



Becoming a Coaching Leader





Your Hosts for Today...



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- Leadership
- Engagement
- Stress and Eustress
- Psychological Contract &
- Organisational Citizenship Behaviour
- Coaching
- Conflict Resolution

We want to hear from you

What do people want from their leaders?

- A- A leader who cares, develops, and stretches me
- B- A leader who is a micro manager
- C- A Leader who leads from a distance



Leadership

- Evolving Models

LEADERSHIP TRENDS

The Discourses of Leadership



Leadership and Management



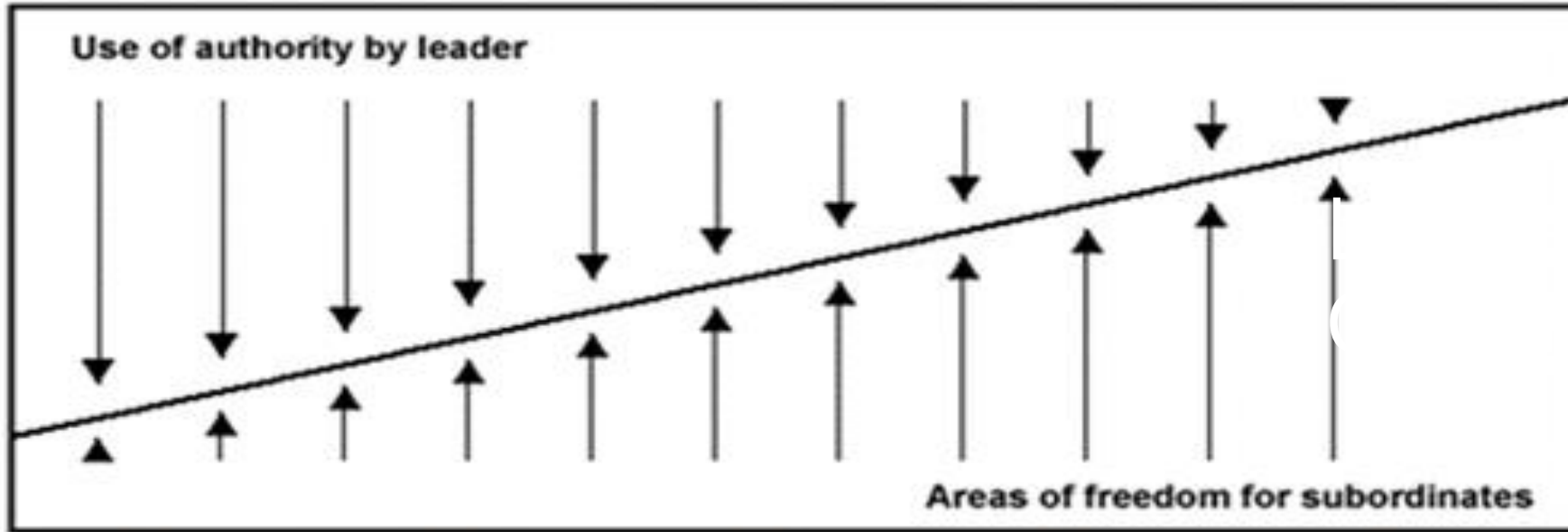
- Michael Shea 1990; Canavesi 2020

Leader

- inspires
- thinks
- motivates
- initiates change
- takes decisions
- sets objectives
- driving force
- unmethodical
- separate from others
- self-sufficient

Manager

- controls
- does
- organises
- adjusts to change
- implements decisions
- gets results
- co-ordinator
- methodical
- involved with others
- dependent



- 

Tells
Makes decisions, announces
- 

Sells
Makes decisions, explains
- 

Consults
Gets suggestions and makes them, then decides
- 

Shares
Defines limits, group decides
- 

Delegates
Subordinates function within defined limits

Leadership for **2030**

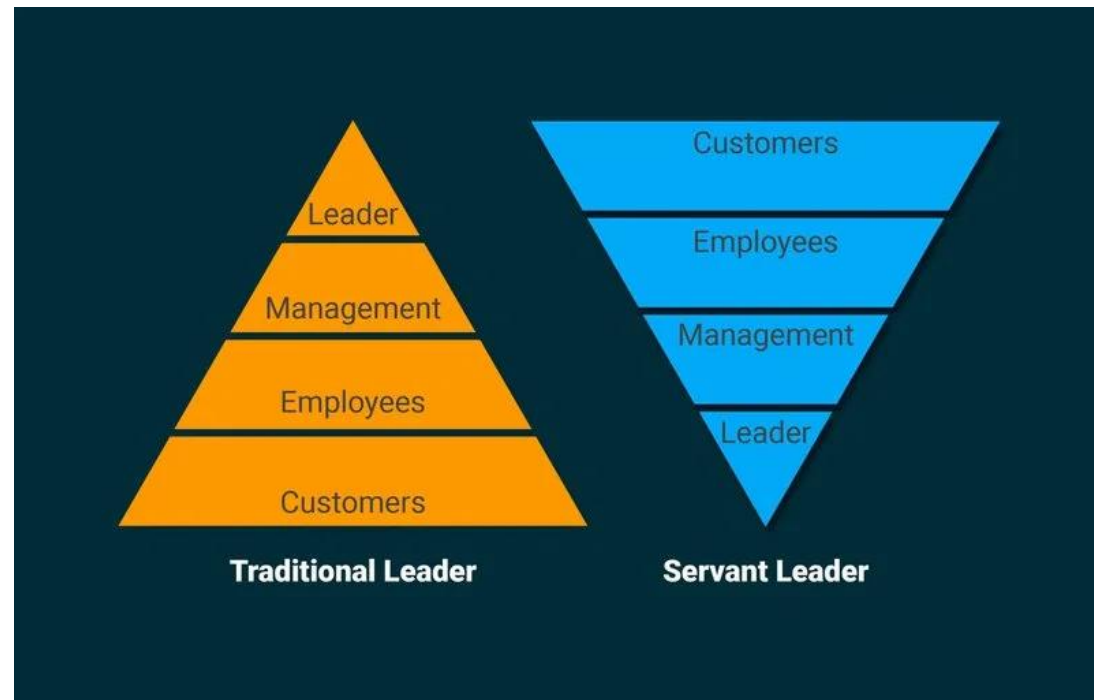
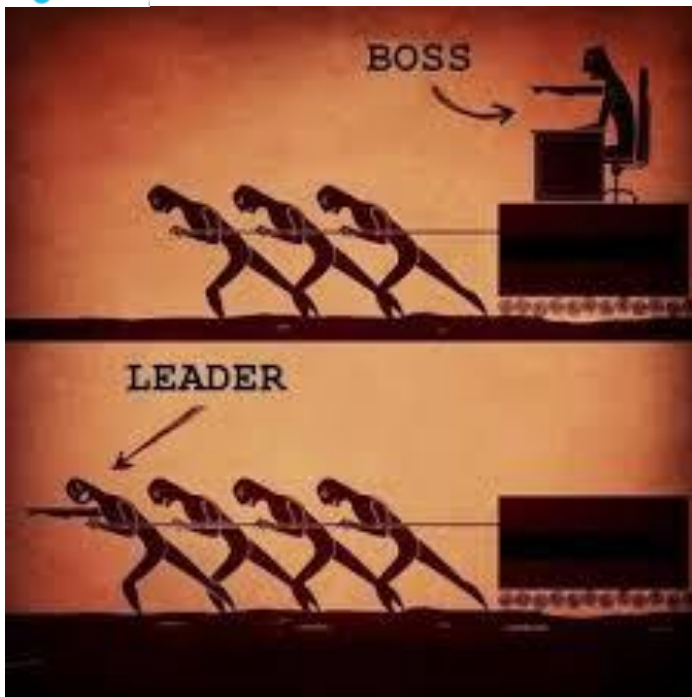


LMX

A Vertical Dyad



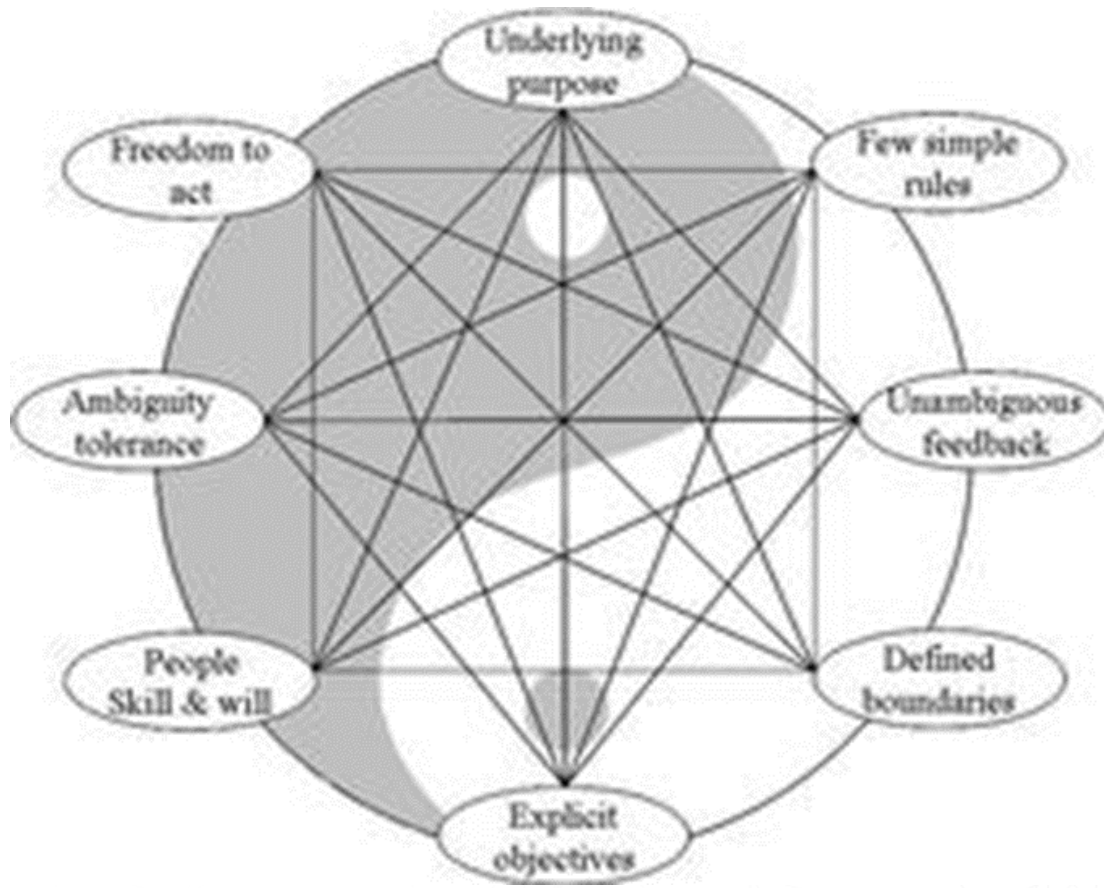
- In / Out Group
- Leader/ Follower Interaction
- Trusted / not Trusted
- Accessibility



Servant Leadership
Greenleaf 1979;2002;
Eva et al. 2018

Obolensky 2010; 2014 Complex Adaptive Leadership

MANY TO MANY LEADERSHIP



Leadership Styles



Engagement

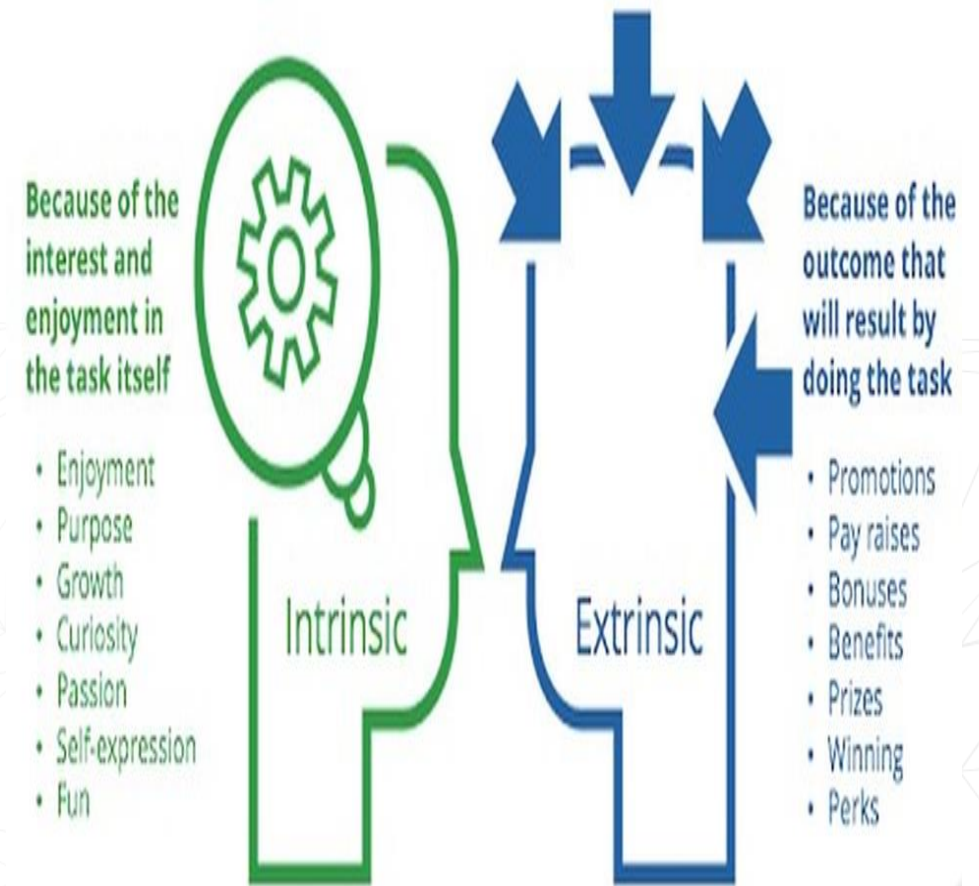
Employee engagement



Intrinsic / Extrinsic Motivation


ENGAGEMENT

- **Individual Motivation**
 - **Intrinsic locus** ~ is it me?
 - **Extrinsic locus** ~ it must be you!
-
- **Motivation**
 - **Intrinsic** derived from the work
 - **Extrinsic** derived from the reward



ALL DOLLAR VALUES SHOWN ARE IN USD

COM-B Model: Michie 2011

 Sources of behaviour





Coaching Rationale

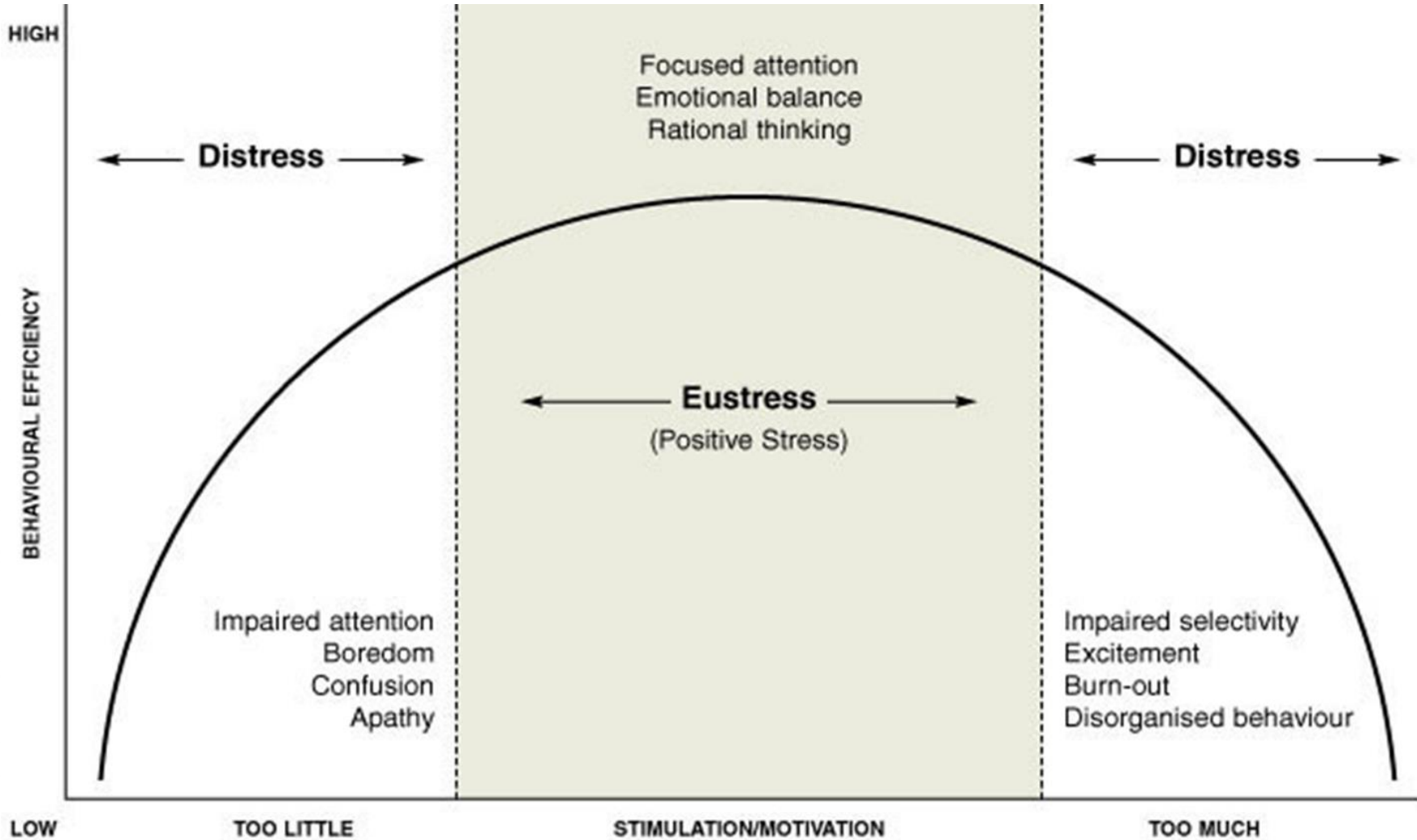


STAFF ISSUES

- 25% Minor Illnesses
 - 16% Muscle and Skeletal
 - 12% Mental Health
 - 6% Gastrointestinal
 - 4% Respiratory
 - 3% Ear Nose & Throat and Dental
 - 3% Genito-Urinary
 - 2.5% Heart & Blood Pressure
 - 5% Headaches & Migraine
 - 15% Covid-19
 - 6% did not give details
 - 2.5% Other
- (ONS 2021)**

Stress & Eustress

HANS SELYE





Eustress / Stress Perceptions

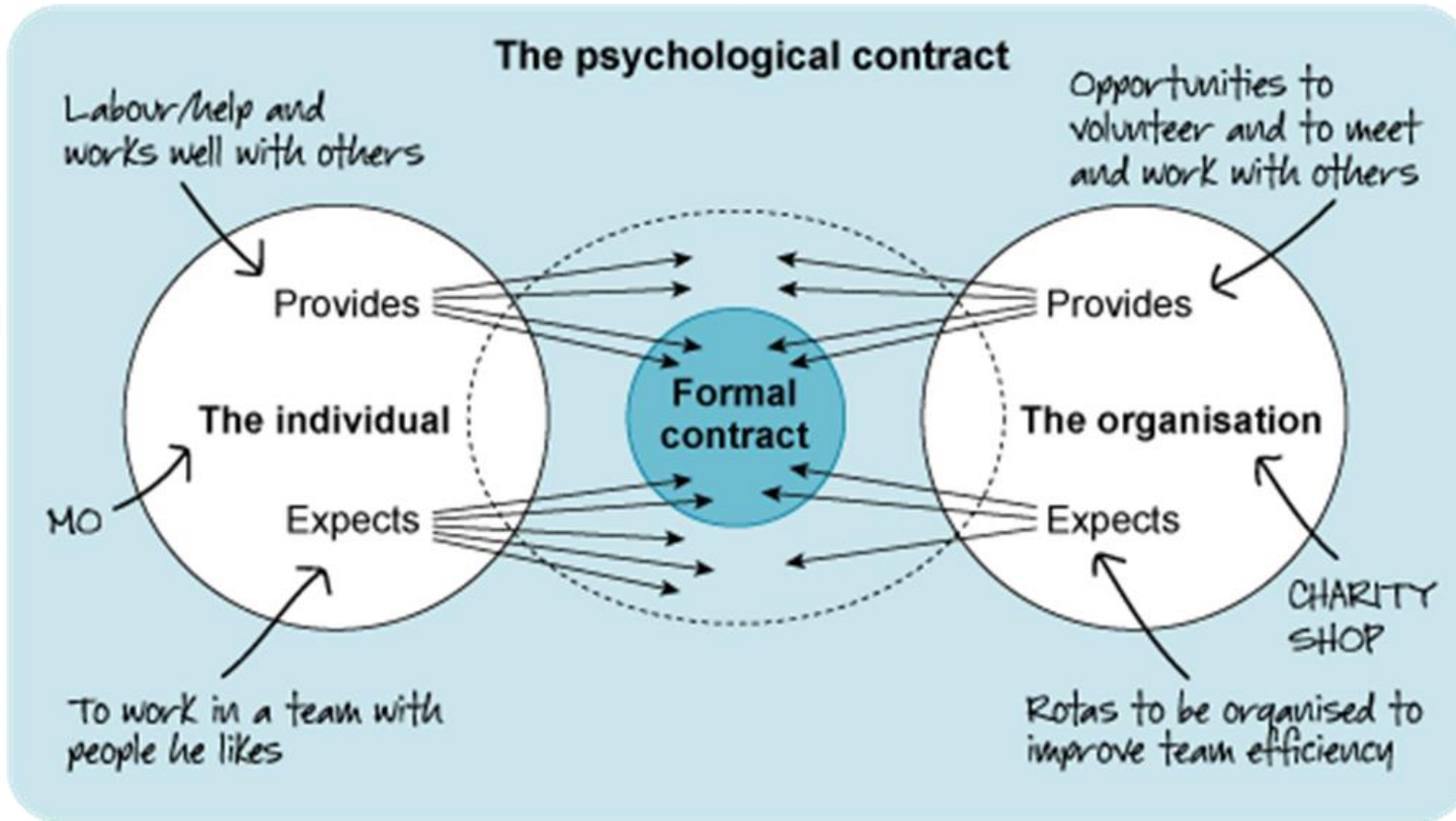
Impact on:	Distress	Eustress
Perception	Negative Threat	Positive Challenge
Emotions	Anxiety	Excitement
Productivity	Procrastination	Motivation
Performance	Diminution	Enhancement

Psychological Contract: A Journey of Trust



Psychological Contract

AN UNDERSTANDING



OCB: THE "GOOD SOLDIER" SYNDROME

- Adding Value
- Discretionary Effort
- Altruism
- Courtesy
- Conscientiousness
- OCB fostered via:
 - coaching, non monetary reward & education
- But what about the **Dark Side** of OCB?

Self Talk

Psychologist and neuroscientists have found that we engage in self-talk between:

- 150-300 words a minute
- Therefore between 45,000-51,000 thoughts a day
- When negative self-talk becomes habitual, then it is reinforced or strengthened
- This results in negative beliefs, which in turn lead to:
 - Self-fulfilling prophecies



What does a Coach do?

- Suspends own position
- Elicits specifically
- Coaches in skills
- Facilitates growth by sharing
- Challenges coachee beyond comfort zone
- Creates a safe environment for risk-taking
- Focuses on coachee development



We want to hear from you

How often should you coach/ have check ins with your team?

A- Weekly

B- Monthly

C- Quarterly

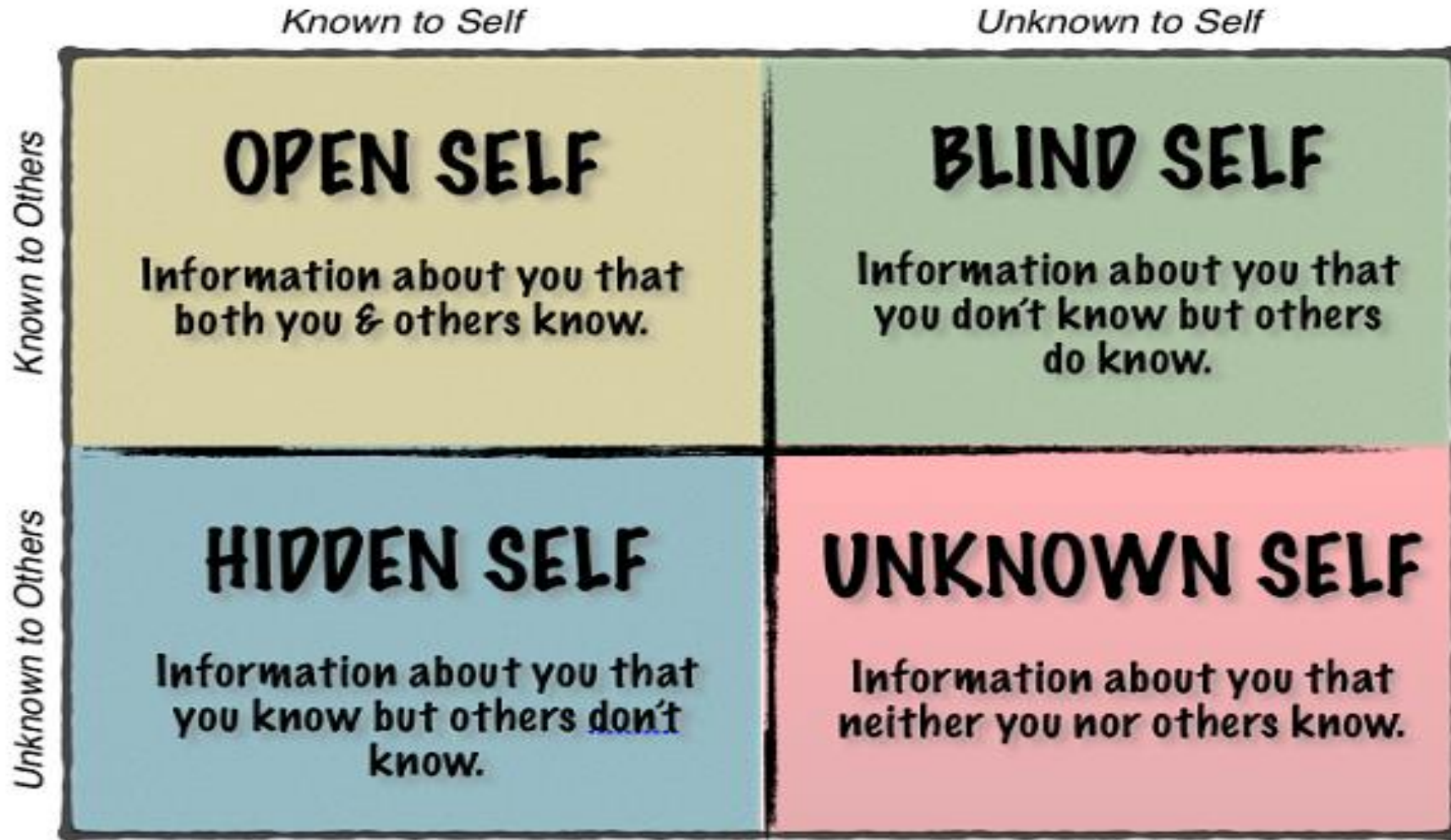
D- Yearly





JOHARI Window:

LUFT & INGHAM (1955; SAXENA, 2015)





GROW MODEL



T-GROW model



Difficult Conversations

Organisation Fit



Teamwork



Stress



Performance



"Manager wants a word with you"



High Fliers



Conflict



Organizational Communication

- YOU'RE FIRED! – ACCIDENT GROUP (2009)



Accident Group employee: "It was a bit angry in there. There was a lot of shouting"



Expressions to Ponder





NLP

Eye Movement Track



- Visual construct
- Auditory construct
- Kinaesthetic
+ smell & taste

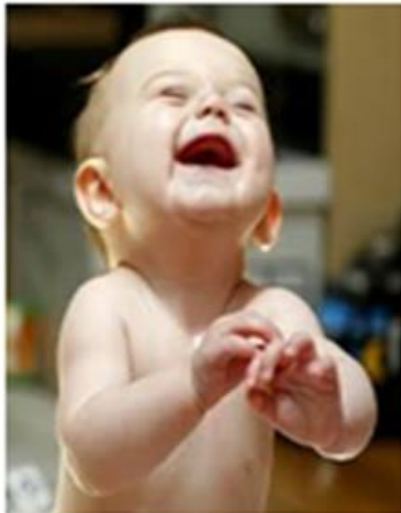
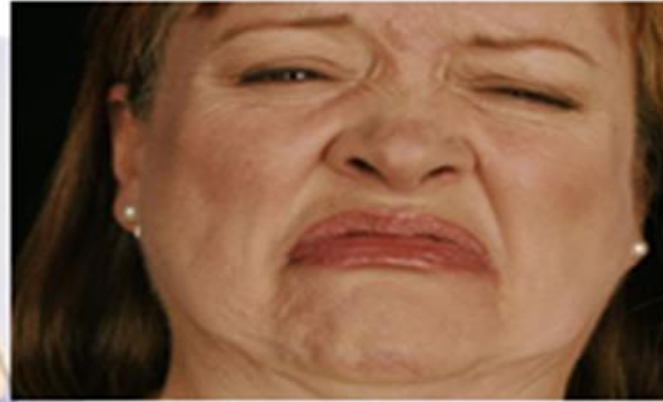


- Visual
Remembered
(eidetic)
- Auditory
Remembered
- Auditory



Body Language.

WHAT IS IT TELLING ME?





Zones



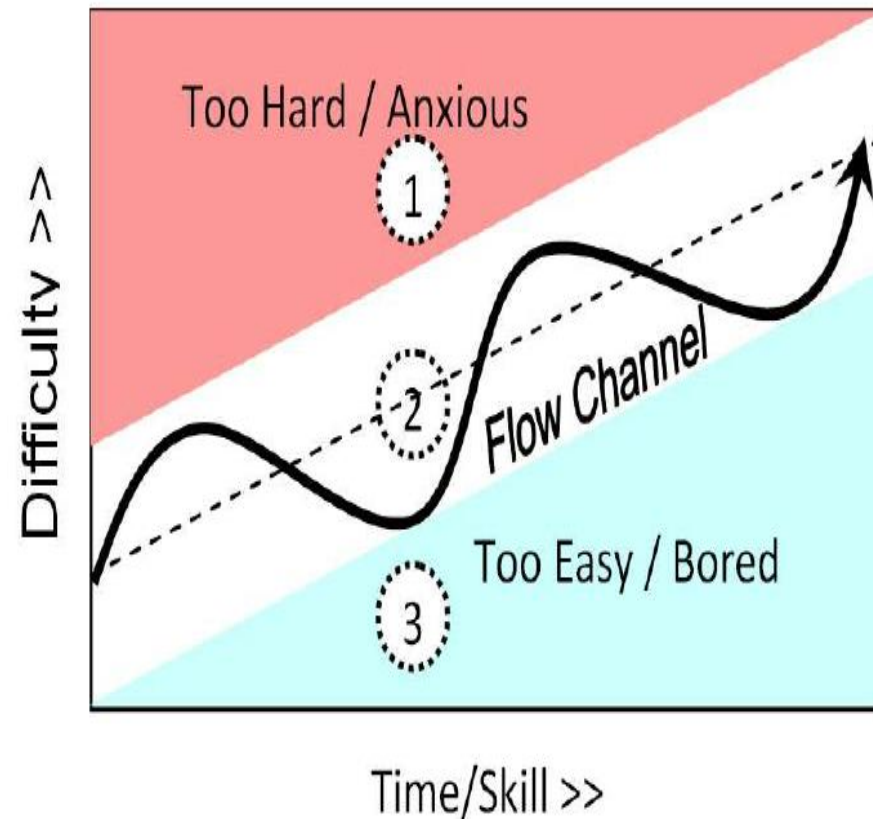
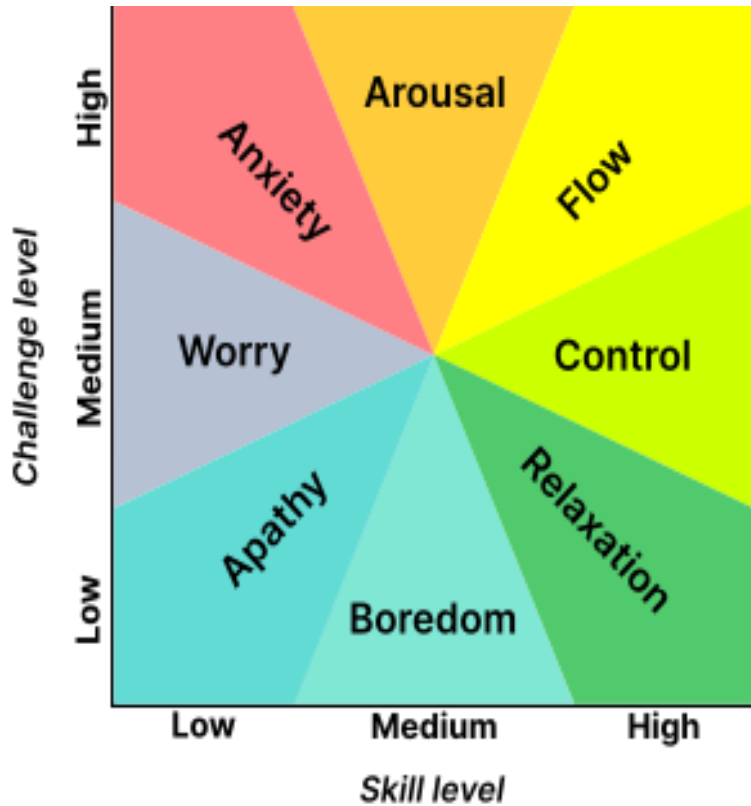
Routines



- Mental Health is supported by:
 - Regular **Routine**: Providing Structure
 - **Zones**: dedicated zones reassure & focus us
 - **Rituals**: meaningful, purposeful acts to celebrate life
-
- At work
 - **Routines**: Regular Briefings (even 10 minutes)
 - **Zones**: Work station, Desk or Meeting Rooms; gym etc.
 - **Rituals**: On Boardings, Away Days, Employee of the Month



Csikszentmihalyi: FLOW





Csikszentmihalyi: **Flow** ~ an aspirational state



Let us hear from you!





Thank You!

For any further questions, reach out to us on:

E-mail: career.development@undp.org



Yammer: Career Development & Experience

Or visit our intranet page on:

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