

# UBS Wolfsberg Think Tank Leadership Styles for Sustained Profitability: Dialogue, Coaching, Mentoring, Trust

**David Megginson / Barbara Jakob**

**MCRG Ltd**

**+44 114 289 1367**

**[d.f.megginson@shu.ac.uk](mailto:d.f.megginson@shu.ac.uk)**

**[Bj@barbarajakob.ch](mailto:Bj@barbarajakob.ch)**

## What is the role of the leader?

- **Peter Senge asked, 'Who is the leader on a cruise liner?'**
  - A
  - B
  - C
  - D
  - E
  - F

## Leader's role in learning organisation

- **Designer**
- **Coach**
- **Builder of shared meaning**

## Our experience in a National Park authority

- **Shared sense making**
- **Purpose – releasing potential**
- **Motivating plateau-ed people**
- **Values, visions and ventures**
- **Equality in the dialogue**
- **Respecting the limits of leaders**
- **Action learning for on-going change**

## Top team dialogue

Richard Field 2005 *Working with top management teams*. DBA thesis, Sheffield Hallam University

- **The top team have a purpose separate from the organisation's purpose**
- **They are committed to each others' and the team's success**
- **They have an iterative meeting model**
- **They use a dialogue process**

## An iterative meeting model

- 1 Planning before the meeting**
- 2 The meeting itself**
- 3 Post-meeting review & reflection**

### For each phase:

- **Why? (Purpose)**
- **What? (Content)**
- **How? (Communication process)**
- **So what? (Consequences/next steps)**

## Dialogue guidelines

- **Follow dialogue guidelines**
  - 1 Clarify & agree purpose
  - 2 Listen & question to understand
  - 3 Bring own/others assumptions out
  - 4 Seek shared meaning
  - 5 Identify actions & review process
- **...till fed up enough to make your own!**

## A dialogue process

- **Sit in a circle of chairs**
- **Prominently display agreed guidelines**
- **Identify urgent (?) and important tasks**
- **Agree which to work on**
- **Work on it for fixed time**
- **Agree actions**
- **Review: ; ; feeling; behaviour**

## Now it's your turn

- In your table groups...
- Agree a topic for your dialogue
  - Suggestion: How can we use dialogue processes in business?
- Follow guidelines 15 minutes
- Review process using the sheet provided

## Creating a Coaching Culture: A suggested definition

***A coaching culture is one where coaching is the predominant style of managing and working together, and where commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation.***

*Clutterbuck & Megginson 2005 Making coaching work: Creating a coaching culture. CIPD, London.*

## Criteria for Case Companies

- **Companies selected have at least three of:**
- **Integrate coaching into way of doing business**
- **Being coached is encouraged**
- **Integrate coaching and culture change**
- **Integrate coaching into other measures & processes**
- **Accredit, certificate or licence coaches**
- **Coaching promoted as an investment in excellence**

## ABN-Amro

- **Ask before meetings, 'Am I fit for dialogue?'**
- **Top 200 receive 180/360° feedback on their coaching behaviour**
- **Good coaches are open to being coached, including whole Board**
- **Immediately after coach training, top 200 coach their team for 2 days**
- **People have licence to remind bosses to coach**
- **Dialogues on active listening (up to 130 people) including the board**
- **External coaches brought together to discuss business & coaching strategy**

## HBOS

- Embedding group & senior sponsor from the line
- Regions take responsibility – appoint regional coach from own budget
- Coaching as the right thing to do – high performance culture through coaching
- Preferred management style in business plans
- Co-coaching practiced in management meetings
- Coaching as lever in wider culture change
- Embed coaching through communications, measurement, leadership and HR system
- From induction on, support for being a good coachee
- Licensed coaches

## KPMG

- Start from assumption that people are competent
- Focus on being a good team player
- Coaching for role, for skill and for career
- Triggered by self-reflection, 360°, development or set-back
- Coaching helps retention by valuing key people
- Not driven by processes
- Coaching Director appointed
- Lots of people seeking out coaching and helping others, sense of community
- Lots of local coaching initiatives that get talked about

## Siemens Business Services

- Exemplary leadership is cornerstone of services-only company
- Coaching by middle managers seen to help them work with seniors on strategic direction
- Coaching part of communicating vision, mission, values and strategy
- Coach training integrated into management development & appraisal
- 7 day training for coaches
- Certification of coaches through efmd

• efmd Bulletin Summer 2004



## Levels of coaching culture

- **Nascent**
  - Little commitment; random examples
- **Tactical**
  - See value in it; left to HR
- **Strategic**
  - Integrate initiatives; train to support
- **Embedded**
  - 360° coaching; way to manage



## **The Model I**

### **Coaching linked to business drivers**

- **Integrate coaching into strategy, measures and processes**
- **Integrate coaching and high performance**
- **Coaching has a core business driver to justify it**
- **Coaching becomes the way of doing business**

## **The Model II**

### ***Being a coachee encouraged/supported***

- **Encourage and trigger being a coachee**
- **You can challenge your boss to coach**
- **Extensive training for both coach and coachee**
- **External coaches used to give coaches experience of being coached**

### **The Model III Provide coach training**

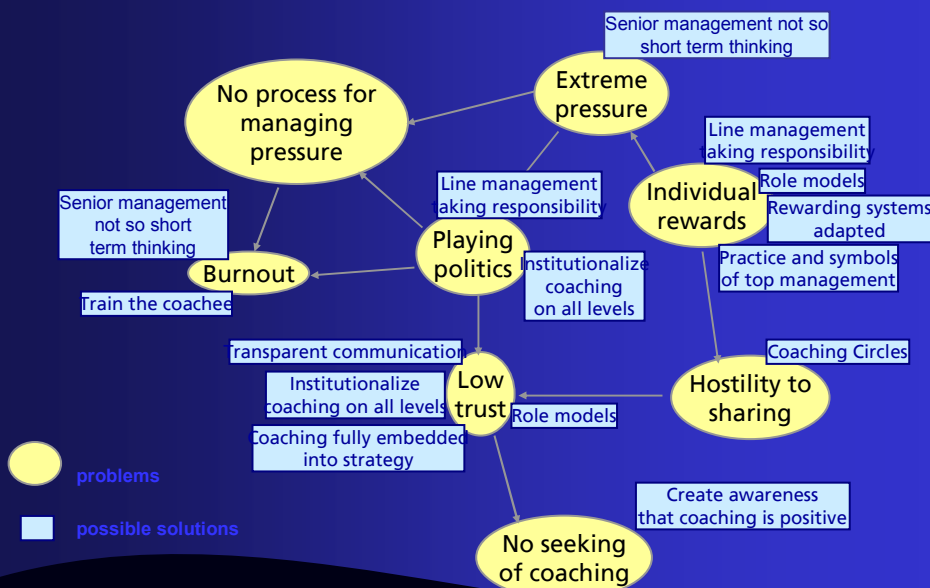
- **Integrate coach training for all**
- **Coaches receive feedback on their use of coaching**
- **After their training coaches are followed up**
- **Coaches are accredited, certificated or licensed**

### **The Model IV Reward and recognise coaching**

- **People are rewarded for knowledge sharing**
- **Coaching is promoted as an investment in excellence**
- **Top team are coaching role models (who seek and use feedback)**
- **Dedicated coaching leader**

## The Model V Systemic perspective

- Assume people are competent
- Organic, not process driven
- Initiatives decentralised
- Constructive confrontation



## The Model VI The move to coaching is managed

- Senior group manages move to coaching
- Line takes responsibility for coaching culture
- Integrate coaching and culture change
- Coaching supports delegation and empowerment

## Norms for questionnaire scores

|     |      |         |         |         |         |
|-----|------|---------|---------|---------|---------|
| I   | 1.57 | 11=1.43 | 12=1.70 | 13=1.79 | 14=1.36 |
| II  | 1.59 | 21=1.64 | 22=1.21 | 23=1.29 | 24=2.21 |
| III | 1.86 | 31=1.43 | 32=1.79 | 33=1.93 | 34=2.29 |
| IV  | 2.05 | 41=2.43 | 42=2.29 | 43=1.50 | 44=2.00 |
| V   | 2.04 | 51=2.14 | 52=2.00 | 53=1.50 | 54=2.50 |
| VI  | 1.75 | 61=1.93 | 62=1.50 | 63=1.64 | 64=1.93 |