



Coaching Report

November 2015

Directors' Corner

"No problem can be solved from the same level of consciousness that created it" Albert Einstein.

Just back from Barcelona, where the IOC co-hosted our first ever European Leadership Forum with the IESE business school in Spain. I had the honor of listening to four CEO's share their biggest leadership challenges and relate how coaching has, at crucial moments, "woken them up" to see problems, even seeming disasters, in entirely new ways. It was a wonderful event — bringing C-suite leaders from across Europe into dialogue with leadership coaches from all over the world. For me, it was also a reminder of how blessed we are as coaches to have a job where one of our primary goals is to bring our clients—and ourselves—expanded awareness, to learn to "see through" life's conundrums and forge new paths of possibility.

While in Barcelona, I also had the privilege of attending a seminar with two of our IOC Fellows, Jan Rybeck and Carylynn Larson, who shared a model for continuous improvement that they use in their coaching called, "Vertical Development". Very rich and enlightening stuff — and lucky for us, they have agreed to offer an expanded version of this program to our members in this month's webinar.

So as we leap into fall, now may be a great time to ask yourself: are you living at your growing edge? Are you seeking opportunities to come together with other coaches to access new models, get feedback and learn from each other? As a member of the growing community of Affiliates and Fellows at the IOC, I'm thrilled to be part of a cadre of seekers who are always on the cusp of that new "level of consciousness" that Einstein recognized as the hallmark of human creativity and progress. We here at the IOC welcome your partnership — online, or on the ground—as we bring the gift of coaching to a

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"Do emotionally perceptive leaders motivate higher employee performance? The moderating role of task interdependence and power distance"
- **BOOKS:**
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Unleashing the Power of Emotional Intelligence

November 18th 3:00 – 4:15 p.m. ET
Jan Rybeck, MCC and Carylynn Larson, PhD – Vertical Development: Implications for Coaching

December 14th 12:00-1:15 p.m. ET
Jeffrey Hull, PhD – From Alpha to Beta: Coaching the Post-Heroic Leader

HARNISCH GRANTS:

Next Grant Deadline: February 1st

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world sorely in need of new ways of thinking—and being. If not us, then who? As another wise elder reminds us, "We are the ones we have been waiting for!"

Jeffrey Hull, PhD



Research You Need to Know



"Do emotionally perceptive leaders motivate higher employee performance? The moderating role of task interdependence and power distance" by Vidyaarthi, Anand, and Liden *The Leadership Quarterly* 25, 2014, 232-244

Special thanks to Deb Elbaum, MD, CPCC, ACC for translating this article.

How important is it that business leaders have high emotional intelligence? How does a leader's emotional intelligence affect an employee's performance? Researchers Vidyaarthi, Anand, and Liden examined these questions. Integrating emotional intelligence research with social exchange theory, they explored the relationship between a leader's emotion perception and employee job performance.

Emotion perception is defined as the ability to identify emotions in oneself and in others. People demonstrating high emotion perception express emotions appropriately, empathize well, and communicate with others in an emotionally appropriate way.

In the study, the authors gathered data using surveys from 391 male assembly-line workers and their 88 male managers in a multinational manufacturing organization. The managers were surveyed about their own emotion perception, their perception of the power distance in the organization (the extent to which individuals accept an unequal power distribution in an organization), and their employees' performance. The employees were surveyed about their perception of task interdependence (the degree to which individuals receive direct support from others to accomplish their work).

The authors hypothesized that higher emotion perception in leaders would correlate with better employee job performance. Further, they believed that this relationship would be affected by certain variables and be stronger when task interdependence is present and when

leaders have a low power distance (the organization has a more egalitarian structure).

As hypothesized, the results did show that leaders' emotion perception was correlated with employee job performance. The higher the emotion perception in the leader, the higher the employee job performance. Managers' emotion perception accounted for about 24% of the variance in employee job performance. In addition, this relationship was stronger when communication was more frequent, power distance was lower, and the work structure was more interdependent.

This study underlines the importance of emotional intelligence in leaders in organizations for the bottom line of the company. The authors suggest that companies pay attention to this trait when hiring and invest in growing their leaders' emotional intelligence through training. As coaches, we can also have a positive impact by helping our clients who are leaders and managers build and strengthen their emotional intelligence.

Book Important for Coaches

Primal Leadership, With a New Preface by the Authors: Unleashing the Power of Emotional Intelligence by Daniel Goleman, Richard Boyatzis and Annie McKee

This is the book that established “emotional intelligence” in the business lexicon—and made it a necessary skill for leaders.

Managers and professionals across the globe have embraced *Primal Leadership*, affirming the importance of emotionally intelligent leadership. Its influence has also reached well beyond the business world: the book and its ideas are now used routinely in universities, business and medical schools, and professional training programs, and by a growing legion of professional coaches.

This refreshed edition, with a new preface by the authors, vividly illustrates the power—and the necessity—of leadership that is self-aware, empathic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex. It is even timelier now than when it was originally published.

From bestselling authors Daniel Goleman, Richard Boyatzis, and Annie McKee, this groundbreaking book remains a must-read for anyone who leads or aspires to lead.

Offerings for members of the Institute of Coaching

The Institute offers a member-donor association designed to be your bridge from scientific research and theory to best practices in leadership, health / wellness, and personal coaching.

[Learn more about IOC membership levels](#)

Live Webinar for IOC members:

Vertical Development: Implications for Coaching with Jan Rybeck, MCC and Carylynn Larson, PhD

Date: November 18th, 2015

Time: 3:00-4:15 p.m. EST

A growing body of research and practice in the field of leadership development, known as "Vertical Development," has been gaining traction in leadership and executive coaching programs at world renowned leadership organizations such as the Center for Creative Leadership and Korn Ferry International. In fact, CCL recently identified Vertical Development as the number one trend in Leadership Development. In this webinar, coaches will learn:

- The basic framework and principles of Vertical Development, as understood through the lens of The Leadership Maturity Framework (LMF) and other models of stage development
- How Vertical and Horizontal Development approaches are both distinct and yet can work together
- How a developmental approach can shape and impact coaching frameworks and practices
- Tips for coaching individuals at different stages of development

The webinar will introduce and deepen your understanding of a "stage perspective" when working with clients as well as in cultivating one's own lens as a coach.

From Alpha to Beta: Coaching the Post-Heroic Leader with Jeffrey Hull, PhD

Date: December 14th, 2015

Time: 12:00-1:15 p.m. EST

This session provides an overview of an assessment/coaching model designed to help coaches support leaders through the transformational shift from a traditional to a "post-heroic" stance on leadership. Current research will be reviewed on the cultural shift

underway as millennials move into leadership roles and eschew traditional “alpha” (positional, hierarchical, autocratic) modalities in favor of “beta” approaches: adaptive, distributed, non-hierarchical, holocratic.

Participants will learn:

- How the latest scientific research bolsters the case for a post-heroic leadership model
- How the rise of millennials in the managerial ranks is causing a fundamental re-evaluation of the qualities/competencies of leadership effectiveness
- How coaching is ideally suited as a primary intervention in support of the transformational and developmental path towards a post-heroic perspective.

A post-heroic assessment model enables coaches to determine a leader’s current values/style/approach and provides an exploratory framework to identify risk factors that may inhibit self-inquiry and personal growth. Tips and best practices will be shared for creating a safe space for coaching that mitigates anxiety and fosters behavior change.

[View our Calendar section](#) for all our latest events and offerings.

Announcing This Month’s CoachX Podcast:

[Coaching the “Shadows”: Supporting Senior Leaders Through Volatility and Turbulence](#) with Donna Karlin



In this session, we explore:

- The power and impact of Shadow Coaching® global policy and decision makers
- How Shadow Coaching® shifts client’s thinking and self-awareness
- The intricacies of coaching through crises