



Facts on Advanced Leadership



Advanced Cross-Culture Leadership Program

Prof. Mark von Rosing



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- Describe your Individual Performance Coaching Journey
- Reshaping your Mind
- Behavioral Modification
- Leadership Types and Styles
- Leadership Personality Profiling

LEADING PRACTICE
We set the Enterprise Standards!



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What is Coaching?

Coaching

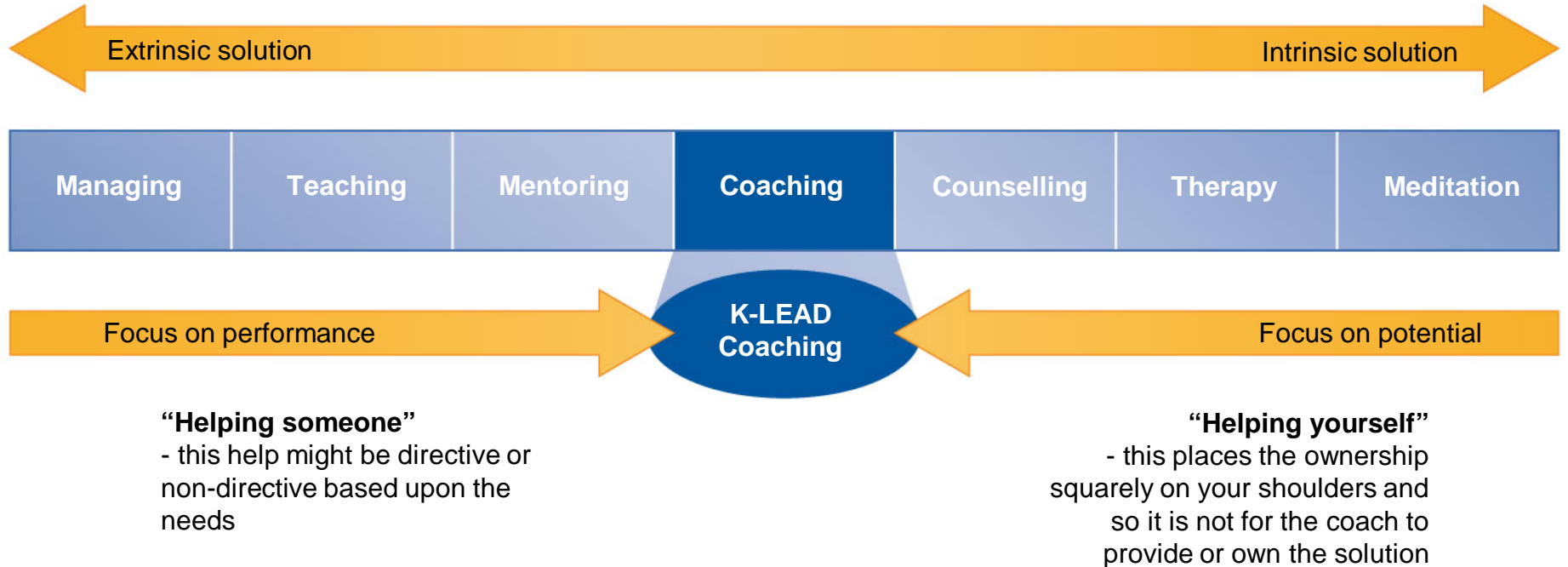
When you look at how coaching is being defined/described there seems to be a polarization between two camps:

1. **Transference:** those who believe that coaching is a process of transference - whereby one person with prior knowledge or experience can impact this wisdom to others with a goal to optimize performance.
2. **Discovery:** Those who think the coach's role is to help others release untapped capability – to help the person be who they are and what they want to be. Here the focus is more on releasing potential



Where does Coaching fit in?

Coaching



What is Coaching? – What is the Goal?

Coaching

Value through sustainable change

- **Change** – Something must be different at the end of the coaching process.
- **Value** – the main gain is the value derived from the change – not the change itself.
- **Sustainability** – coaching that doesn't help isn't coaching.

The change process tends to often be a rush towards “fixing the problem”.

But experience shows that successful and sustainable coaching is driven by a willingness to embrace and understand these principles.



Our Training methodologies – To help you change

Coaching

- Skills Development
- Knowledge
- Methods
- Group/Team Coaching
- Brainstorming
- Group discussions
- Syndicate exercises
- Personal Coaching
- Action step list
- Lessons learned
- Skills practice - follow up strategy



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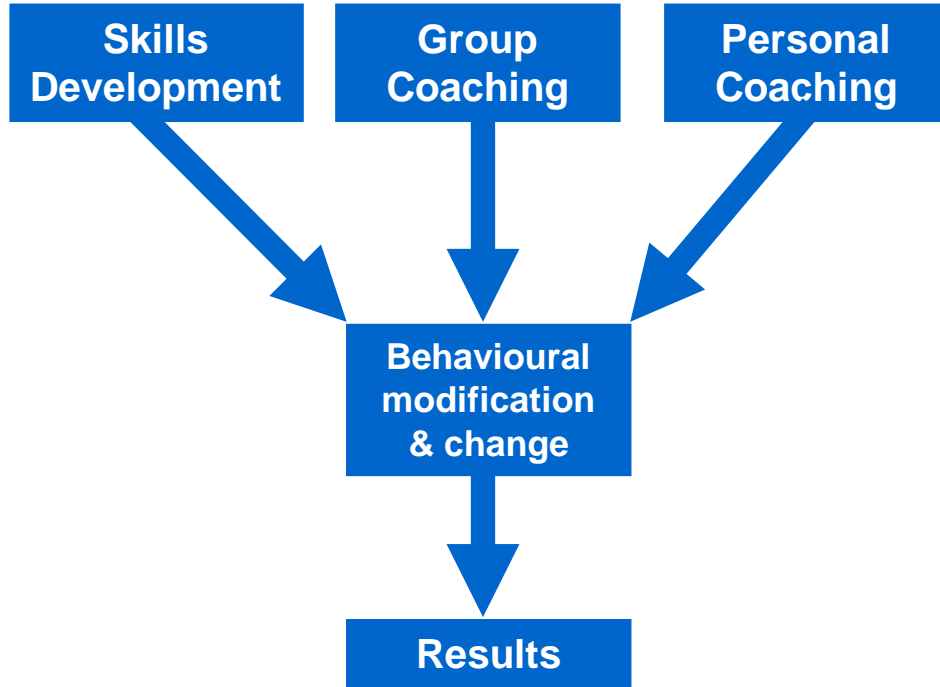
We will be very direct, open, funny and provocative

....but at no time aggressive



Our Training methodologies – To help you change

Coaching



Behavioral Modification

What is the real goal?

Value through sustainable change

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Achieve/perform like never before

Reshape your mind

If you keep doing what you're doing, you'll keep getting what you're getting.

If you want to break free and experience real changes, you have to address your situation with a new and different approach or solution.



Role of a Coach

Coaching

The coach's role is to:

- help you make the change in your journey
- stick with the new direction.

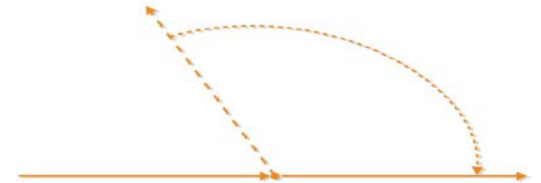
Divert - In this case the angle of deviation is marginal and will have a relatively small level of of impact on you and your life.



Corner - This is where someone makes a significant change and turns a corner in how they want to behave. In this case, the change has a larger deviation than a simple diversion from the normal behaviour.



Break - In this case the change is a significant variation from the normal direction.



About turn - This is a major change in direction, where the new action is the complete opposite to the old behaviours. This is a complete reversal from your established comfort zone. This would require major emotional, mental and physical energy.



Behavioral Modification

Questions to be answered

When considering what a coach does, it is relevant for you to consider:

1. What is your current situation?
2. What is the new direction you wish to take?
3. How different is the new from the current (degree of deviation)?
4. How strong will the reversion rubber band be?
5. How strong are the forces pulling you in the new direction?

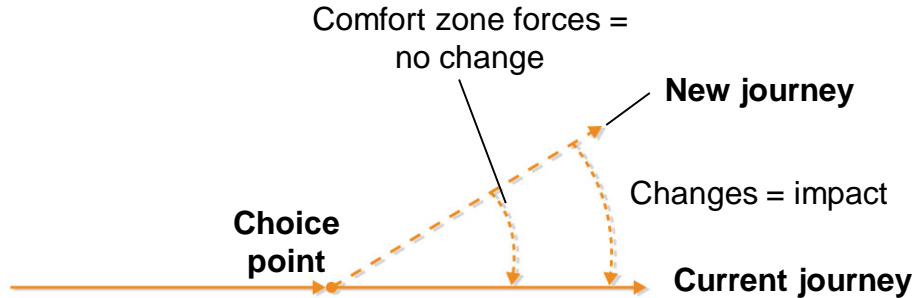


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Determining behavior style

Leadership style

“SIZE” UP WITH FOUR QUESTIONS

#4 “What adjectives would you use to describe him/her?”

DRIVER	ANALYTICAL	AMIABLE	EXPRESSIVE
Decisive	Persistent	Personable	Excitable
Demanding	Serious	Friendly	Dramatic
Pushy	Hard Working	Agreeable	Enthusiastic
Efficient	Structured	Respectful	Inspiring
Dominating	Procedures	Supportive	Persuasive
Determined	Exacting	Trusts and believe in others	Stimulating
Strong-willed	Quiet		Impulsive
Action-oriented	Impersonal		Promotional

Determining behavior style

Leadership style

“SIZE” UP WITH FOUR QUESTIONS

Communication Style

DRIVER	ANALYTICAL	AMIABLE	EXPRESSIVE
Fuller volume	Lower volume	Lower volume	Fuller volume
Rapid speech	Slower speech	Slower speech	Rapid speech
Rapid response	Unhurried response	Unhurried response	Rapid response
Little inflection	No inflection	Moderate inflection	Lots of inflection
Low pitch	Low pitch	Moderate pitch	Moderate High pitch
Authoritative tone	Serious/Formal tone	Calm tone	Friendly/ Lively tone
Few pauses	Long pauses	No pauses	Many pauses
Moderate # words	Brief Concise	Moderate # of words	Rambling words

Behavior modification to improve effectiveness

Leadership type



DRIVER

- Speed it up
- Get right down to business
- Show to reach their goal
- Treat with conviction and efficiency

ANALYTICAL

- Slow it down
- Get right down to business
- Be deliberate, methodical
- Treat with accuracy and complete staff-work



AMIABLE

- Slow it down
- Get to know them
- They want other people involved
- Treat with warmth and sincerity

EXPRESSIVE

- Speed it up
- Get to know them
- Like what look good and feels good
- Treat with flair, fun and upbeat



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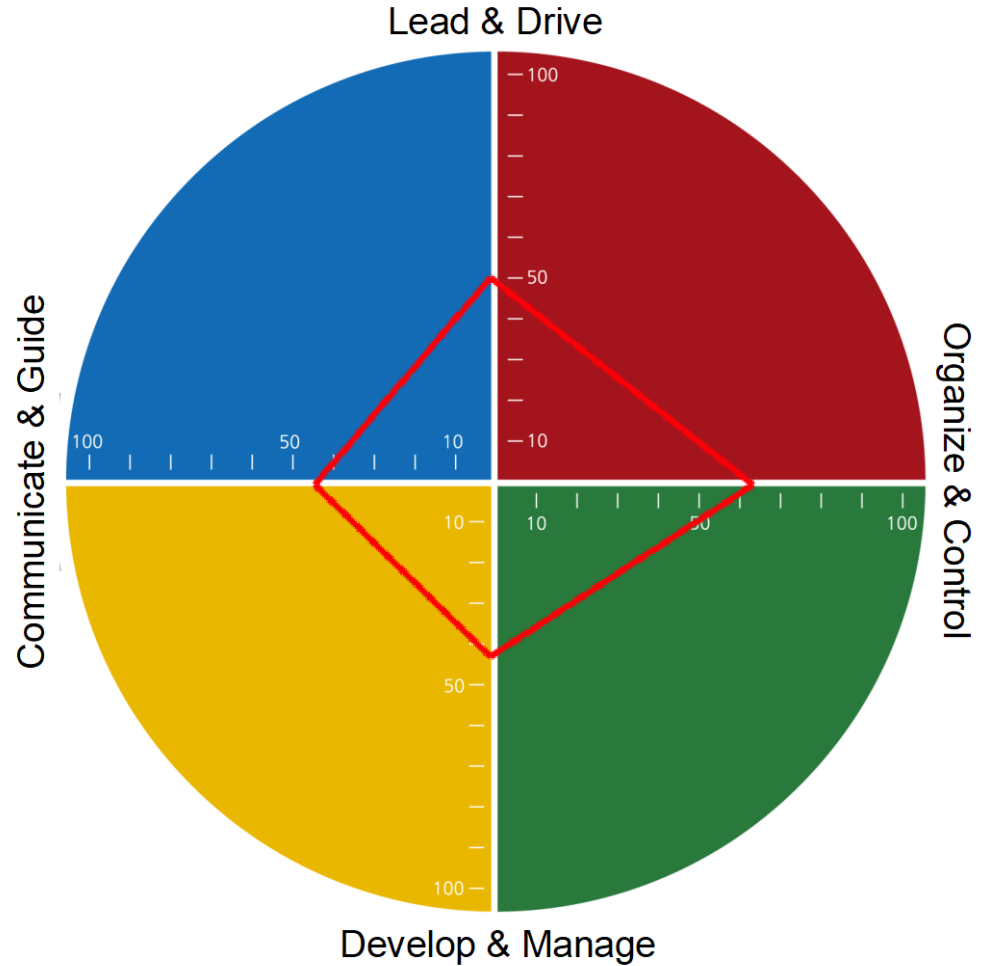
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Evaluation

Your leadership profile consists of the following personal and behavioural style:



QUESTIONS?

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