values, and beliefs. Powerful questions help the coachee tap into their own resources, take responsibility for their actions and utilize their full potential. Great questions **encourage, empower, enthuse!**

Great Questions:

- open questions
- no leading questions
- focus on options and solutions
- clarify understanding
- give the coachee time to reflect
- avoid why-questions
- not only facts but also feelings

3. Reframing Perspective

We perceive a situation as a problem when 1) we focus on the negative aspects of the situation or 2) we think we have limited options to deal with the situation effectively. Reframing aims at helping the coachee see the situation from different angles, thus **increasing the number of options** of dealing with a challenge and also becoming aware of potential **positive aspects** of the situation.

Reframing can be achieved through asking powerful questions, story-telling, or the use of metaphors.

Now Practice Coaching!

- groups of three: coach, coachee, observer
- coach on a real life situation - agree on confidentiality!
- 15 mins coaching
- 5 mins feedback in the order coachee, coach, observer
- listen, ask powerful questions, and help reframe perspective!

Powerful Questions Cheat Sheet for Practice

- what is your desired outcome?
- what is the situation right now?
- how is that a problem?
- what have you tried so far?
- what options have you considered?
- what else can you think of?
- have you been in a similar situations before? what worked, what didn't?
- how does the other person see this?
- who can help solve this?
- what is good about it?
- is there anything else?
- if... what will be the consequences?
- what needs to change specifically? what do *you* need to change?
- what will be the biggest step forward?
- what action are you ready to commit to *now*? what *will* you do?

Additional Tips on Coaching

Coaching is a process, not a one-time intervention or a quick-fix. Effective Coaching requires a formal agreement including objectives, goals, and time-frame.

For each session:

- be clear of the objective of the session
- be prepared
- be 100% present

Internal Coaching vs. External Coaching

An internal coach may be useful when in-depth insider knowledge about the business or the organization is required. The internal coach also has the advantage of being available “on the spot.” A big concern when it comes to internal coaching is the aspect of building trust and confidentiality: how can you ensure that there is no conflict of interests, and that the coachee will open up?

External coaches are more effective: they are full-time professionals and formally qualified as experts on human change (you should insist on accreditation through the International Coach Federation or a degree in psychology). The external coach is an objective and neutral confidant who may bring in new insights to your organization.

From my own experience it can be extremely helpful for leaders to apply coaching techniques as leadership tool. However, formal coaching of *direct reports* is viewed critically by coaching organizations as it violates a basic rule of coaching: coach and coachee need to meet at eye level!

Resources

Web

- International Coach Federation www.coachfederation.org
- Asia Pacific Alliance of Coaches <http://www.apacoaches.org>
- Vivo Coaching <http://www.vivocoaching.com/coaching-resources/>
- “The Market for Executive Coaching in Thailand” http://www.vivocoaching.com/Executive_Coaching_in_Thailand.pdf
- “Five Myths about Coaching for Leaders” - The Nation <http://www.nationmultimedia.com/2011/03/02/business/Myths-about-coaching-for-leaders-30149895.html>
- Eric Schmidt: Everybody needs a Coach <http://youtu.be/a7qnTMvw92U>

Books

- “Co-Active Coaching - New Skills for Coaching People Toward Success” by Laura Whitworth et al.
- “Coaching Questions - A Coach’s Guide to Powerful Asking Skills” by Tony Stoltzfus
- “Drive - The Surprising Truth About What Motivates Us” by Daniel H. Pink
- “100 Ways to Motivate Others - How Great Leaders Can Produce Insane Results Without Driving People Crazy”

Do you want more? Contact us today for:

Executive Leadership Coaching - Become the Best Leader You Can Be

Today's business world is more demanding than ever. Too many meetings, emails and a tremendous complexity may keep you from utilizing all your capabilities. Unlock your and your team's potential and learn how to

- stay focused and achieve more every day
- deal more effectively with people to produce extraordinary team results
- smoothly transition into a new role when taking the next career step

"Gerrit helped me to identify the source of my problems and - more importantly - find solutions: within less than three months, I re-gained my direction and focus and started to deliver solid results. Today, I feel at ease, and I deal confidently with the inevitable daily challenges." -Ross, Director, Thailand

Coach Training - Apply Leadership Power-Tools in Your Organization

"The leaders job is not to provide the answer but instead to frame the right questions for which answers are developed and discovered by the collective intelligence of the people." Use powerful questions and other professional coaching techniques to groom your dream team and

- help people gain the confidence to work autonomously and take on more responsibility
- develop your talents and retain top performers
- improve productivity and business results

"Gerrit has the emotional and intellectual horse power under the bonnet to be really insightful and asked provocative questions that made me think about challenging issues more positively. He is reliable, logical and working with him has given me much greater clarity. Gerrit's coaching program gets at the nub of self-limiting beliefs and instills a 'can-do' attitude. Coaching with Gerrit worked for me and I highly recommend him!" -Richard, Head of Recruitment, UK

MBTI® Workshops - Appreciate Diversity and Boost Team Performance

The Myers-Briggs Type Indicator® is the most widely used personality instrument world. In MBTI® workshops people learn to understand themselves better and how they are different from others. Instead of complaining about differences, they learn to appreciate diversity and use it effectively in their personal and professional lives.

Use the world's most widely used personality instrument and help your team

- communicate more effectively
- manage conflicts confidently
- boost team performance

In a follow-up one month after a MBTI® workshop participants reported: 80% improved communication, and 70% say they improved conflict management, the team works more effectively, and they observe positive behavioral changes of other participants.

"Dr. Pelzer's MBTI workshop was not only an extremely enjoyable and insightful exercise for our entire team, but also has had a lasting effect that continues to benefit the participants many months post workshop. I highly recommend Gerrit and hope to work with him on various team development initiatives in the near future." -Matt, Managing Partner, Shanghai

About Dr. Gerrit Pelzer

Leading Executive Coach

Dr. Gerrit Pelzer is a Catalyst for Human Change. His passion is in helping individuals and organizations improve performance and achieve sustainable success. As a leading Executive Coach in Thailand he assists busy managers to unleash their potential while maintaining a healthy balance in their professional & personal lives. With a focus on people and their individual strengths he leads teams to optimum effectiveness.



Certified Professional Coach

Gerrit is a Certified Professional Coach (International Coach Academy), and in fact he is one of only five coaches in Thailand credentialed by the International Coach Federation (ICF). The ICF is the biggest coaching organization worldwide, dedicated to setting the highest professional standards for coaching.

Gerrit supports clients on their coaching journey using professional tools such as the Myers-Briggs Type Indicator®. As a Qualified and Accredited MBTI® Administrator he also offers workshops to enhance leadership skills, communication, and teamwork.

Strengths-based Tilt 360 degree feedbacks complement his portfolio.

Entrepreneur

As Founder and Managing Director of Vivo Consulting Co., Ltd. he grew the business from scratch to a thriving practice. With the division **Vivo Coaching**, the company is today a premium provider for Executive Coaching & Life Coaching, Group Coaching, MBTI® Assessments & Workshops, and 360 degree feedbacks in Thailand and in the Asia Pacific region.

Among Gerrit's clients are multi-national corporations and organizations such as Adecco, Bayer, B. Grimm, Merck, Nestle, Reckitt Benckiser, Tesco Lotus, and The World Bank.

Experienced Manager

Before his desire to help people caused him to found his own business, Gerrit was a corporate leader: for over 12 years he worked successfully as a senior manager for a German firm in Europe and in Asia. His own expat experience and his understanding of cultural differences have enabled him to work effectively with clients from over 15 nations.

Academic

Gerrit holds a doctoral degree in natural sciences from the renowned Technical University Aachen in Germany.

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