



# Efficiency North – EN:Lighten programme

Coaching Led Leadership

September 2024



**EN:Lighten**

# Checking in



Feel?



Distraction?

# Learning Review

What progress have you had since CLP 2?

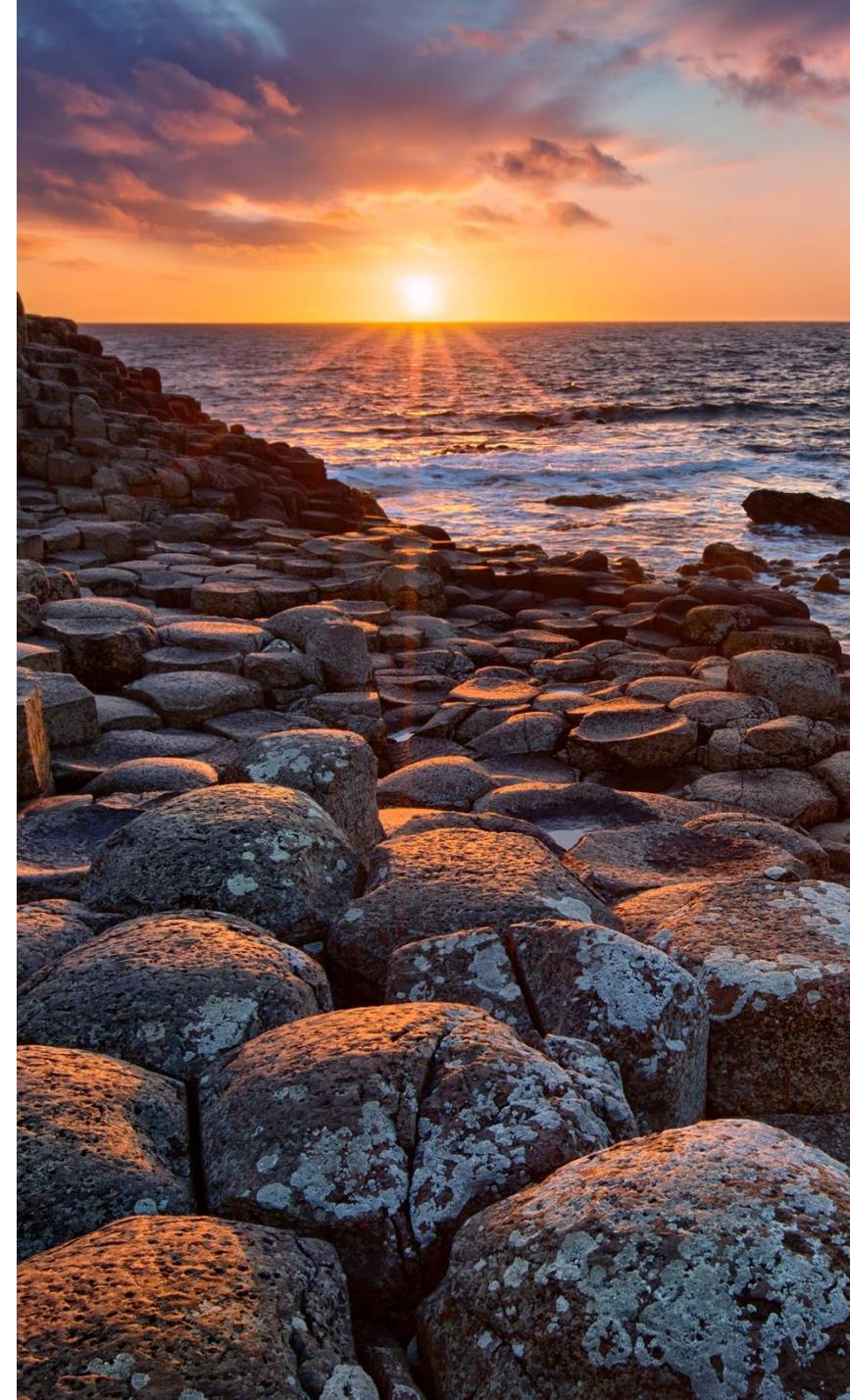
In 3 groups discuss any reflections you have of applications of learning to date. For example:

- Your team plans?
- Coachable moments & coaching practice
- Being coached
- Building trust, motivating others, giving feedback, accountability, dealing with conflict etc



# CLL Outcomes

- Start to shape the wider organizational culture as leaders and managers
- Understand how to empower others and create the environment where people don't need to be told what to do and can find their own answers
- Show up with improved authority, presence and impact as an EN leader & manager
- Continue to deepen your own self awareness as a leader
- Continue to deepen an understanding of all EN business areas and form wider connections as EN managers.

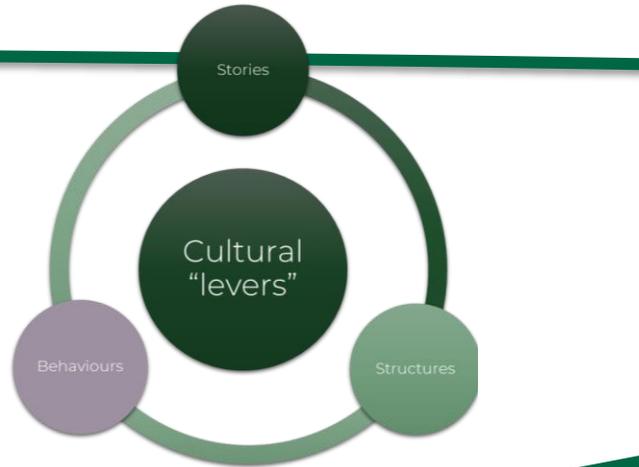


# Coaching-Led Leadership – Enabling the organisation

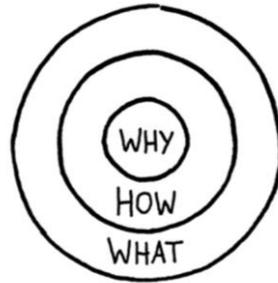
Checking in & learning review



Embedding a learning & performance culture



Stakeholder Expectations & Relationships



Intent based leadership

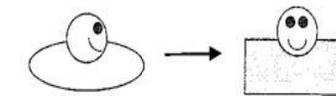
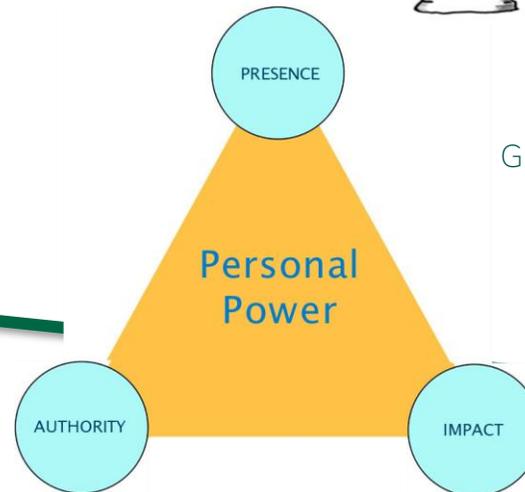


Ladder of Leadership®	
<b>LEADER</b>	<b>LEADER</b>
7. I've been doing...	7. What have you been doing?
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3. I think...	3. What do you think?
2. I see...	2. What do you see?
1. Tell me what to do.	1. I'll tell you what to do.
<b>WORKER</b>	<b>BOSS</b>

Authentic leadership



Gravitas & Influence

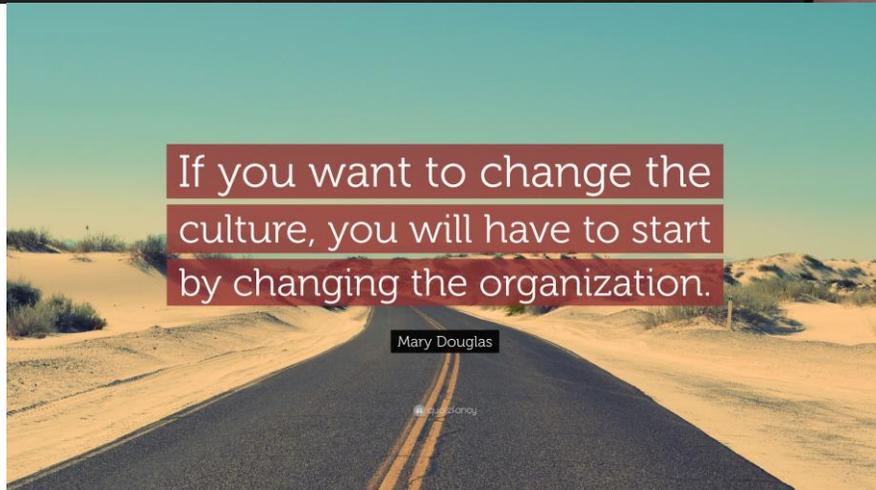


A chooses to build rapport with B and starts matching.



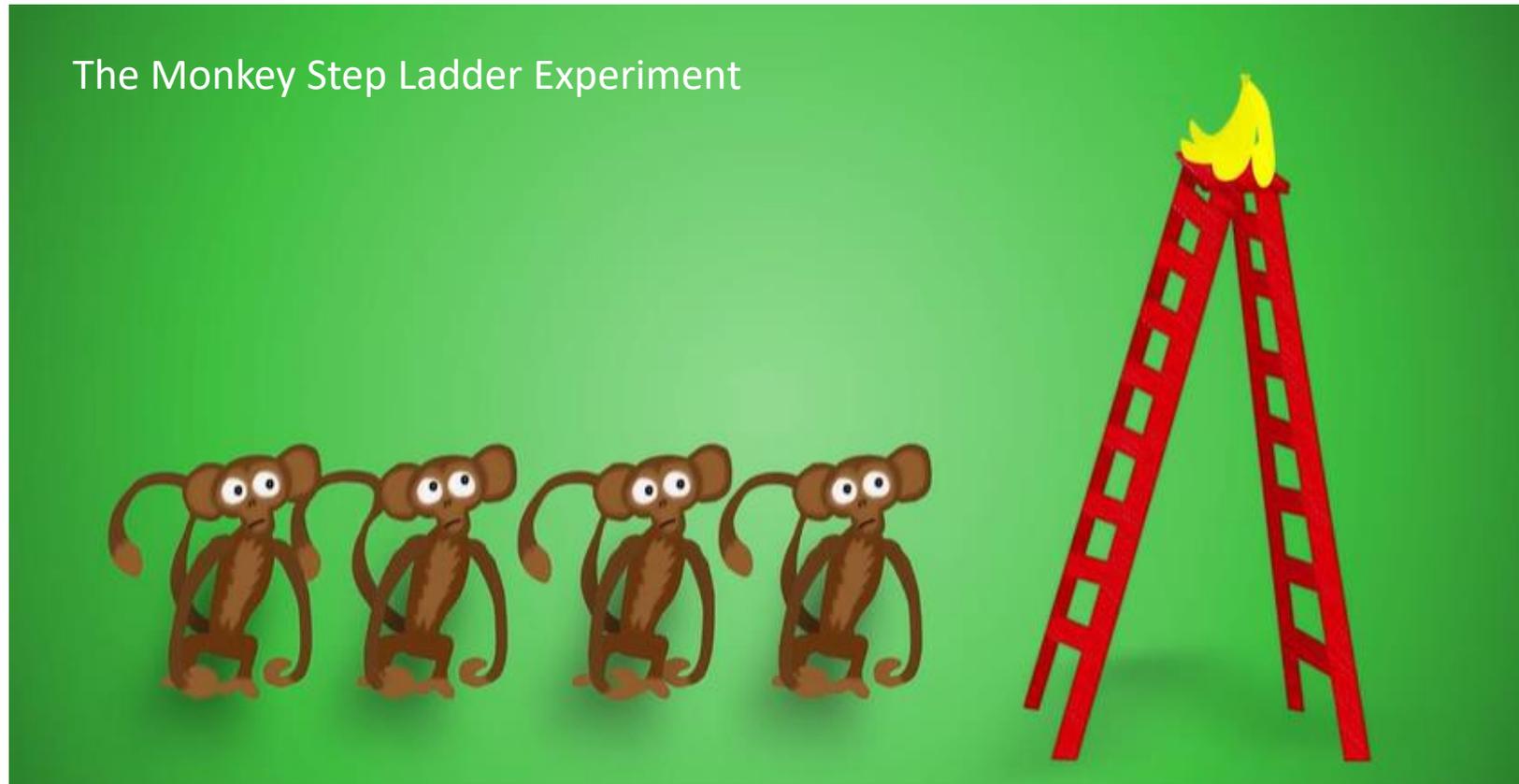
# Organisational Culture

What do you think of when we talk about the CULTURE of an organisation?

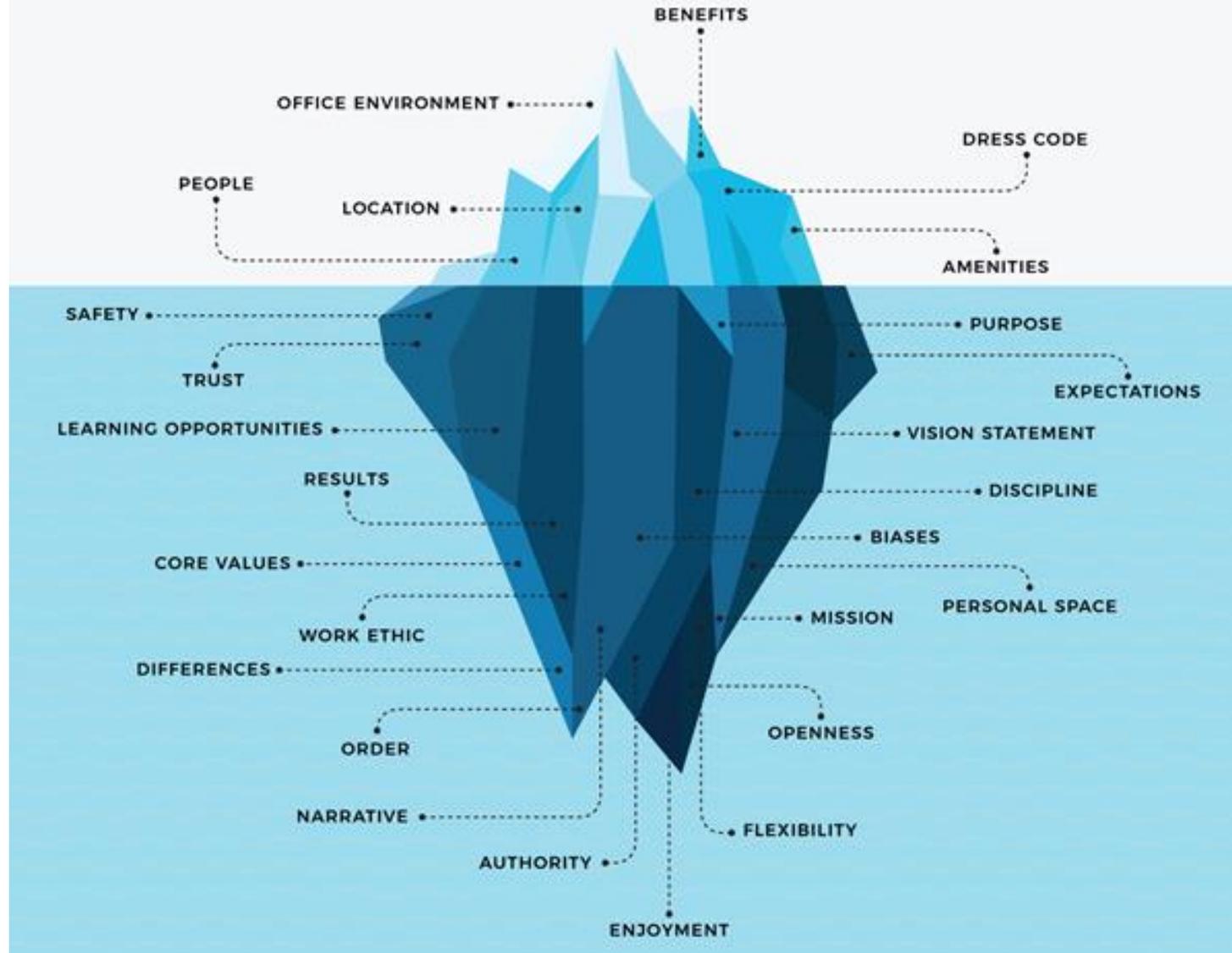


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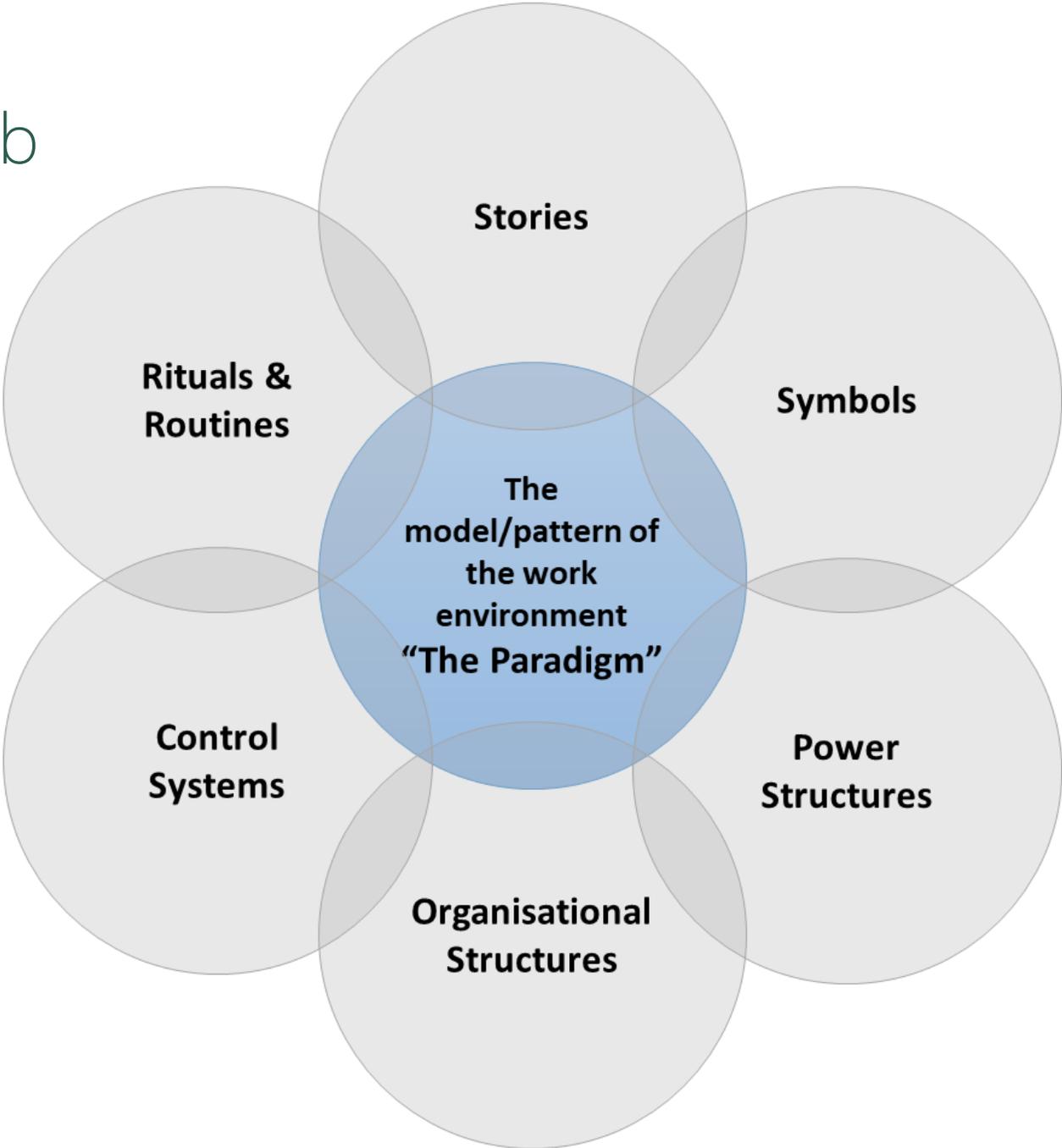
- What makes organisational culture?



# THE COMPANY CULTURE ICEBERG



# The Cultural Web



Gerry Johnson &  
Kevan Scholes



# What impacts culture?

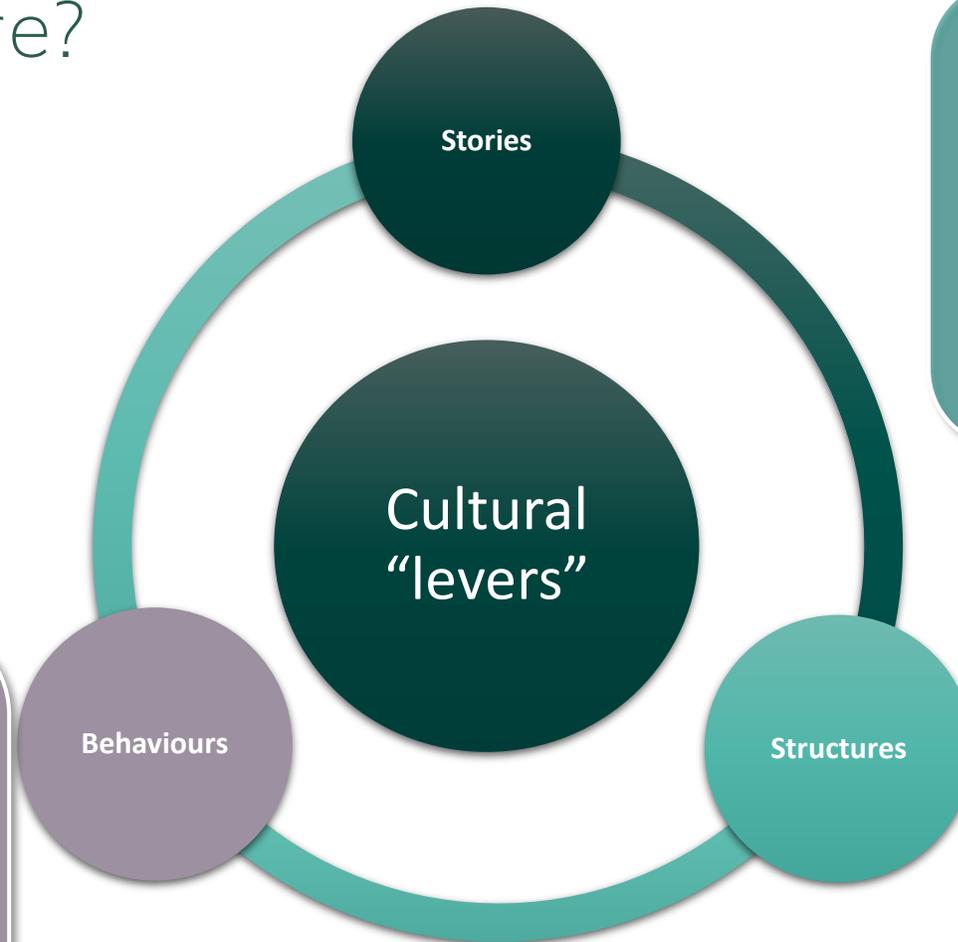
The past events and people talked about.

**Stories** say a great deal about what is valued and what is perceived as great behaviours.

- The reputation communicated amongst stakeholders
- Stories that are told to new joiners about what to expect in the team & organisation
- The heroes, villains and mavericks that appear in these stories

Daily **behaviour** and actions of people that signal what is acceptable. This determines what is expected to happen and what is valued by management.

- Communication styles & a flexible approach
- The way problems are solved
- Types & style of meetings
- Connections with stakeholders and wider network
- Empowerment



The formal **structures** and operating processes that indicate the way things get done.

- Processes & structures
- Adaptability & innovation
- Influence & authority
- Hierarchy & reporting lines – formal & informal
- Power and lines of decision making

# Building a coaching-led culture

A coaching-led culture encourages and engages everyone to do their best thinking in pursuit of their own, their teams' and the organisation's development and growth.

- Embeds a development and potential tapping **mindset**
- Embeds coaching questioning, listening and feedback to help individuals and teams to **do their own thinking**
- Builds confidence and capability in staff through **solving their own problems**
- Encourages **contributions from everyone**
- Provides **high quality guidance** on what is going well or not and help with how to improve
- Develops **coaching-led processes** ....any ideas?



# Making it coaching-led?

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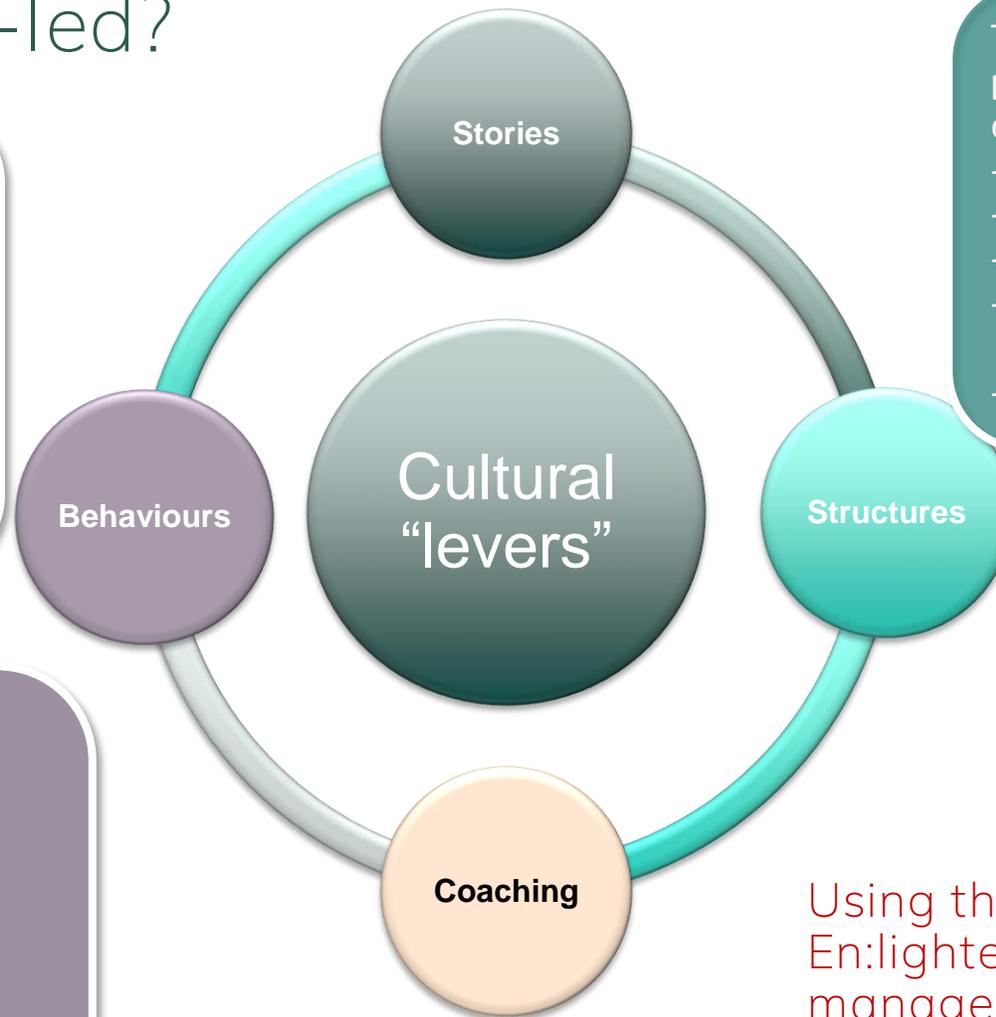
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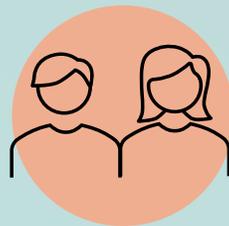
Using the learning from En:lighten, how can we as managers shape our culture to become more 'coaching-led'?

# Empowerment



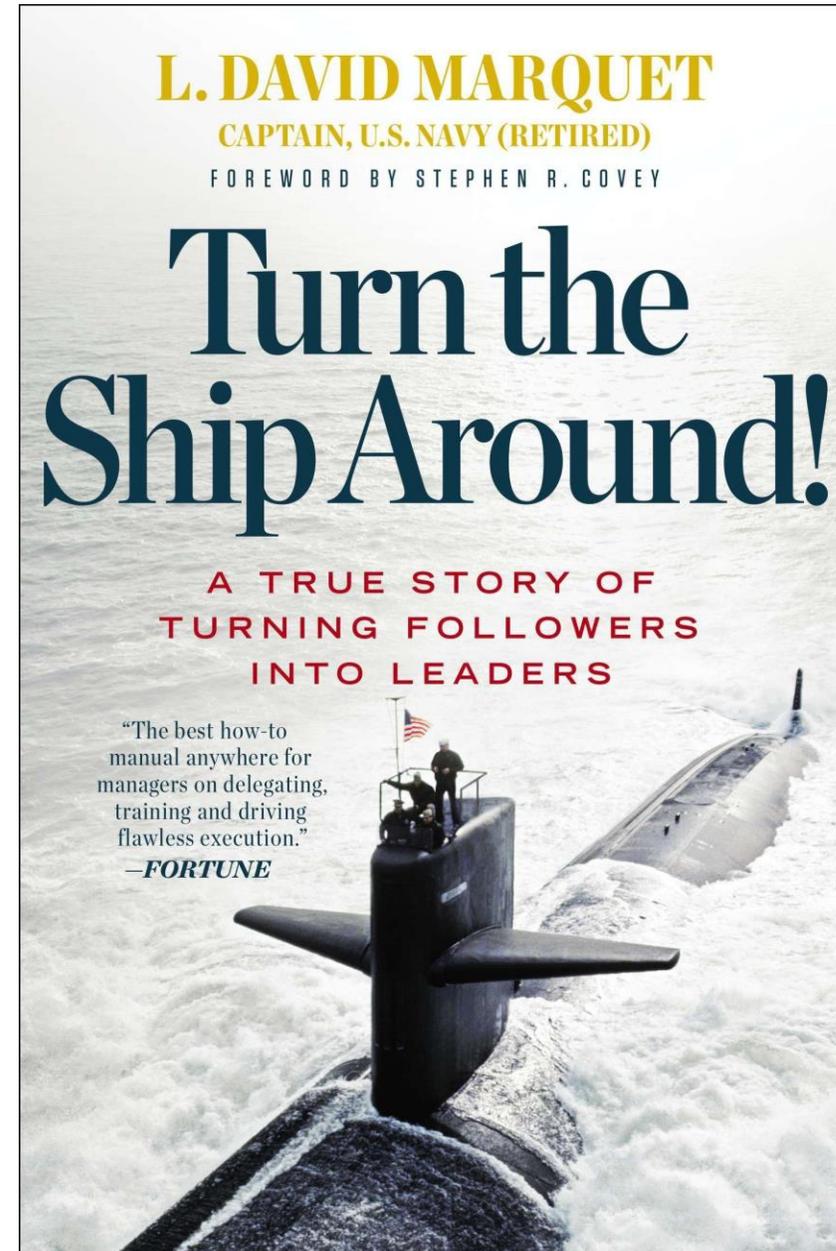
What is it?

Pairs conversations – 5 mins



Worst to First in a year

Gave an impossible order and the crew tried to follow it



# Themes from Turn the Ship Around

- Leading when you have shallow knowledge - no need for all the knowledge: 'I don't know'
- Push the authority to the information - 'Freedom within a framework'
- Clarity of intent - alignment around intent. No problem escalated without a solution: 'I intend to ...'
- Psychological ownership - create safety to promote thinking
- Authority for decisions and actions. Ask – don't tell
- No blame – learning culture. Change 'they' to 'we'
- Turning followers into leaders: Leader-leader development culture



# Intent Based Leadership



'I intend to'

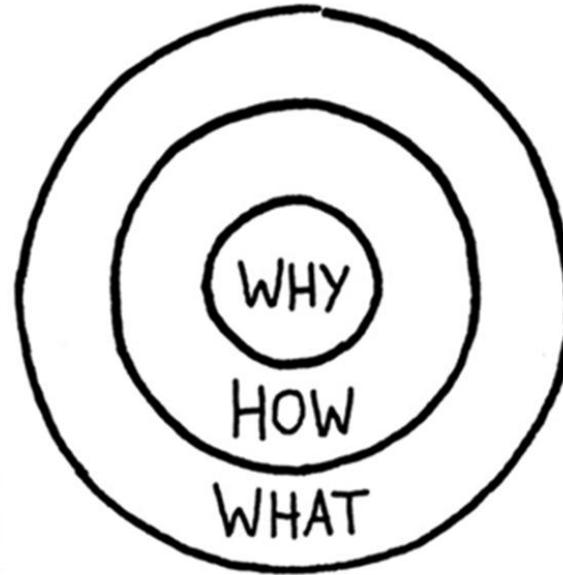
## Ladder of Leadership<sup>®</sup>

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WORKER	BOSS

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Acts of leadership – for all, not just leaders

# Organisational Clarity



## What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

## How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

## Why

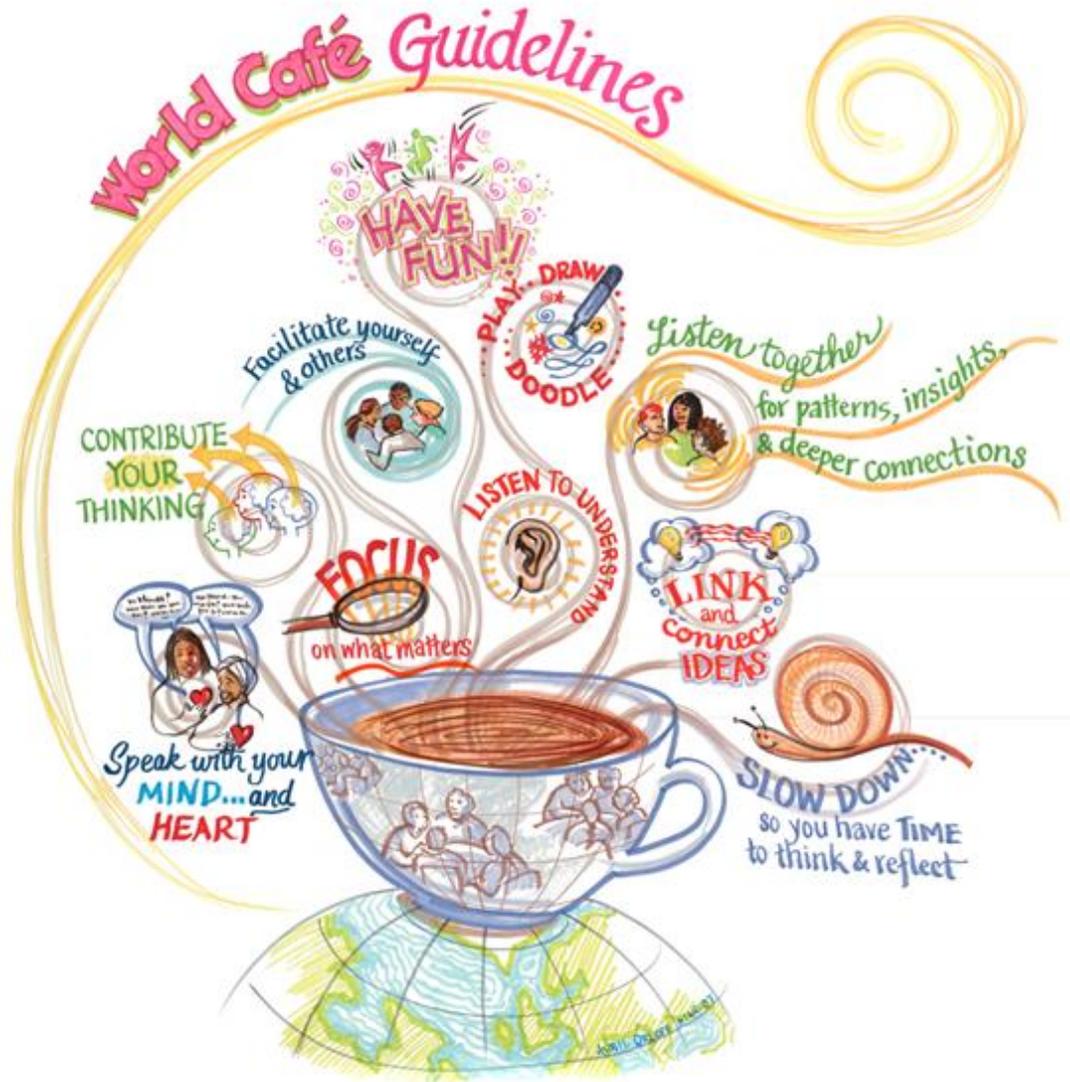
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

**START**  
HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION  
**WITH**  
SIMON SINEK  
**WHY**



What is your WHY?

A process to build  
'Group Intelligence'



3 questions / 3 group chairs: Group (not chair) moves after each question

8 mins each question – use one flip sheet per question

1. All answer Q1 then group but NOT chair moves
2. Chair summarises previous group's answers to Q1
3. All groups answer Q2 then group, NOT chair moves
4. Chair summarises previous group's answers to Q1 & Q2
5. All groups answer Q3
6. Each chair provides plenary of Q3 answers

# Application to ENHL – World cafe

## Question 1

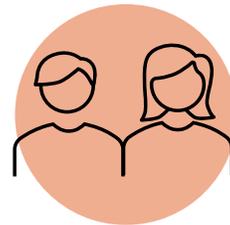
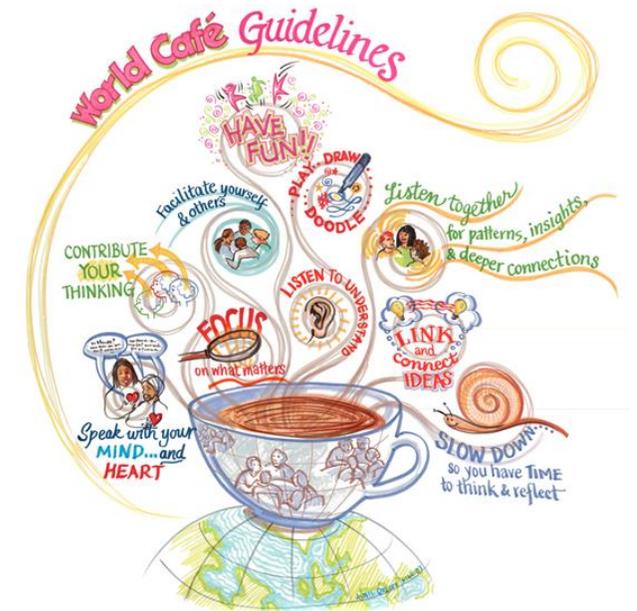
What intent-based leadership approaches already show up in the EN culture?

## Question 2

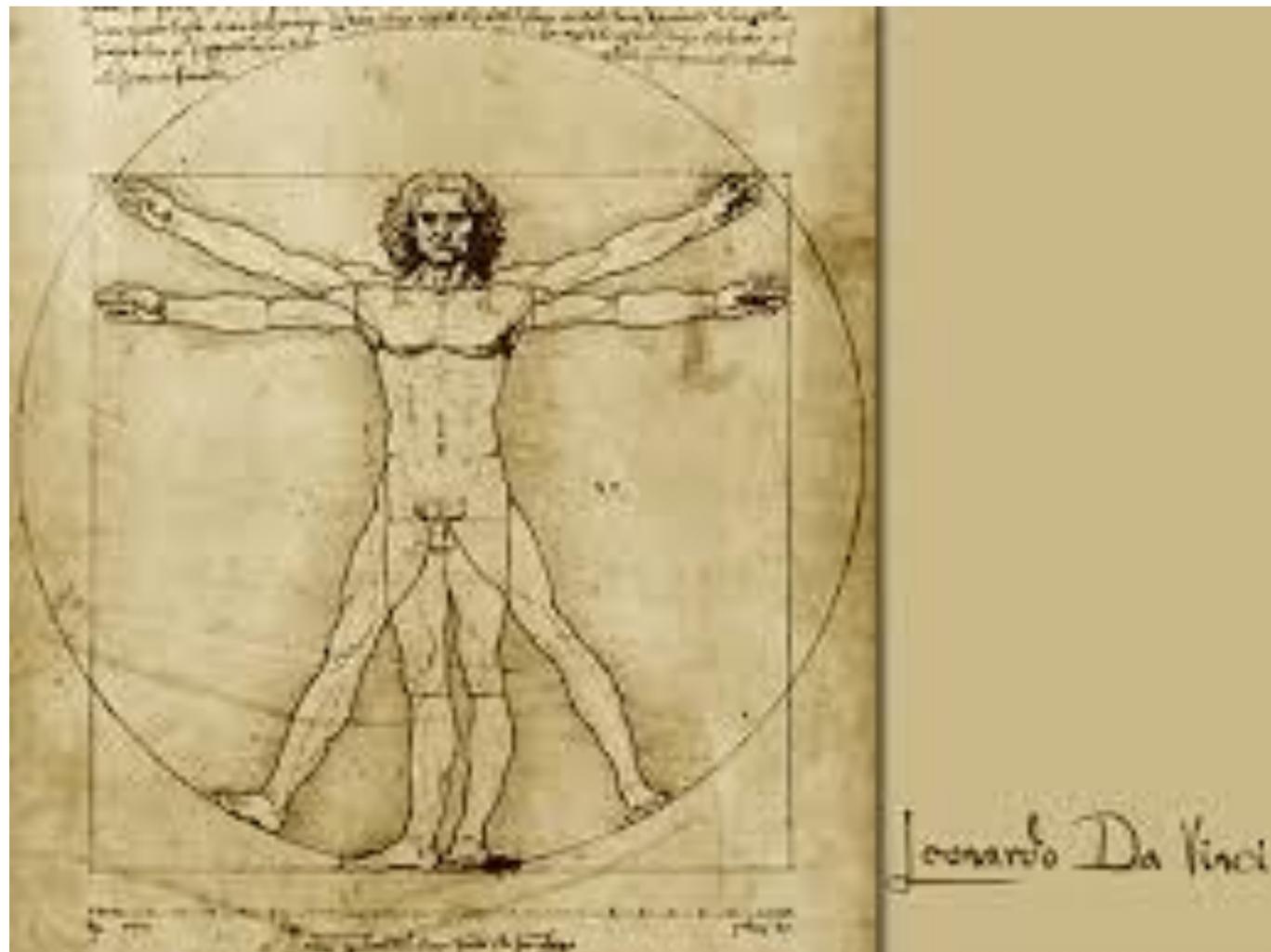
What could be better?

## Question 3

What needs to be changed to create more of an intent based leadership environment? What ideas, actions & feedback could you give?



# Centering



# API Model

Personal power and influence can be divided into three main aspects:



# Head Heart and Gut



HEAD

**Rational**



HEART

**Emotional**



GUT

**Primal**

# Reviewing your authority, presence and impact

1

Using the handout as a guide, take a moment of personal reflection...

1. How do I use these sources of personal power?
2. How do I self-assess against the dimensions?

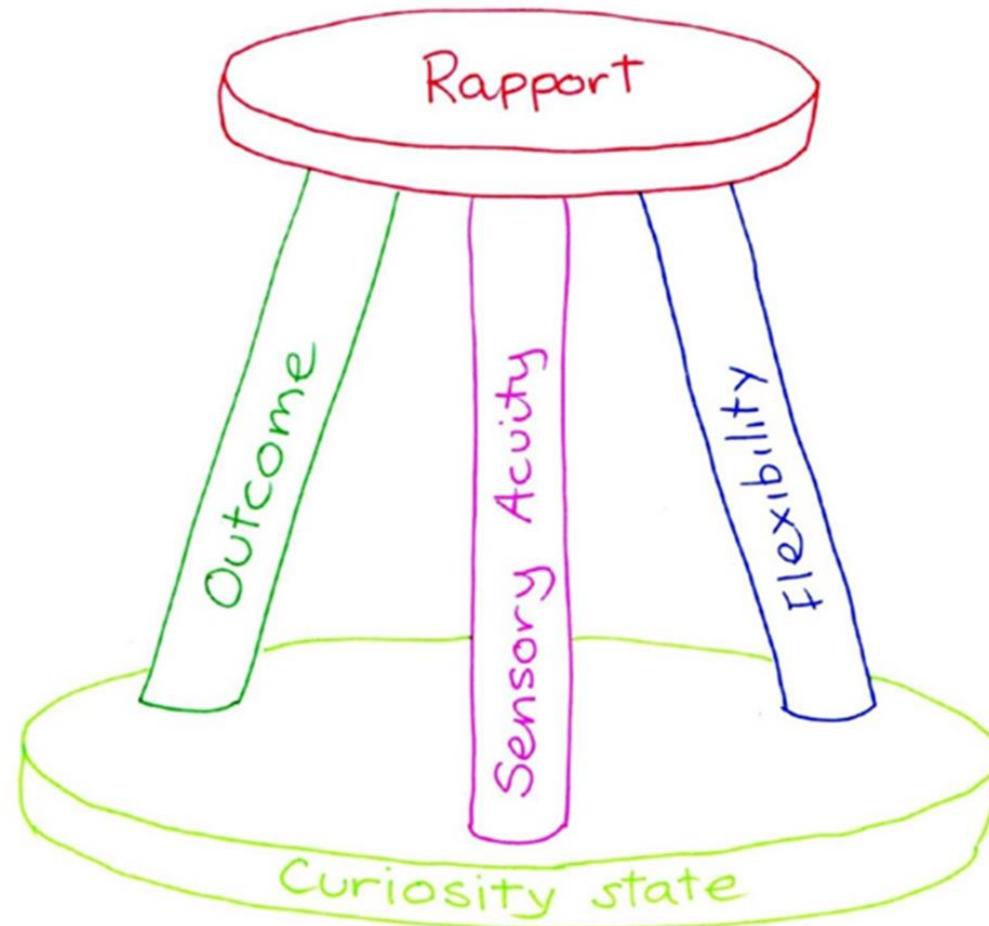
2

In pairs share and invite feedback and coaching:

1. One area of API strength that would make me follow you as a leader
2. One thing I would encourage you to do more of...



How do we influence?



# Values Clarification

## List of Values



- |                    |                     |                      |                  |
|--------------------|---------------------|----------------------|------------------|
| Accountability     | Efficiency          | Intuition            | Security         |
| Achievement        | Environment         | Job security         | Self-discipline  |
| Activism           | Equality            | Joy                  | Self-expression  |
| Adaptability       | Ethics              | Justice              | Self-respect     |
| Adventure          | Excellence          | Kindness             | Serenity         |
| Altruism           | Fairness            | Knowledge            | Service          |
| Ambition           | Faith               | Leadership           | Simplicity       |
| Authenticity       | Family              | Learning             | Spirituality     |
| Balance            | Financial stability | Legacy               | Stewardship      |
| Beauty             | Forgiveness         | Leisure              | Success          |
| Being the best     | Freedom             | Love                 | Teamwork         |
| Being a good sport | Friendship          | Loyalty              | Thrift           |
| Belonging          | Fun                 | Making a difference  | Time             |
| Career             | Future generations  | Nature               | Tradition        |
| Caring             | Generosity          | Openness             | Travel           |
| Co-creation        | Giving back         | Optimism             | Trust            |
| Collaboration      | Grace               | Order                | Truth            |
| Commitment         | Gratitude           | Parenting            | Understanding    |
| Community          | Growth              | Patience             | Uniqueness       |
| Compassion         | Harmony             | Patriotism           | Usefulness       |
| Competence         | Health              | Peace                | Vision           |
| Confidence         | Heritage            | Perseverance         | Vulnerability    |
| Connection         | Home                | Personal fulfillment | Wealth           |
| Contentment        | Honesty             | Power                | Wellbeing        |
| Contribution       | Hope                | Pride                | Wholeheartedness |
| Cooperation        | Humility            | Recognition          | Wisdom           |
| Courage            | Humor               | Reliability          |                  |
| Creativity         | Inclusion           | Resourcefulness      | Write your own:  |
| Curiosity          | Independence        | Respect              |                  |
| Dignity            | Initiative          | Responsibility       |                  |
| Diversity          | Integrity           | Risk-taking          |                  |

Write your own:



# Living Into your Values

How we lead and live into our values

You can't live into what you can't name

Knowing your values helps:

- finding your way when things are difficult
- fill you with a feeling of purpose
- Provides others with a great sense of your API when you live then as part of your authentic leadership
- A self-check: knowing when our behaviours are in or out of line with our values

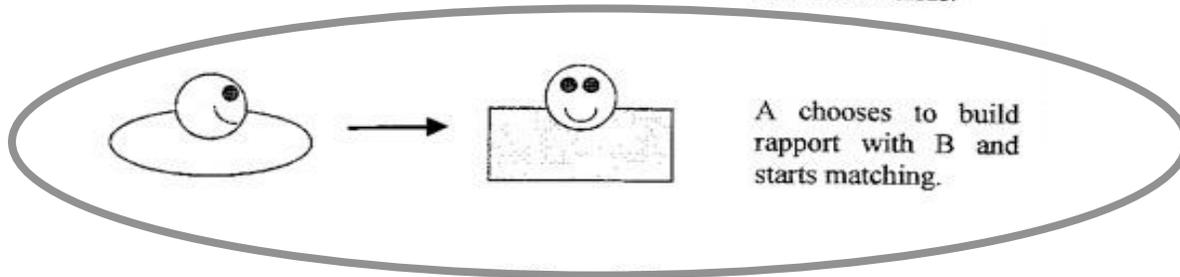


Individual Reflection Task on portal to take time for personal reflection on your values. Invitation to share and discuss with your buddy.

# Match – Pace - Lead



A and B sitting happily in their different worlds.



A chooses to build rapport with B and starts matching.



A joins B in B's world and paces long enough to create a bridge of rapport.



Using the rapport bridge, A leads B to somewhere else.



B follows A across the bridge to a place of new thinking.

How do we “match” somebody?

# Your stakeholder culture map

Thinking about how you can bring more of your API to your stakeholder connections within your areas of responsibility across ENHL...

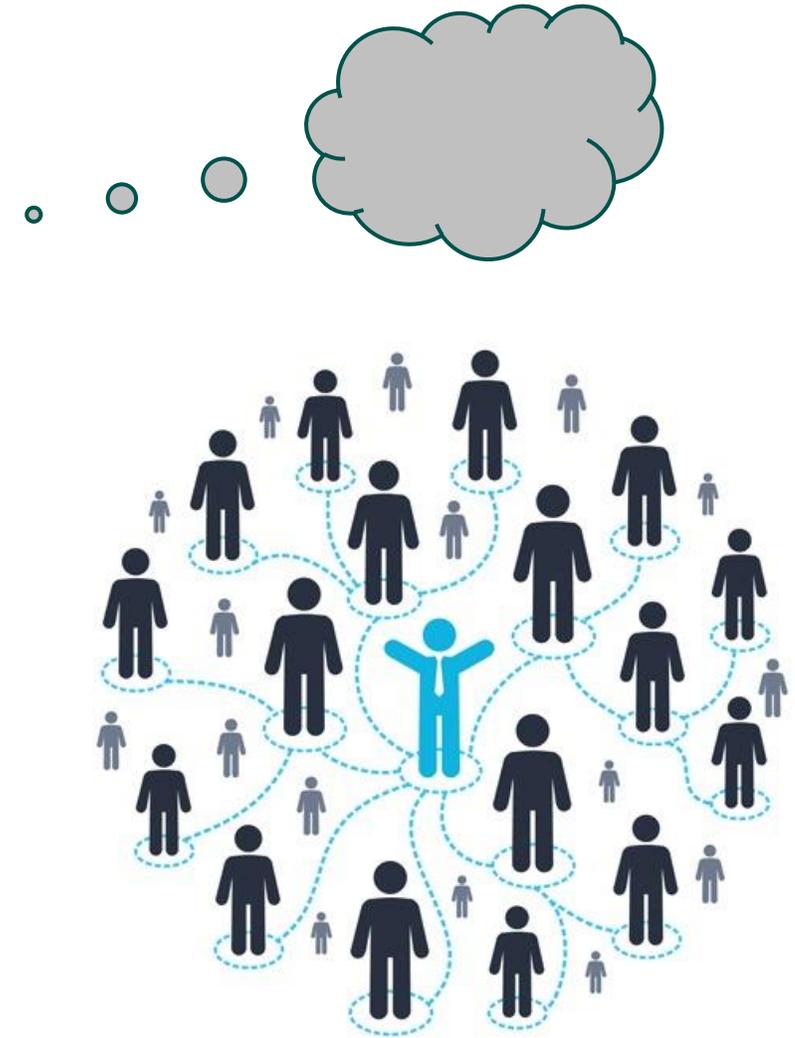
Who are your 360-degree stakeholders across the business that you rely on or rely on you?

ie what bodies or key individuals do you need to:

- report to
- influence
- listen to
- get support from
- respond to
- be observed by

Draw it out: On a large piece of paper create your personal 360 'culture map' of the stakeholders (individuals and groups) that you need to influence

Consider where your API is strong and where it needs some focus



# ENHL Managers

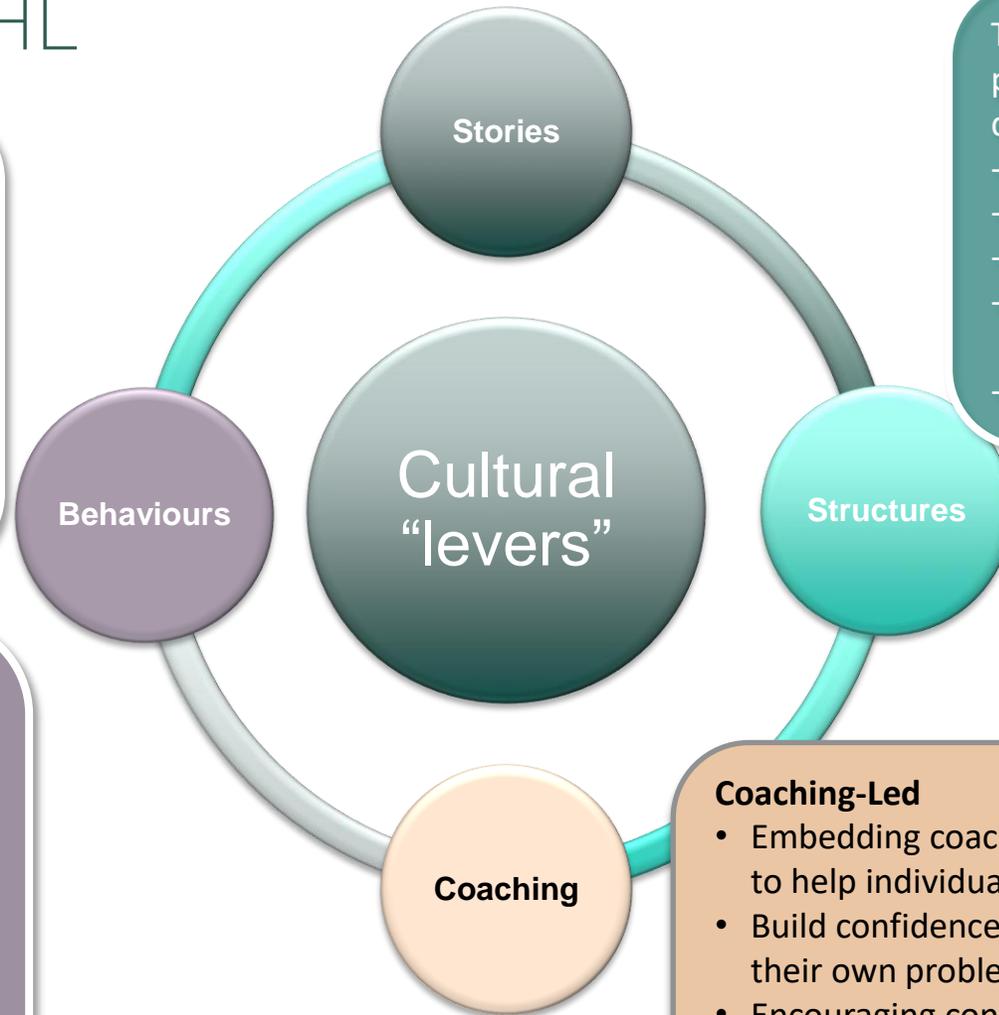
## Learning Application



# A coaching-led ENHL

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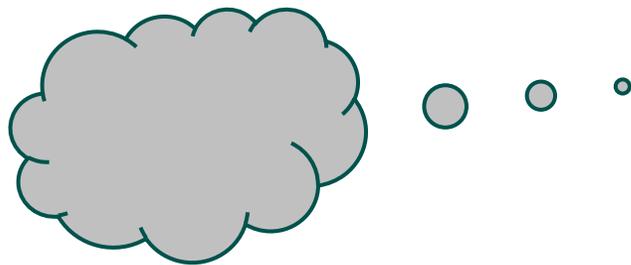
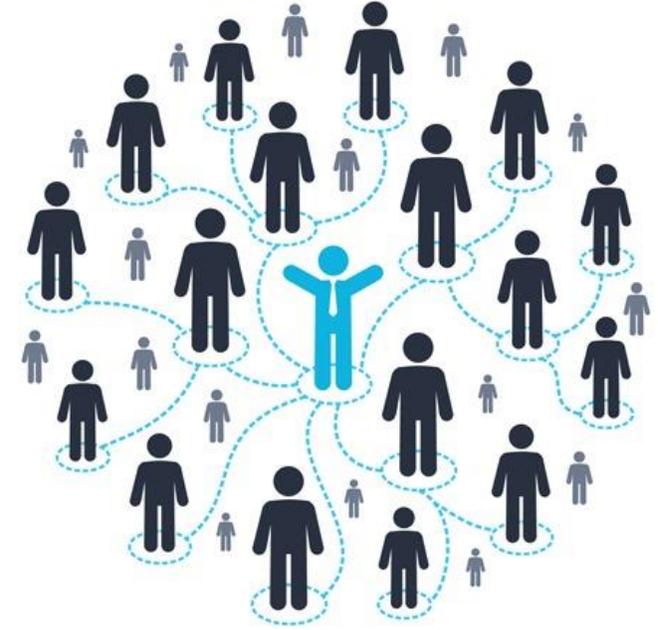
## Coaching-Led

- Embedding coaching questioning, listening and feedback to help individuals and teams to do their own thinking
- Build confidence and capability in staff through solving their own problems
- Encouraging contributions from everyone
- Providing high quality guidance on what is going well or not and help with how to improve
- Embedding a development and potential tapping mindset

# Your stakeholder culture map

Identify all your pressure areas and all the opportunities where you can influence the culture. Apply your coaching-led leadership learning from the whole programme (use the module posters as a reminder of the content).

- How can you shape the culture within your areas of influence and control\_in your stakeholder map, to be more coaching-led?
- Consider this from both a pragmatic action (head) and personal behavioural (heart & gut) influence perspective?



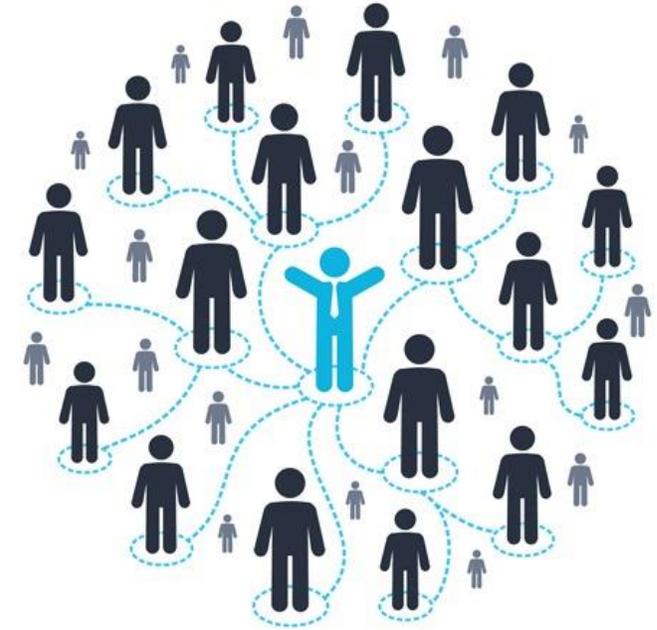
- Reflect on the content across the whole programme
- Remind yourself of your leadership areas of development from the start of the programme

# Your improved stakeholder influence

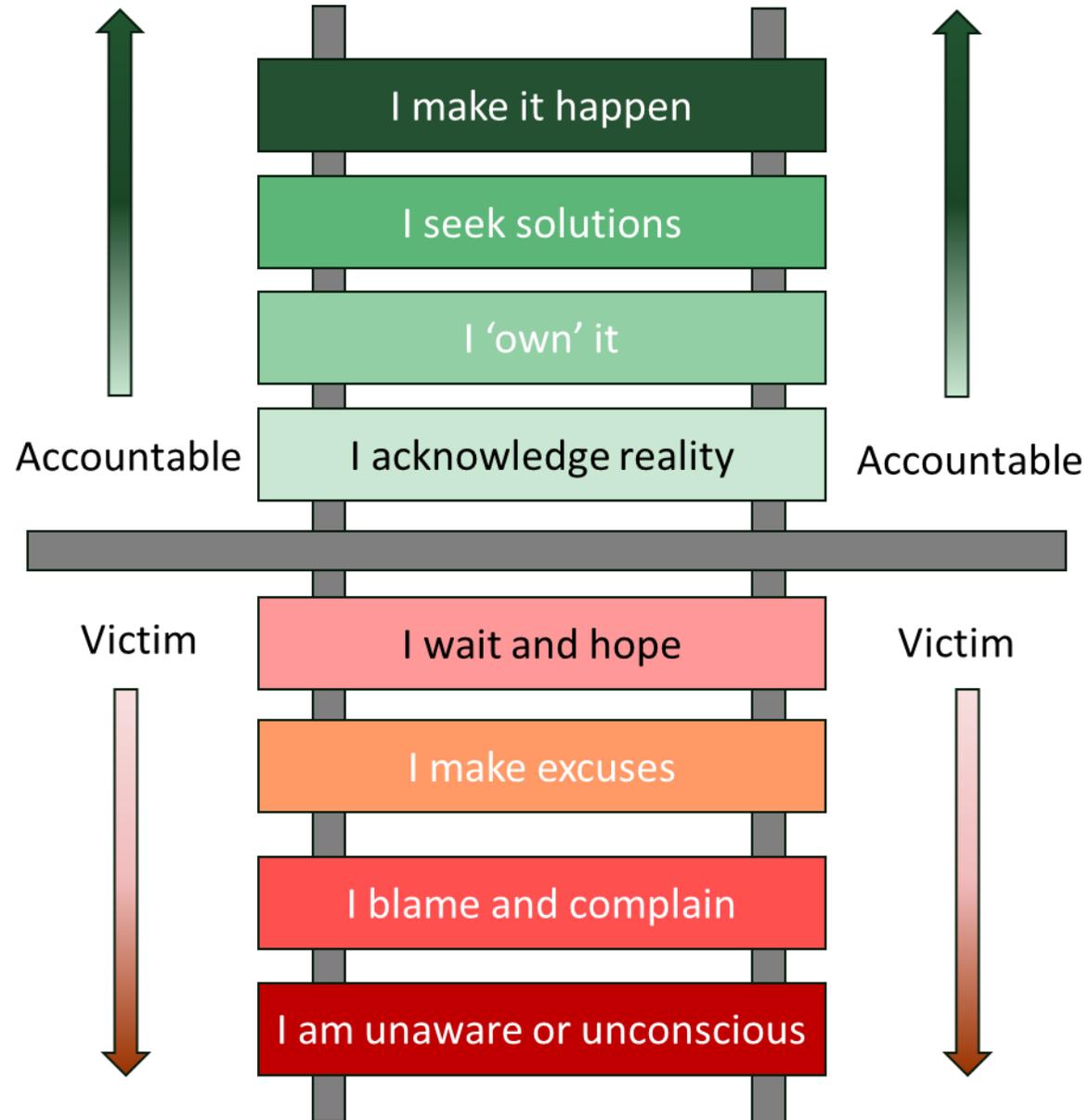
In pairs coach each other about how you can apply your coaching-led leadership learning to address your pressure areas and build opportunities to enhance the En:Lighten culture across EN and all your stakeholder areas.

Help your partner think through what else they can do.....

15 mins coaching EACH WAY.



# Accountability Ladder



# Appreciative feedback



Select a card – you are going to give it as a gift to your coaching partner  
Write a piece of appreciative feedback for that person on the back of the card

*It can be a strength you value, something they have contributed on En:lighten, a piece of recognition, what you have learnt from them, how you have felt with them... anything that comes to mind!*

In turn read out your appreciation and hand it to that person