



Coaching Report

May 2016

Directors' Corner

Crossing town from one coaching gig to another, I recently had an opportunity to reflect (Manhattan bus traffic provided a bit of down time) on the amazing diversity of today's leadership landscape. Women leaders, leaders of color, multi-cultural leaders and, of course, millennials appear in the C-suite in ever greater numbers. It is an exciting time to be an executive coach—one in which the very definition of what it means to be a "leader" is transforming before our eyes.

Our theme for this month's coaching report centers around these issues of "leader identity formation" — by asking questions like: what does it mean to be a leader today? How do we develop leaders in a gender-varied, multi-cultural, VUCA (volatile, uncertain, complex & ambiguous) world? What role does leadership coaching play in supporting a new generation (or an evolving older generation) to lead in new and transformative ways?

In this month's webinar, Harnisch scholar and leadership coach, Suzy Skinner shows us how to expand our toolkit by understanding developmental influences on leader identity and giving us strategies to empower clients to realize their full potential.

Our highlighted research this month — with practical tips for coaches — focuses on the theme of "leader identity and the motivation to lead" published by our European colleagues at the Instituto de Empresa and the European School of Management and Technology. (We are also excited to be partnering with ESMT to bring our [IOC Leadership Forum this June to Berlin!](#)).

IN THIS ISSUE:

- **DIRECTORS' CORNER**
- **RESEARCH:**
Is Leadership a Part of Me? A Leader Identity Approach to Understanding the Motivation to Lead
- **BOOK:**
Destined to Lead
- **WEBINARS:**
May 24th 6:00-7:15 p.m. ET
A Leader Identity Approach to Leadership
Suzi Skinner

June 30th 2:00-3:15 p.m. ET
Emotionally Intelligent Coaching: From Theory to Practice
Marc A. Brackett, Director, Yale Center for Emotional Intelligence
- **CoachX:**
Thinking Errors and the Coaching Process: How to

This month's book selection showcases the growing impact that leadership coaching can play at all levels of an organization. In Karol M Waylyshyn's book, "[Destined to Lead](#)," she describes her unique experience as both coach and "advisor" to senior business leaders. With case studies and reflections, Karol explores the complexities and challenges of working with the C-suite.

Stepping off the bus (finally) and heading to coach a female, millennial CMO at an e-commerce start-up, I had this final thought: coaching leaders today is different. No longer do we focus just on skill building or remedial behavior change. Today's leaders are working with coaches to go deeper – exploring – and leveraging, the core motivations, the vision and the purpose that underpins one's choice to lead. At the IOC, we are honored to offer education, research and community that supports coaches in the midst of this transformation. What an amazing time to be a coach!

With gratitude,

Jeff

Jeffrey Hull, PhD, Director of Education and Business Development



Research You Want to Know

[Is Leadership a Part of Me? A Leader Identity Approach to Understanding the Motivation to Lead](#) Guillen, Mayo, & Korotov. *The Leadership Quarterly*. 26 (2015) 802-820.

Drawing on social comparison and identity literature, the authors of this study suggest that individuals' comparisons of themselves to other leaders and to their own standards of leadership relate to their leadership motivation. They tested a model of motivation to lead (MTL) based on two types of self-to-leader comparisons: self-to-exemplar and self-to-prototype comparisons. They collected data from a sample of 180 executives, finding that self-comparisons with concrete, influential leaders of the past or present (self-to-exemplar comparisons) related positively to MTL. They also found that self-comparisons with more general representations of leaders (self-to-prototype comparisons in affiliation) related to MTL.

help your leaders make better decisions

Poster/Paper Submissions for our annual conference now being accepted!!

See more below or [submit your poster/paper](#).

HARNISCH GRANTS:

Next Grant Deadlines: May 1st and August 1st

Special thanks to our Sponsors, Fellows, Members and [The Harnisch Foundation](#) for supporting the Institute of Coaching

Here are a few practical tips from this research. As coaches, we may look to build leadership capacity with our clients by:

1. Exploring the “inner narrative” and sense of self-identity that motivates them to lead
2. Uncovering a client’s beliefs around what makes an effective leader through reflections on influential leaders from their past and present
3. Expanding their repertoire of effective leadership attributes by comparing themselves with role models; using these reflections to uncover limiting beliefs
4. Exploring the impact of negative experiences with leaders; e.g. how might a “bad boss” inhibit one’s motivation to lead?
5. Helping clients understand how their family and professional history may have impacted their self-definition with regard to leadership – identity, success, and motivation.

Book Important for Coaches

[Destined to Lead](#) by Karol M. Wasylshyn, PsyD

In a field that's crowded with how-to coaching books and academic tomes on organization/leadership behavior, *Destined to Lead* breaks away from the crowd with its specificity and candor on how real cases unfolded in the hands in one of the world's most respected pioneers of executive coaching. Written by a consulting psychologist and former business manager, "Destined to Lead" is the first collection of case studies published in the field of executive coaching. This book provides:

- An in-depth and provocative look at what actually goes on behind-the-door when coaching senior business leaders
- The clients' voices written in their own “self-reflections” focusing on what they wanted—and got—through their coaching experiences
- Innovative tools/approaches that help ensure coaching traction and sustained results
- An insight-oriented coaching model that integrates business understanding with techniques that promote leadership behavior change
- Specific guidance on how coaches can shift from short-term coaching engagements into longer-term “trusted advisor” relationships with C-level business leaders

Offerings for members of the Institute of Coaching

Not a member? Our member-donor association brings you the best tools, thought leaders and community to advance your coaching practice. [Learn more about IOC member benefits](#)

Join IOC Today!

Live Webinars for IOC members:

[A Leader Identity Approach to Leadership](#) with *Suzy Skinner*

Date: May 24th

Time: 6:00-7:15 p.m. ET

Experts say that by 2030, we will be facing change on an exponential scale in terms of our economic models, generations, technology, and our working environments. This change requires a shift in leadership mindset to equip our people to handle complexity. At an individual level, this changing context means assisting individuals to be resilient, adaptable, and make good decisions despite the level of change that may be going on. This is the new paradigm of leadership. In this interactive discussion, we will cover:

- The new mindset for leadership and the importance of leadership identity
- Understanding the developmental influences on leader identity
- Coaching strategies to empower more people to realize their leadership potential

[Emotionally Intelligent Coaching: From Theory to Practice](#)

with *Marc A. Brackett, Director, Yale Center for Emotional Intelligence*

Date: June 30th

Time: 2:00-3:15 p.m. ET

As a follow-up to his immensely popular keynote track at the Harvard Coaching Conference in 2015, we are excited to bring back Dr. Marc Brackett for a "deeper dive" workshop on the

science and practice of emotional intelligence. As coaches we all know the importance of supporting our clients in developing greater EI in order to attain optimal performance as a leader or professional in today's complex world. In this presentation, Dr. Brackett will describe the theory of emotional intelligence (EI) developed at the Yale Center for Emotional Intelligence, including how EI is best measured and what it predicts about people's lives. The five key EI skills: recognizing, understanding, labeling, expressing, and regulating emotion-- will be examined. The program will also include interactive learning activities, offering coaches new and innovative approaches to engage in this critical area with clients.

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

CoachX: Thinking Errors and the Coaching Process: How to help your leaders make better decisions

In this CoachX podcast, Dr. Christy Pearson, IOC Founding Fellow will address following objectives:

- Gain a greater understanding of the impact of distorted thinking has on decision-making, and ultimately the leader's impact or success
- Enhance coaches own awareness of their thinking style and biases
- Become more adept at identifying individual biases and team biases and how to address when working with senior leaders

About the presenter:

Christy Pearson is a co-founder of Opus Leadership Group, which is a small boutique consulting group providing leadership development services to c-level executives and senior leaders in Denver, Colorado.

Christy specializes in executive level assessment and development, which ultimately drives selection decisions, succession planning and leadership development programming. She also focuses much of her work coaching individual leaders and senior teams and helping them understand the complexities of decision-making, problem-solving and other cognitive related issues often experienced by senior leaders. Her experience covers a diverse array of industries, including banking, energy and

utilities, professional services, healthcare, pharmaceutical, biotech, insurance, manufacturing, restaurant, retail and government. [Read more](#)

Call for Paper and Poster Submissions

We invite you to share your research on all aspects of coaching during our annual “**Coaching in Leadership and Healthcare: Theory, Practice and Results**” Conference (**September 16th – 17th 2016**). [Details on the process and how to submit your poster/paper now](#) or read more below.

We invite submissions of proposals for:

- **Oral Paper Presentations:** Accepted papers will be presented in oral sessions according to topics.
- **Posters:** Accepted posters will be arranged in an exhibit during the poster session, with opportunities to interact with authors and audience.

June 6th, 2016 is the deadline for receipt of applications.

[More details on the conference](#)
[Submit your paper or poster](#)

New ‘Philosophy of Coaching’ journal launches with Call for Papers

A new, peer-reviewed journal in the coaching space -- [Philosophy of Coaching: An International Journal](#) -- is launching with a call for papers. Edited by Julian Humphreys Ph.D. and Tamara Pravica Ph.D., the journal accepts papers from practitioners, researchers, educators and others in the field of coaching.

The theme for the first issue is "A Coach Approach." Manuscripts that address this theme are invited **prior to July 1, 2016** for publication in the Fall 2016 issue. Find out more at philosophyofcoaching.org.