

DEVELOPING YOUNG LEADERS: A STRENGTHS-BASED COACHING APPROACH

•
Marius Stander
North-West University , Vaal Campus
(Optentia Research Focus Area)
Llewellyn van Zyl
University of South Africa



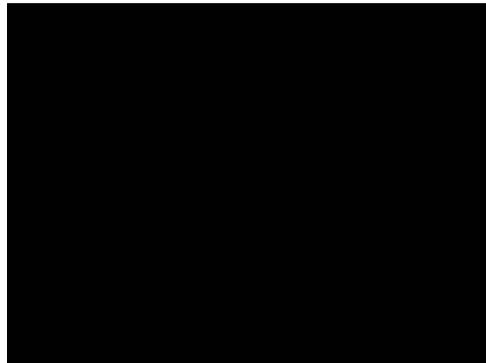
Introduction

- * People management challenges
- * People leave managers not organisations?????
- * Best work place
- * Advantages of the manager as people developer
- * Challenges for young leaders (hipo's, mvp, stars)
- * Coaching model: Movement from "Weaknesses" → Optimal development through focusing on strengths.

People management challenges

- * Leadership development
- * Performance management
- * Talent management
- * Business risk (top 10 risks, E & Y, 2013)
- * Levels burnout amongst people

People leave managers not
companies?????



Best place to work??

- * **Situation:** "Destructive workplaces"; "most people enjoy their commute to and from work more than their job"
- * **Evidence success:**
 - SAS, worlds best company work for, record profits 37 consecutive years
 - Google, mission is to be "best workplace universe", stocks grow 300% in nine years
- * **Solution:** Transform leadership; humanise workplace; caring & supportive leadership; authentically value employees; trust; w/l balance, positive leadership.
(Cowley, M. C., FastCompany.com)

Advantages of the manager as people developer

Advantages

- * Retention of talent
- * Role clarity
- * Work engagement
- * Psychological empowerment (meaning, competence, impact & self determination)
- * Organisational citizenship behavior
- * Satisfaction with life
- * Psychological capital (hope, optimism, resilience & self efficacy)
- * Performance
- * Positive relations

Challenges (needs) of young leaders

- * Misalignment senior management
 - * Baby Boomers: "Entitlement", "accountability" – 5 point plan!
- * Specific needs
 - * Manager as people developer
 - * Conflict management – "nice guys & girls"
 - * Assertiveness
 - * Discipline/Dealing poor performance
 - * Too hands on
 - * Networking
- * Challenge: Getting results through people (influencing).

Types of coaching

- * Too talkative/Too quiet
- * Optimising potential/Not realising potential
- * Interpersonal relations
- * Business results/Performance improvement
- * Fast tracking
- * Soundboard
- * Coping with pressures
- * Conflict management
- * Work/Life balance
- * Team coach
- * Meetings
- * On boarding new members

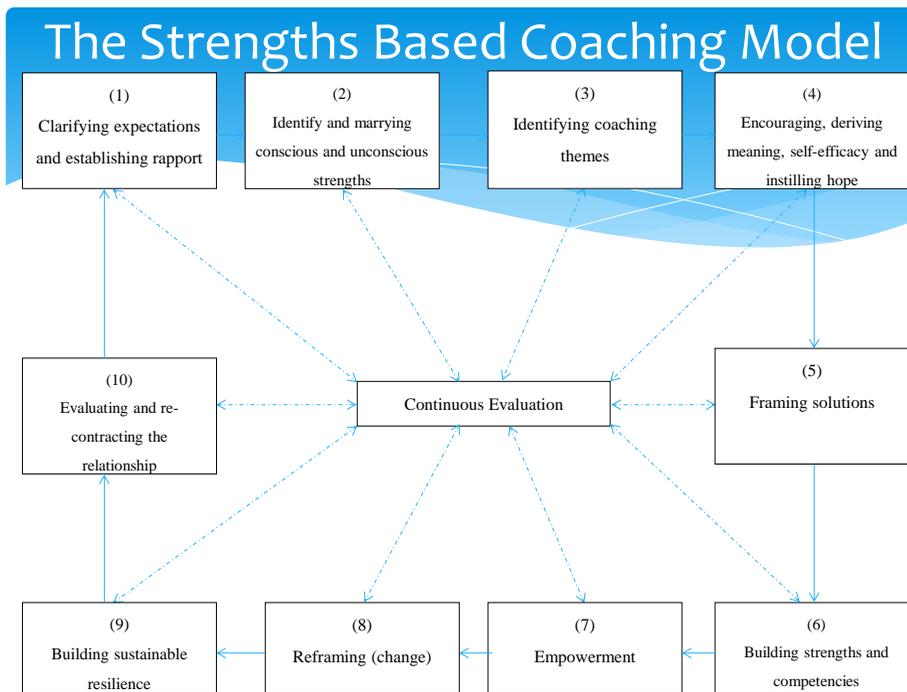
Focusing on strengths/deficits??



Strengths based coaching

- * Coaching refers:

- * To a short- to medium term relationship between a coach and a coachee with the purpose of improving an individual's work performance through focussing on changing behaviour to improve personal and organisational wellness
- * To harnessing the best in people and **inspiring them to live out their full potential**. It is a wake-up call, challenging folks to tap their inner abundance (Biswas-Diener & Dean, 2007).



1. Clarifying Expectations

* This phase is divided into five main areas:

- 1.1 Clarifying mutual expectations with the Managing Director (or two levels above coachee)
- 1.2 Clarifying mutual expectations with the direct manager
- 1.3 Clarifying mutual expectations with the direct manager and the coachee
- 1.4 Clarifying mutual expectations with the coachee and establish rapport (Contracting process)
- 1.5 Getting to know the Coachee's environment:
 - * Documents (e.g. Performance appraisals)
 - * Shadowing
 - * Discussions etc.

2. Identifying and marrying conscious and unconscious strengths

- * This phase involves the identification of conscious and unconscious strengths, psychometric measurement, and competency based assessment (360 evaluation).
- * Types of measuring instruments (e.g)
 - * Personality preferences (16 PF F5, EQ, 15FQ+)
 - * Work preferences
 - * Strengths finder / VIA strengths inventory
 - * Satisfaction with life measure (continuous measurement / tracking variable).

2. Identifying and marrying conscious and unconscious strengths

- * The coach can use the following criteria to help the coachee identify his strengths without the VIA strengths inventory:
 1. Sense of ownership and authenticity
 2. Feelings of excitement when displaying it
 3. Seeking new ways to enact it
 4. Yearning to act in accordance with the strength
 5. Feelings of invigoration rather than exhaustion when acting it
 6. Creating & seeking projects which endorses these strengths
 7. Intrinsically motivated to use the strength
 8. Merge the data between the identified strengths, personality preferences and the 360 competency based assessment.

3. Identifying coaching themes

- * Merge data from previous phase. Identify current needs which leads to coaching themes
- * Develop a clear understanding regarding the current challenges
- * Victim vs Survivor narration
- * Develop a mind set of strength utilisation in coachee (use strengths to address developmental areas)
- * Personal development plan
- * Identify Life challenges (e.g. Work-Life integration).

4. Encouraging, deriving meaning and instilling hope

- * Encourage client by reinforcing the strengths he used in a given situation
- * Discover alternative possibilities to use these strengths through encouragement and probing
- * Situations should be brought in line with the individual's strengths, and sessions should always refer back to the unique combinations of strengths
- * Victim → Survivor mentality
- * Use meaning crafting exercises in each one of the 7 dimensions of wellness
- * The client should be encouraged to develop and maintain personal connections to his work and personal life
- * The client should be facilitated to develop and embody a visionary mission for his life.

5. Framing solutions

- * Identify working mechanism in coachee's life (e.g. family; opportunities to apply strengths)
- * Identify solutions (SMART)
- * Follow up discussion with the coachee's direct manager
- * Follow up session with the client regarding expectations.

6. Building on strengths and competencies

- * This step is vital for psychological health
- * Here the client should start to build on current strengths and apply newly developed strengths in order to identify new ways of utilizing them
- * Utilise validated measures to enhance quality of life.

The Road to Happiness

Practice gratitude and positive thinking

- Express gratitude
- Cultivate optimism
- Avoid overthinking/social comparison

Invest in social connections

- Practice acts of kindness
- Nurture social relationships

Manage stress, hardships and trauma

- Develop coping strategies
- Learn to forgive

Live in the present

- Increase engagement and meaning
- Savor life's joys
- Commit to your goals

Take care of your body and soul

- Practice religion and spirituality
- Undertake physical exercise
- Act like a happy person

7. Empowerment

- * A new action plan needs to be created and incorporated with the pre-established personal development plan.
- * This manifests in:
 - * Empower client to identify, utilise and optimize internal and external resources
 - * Empower client to seek out new ways to apply strengths
- * End results:
 - * Meaning
 - * Impact
 - * Self-determination
 - * Self-efficacy/confidence

8. Changing

- Acting in accordance with strengths:
 - * Focus on what client is doing right, rather than what he/she is doing wrong
 - * Change should be approached in small intervals
 - * Use strengths to change the meaning the client derives from/ attaches to events
 - * 7 steps to reframe meaning
 - (a) recognition,
 - (b) acceptance,
 - (c) understanding,
 - (d) learning there is always choice for how to view adversity,
 - (e) changing the meaning ascribed to an event,
 - (f) deriving lessons from the painful event,
 - (g) redefining ourselves around our strengths and multiple talents, and
 - (h) taking constructive action around our new strength-based identities and perseverance.

9. Building resilience

It is important to understand that building resilience has a multidimensional approach. It is developed through understanding and utilizing the internal and external resources available to the client.

10. Evaluating and terminating relationship

- * Evaluate and acknowledge the coachee's progress
 - * This can be done through various means
 - * e.g. Redoing the 360 competence evaluation, personality assessment and comparing results etc.
 - * Another assessment of the tracking variable (Satisfaction with life)
 - * Feedback from management (clarifying expectations)
- * Prepare client for termination / Re-contracting.

References

- * Biswas-Diener, R. Dean, B. (2007). Positive Psychology Coaching. Hoboken, NJ: John Wiley & Sons.
- * Cowley, M. C., FastCompany.com



Thank you. Ha khensa. Siyabulela. Re ya leboha.
Thank you very much!!
Thank you. Ha khensa. Siyabulela. Re ya leboha.
Re kho livhaha. Baie dankie. Siyabonga.