



## Coaching Report

October 2016

### Directors' Corner

#### This month we focus on Innovation.

Wikipedia defines innovation simply as a "new idea, device, or method." However, innovation is often also viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs. This is accomplished through more-effective products, processes, services, technologies, or business models.

#### How do we help foster innovation?

We look at it from three perspectives: Amy Edmonson from Harvard Business School; Tim Brown, CEO of IDEO, the company often described as one of the most innovative on the planet; and a research study on Ambidextrous Leadership and Team innovation.

#### But let's look at ourselves a moment.

How can we challenge ourselves to listen and work in new ways? If you were to innovate your day, to think of better solutions and to design your day, what would it look like?

In our October webinar, Amy Edmondson, the Novartis Professor at Harvard Business School, explored how to usher in system changes that transform human experience. Her case study looked in real time at Living PlanIT – the group building the first Smart City, from scratch. With this study she's been able to explore obstacles that got in the way of complex collaboration. What she learned translates into ways coaches can help inter-organization learning and collaborations. This work applies to most organizations – people tend to trust others in their vertical chain (in general 84%) e.g. their manager, reports. But, far

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fewer trust people outside their unit (59%). Today's challenges require a greater level of collaboration and helping leaders bridge to other groups is a key skill, and an important one to identify and build in those we coach. If you missed this IOC webinar with Amy, you can read about her work in [Building the Future: Big Teaming for Audacious Innovation](#).

**At first glance it might seem a stretch** to suggest that reading *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, written by the CEO of IDEO is a great resource for coaches. Many of us have heard it is key to "co-design" our coaching engagements, but how deeply do we get the design side? IDEO's creative excursions into understanding customer experience and translating it into good business at times is radical. They find ways to get into the skin and the world of a client. To help design cars for the oldest baby boomers they created an "aging suit." It looks like something an astronaut might wear. When you put it on, it restricts your movement to what an 80-year-old person experiences getting in and out of a car, reaching for the seatbelt etc., and then rapidly prototyping a different design to the car and trying again.

### **How deeply do you get inside the daily experience of your client and try on their world?**

If you actually were the CEO of a multinational trying to decide where the market is going, what would you be feeling, or thinking or managing that set of decisions? If you actually were struggling to control your diabetes symptoms while managing a busy family, what would your everyday experience look like? Enjoy following IDEO's voyages into customer-centricity and try on new ideas of how to apply their work to your coaching practice.

Tim describes:

Innovation = Inspiration + Ideation + Implementation. Seems quite parallel to a coaching process, doesn't it?

### **Science to Practice: Ambidextrous Leadership and Team Innovation**

This research study examines the role of team leaders on innovation. Complex challenges require complex leadership. The authors, Zacher and Rosing, looked at 33 teams. Leaders who were high on what they call Exploration (opening up possibilities) AND Exploitation (execution) had teams that were more innovative. Being high on one or the other wasn't key; being high on both was the critical factor.

Interestingly, this research aligns with the concepts described in *Change by Design* – that divergent thinking and convergent thinking are necessary for innovation along with the capacity to break things down analytically, and then synthesize back to an overview. The ideal balance of these opposites allow a creative idea to become reality. I hope pulling these threads together will help provide some great guidelines for your coaching.

## **HARNISCH GRANTS:**

Next Grant Deadlines:  
November 1st

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

Warmly,  
Carol Kauffman, PhD., Executive Director, Institute of Coaching



## Research You Want to Know

Zacher, H., & Rosing, K. (2015). **Ambidextrous leadership and team innovation.** *Leadership & Organization Development Journal*, 36(1), 54-68.

Zacher and Rosing have provided us with some excellent research with very clear applications to coaching. Their research is the first empirical study of Rosing's theoretical work on Ambidextrous Leadership.

Ambidextrous leadership is when leaders are able to engage in behaviors that open up possibilities, encourage mistakes, and take risks. But, to predict innovation these same leaders also need to be strong on implementation by carefully tracking progress, holding people accountable and having them adhere to rules. One or the other was not enough.

Here's how it fits into the larger leadership literature which then shows the unique contribution it makes. There is a substantial research literature on Transformative Leadership, and its relationship to increased performance and innovation. Transformative leadership has 4 subcategories: embodying and expecting high standards; communicating a vision and recalling positive events; encouraging creativity; and caring for the individual followers.

These researchers take the work further. In this study transformational leadership did predict innovation. But then, when you added Ambidextrous leadership into the equation, it predicted innovation even more.

How can we coach toward greater innovation in teams? First, learn more about the behaviors involved in Transformative and Ambidextrous Leadership. Knowing the data can support your efforts to both market your practice and deliver better service. In today's complex, rapidly changing market, innovation is a crucial skill and overlooking how to foster it can put your leader in peril.

**From leadership to personal and wellness coaching.** The concepts here are as relevant to personal and wellness coaching as to the world of work. We all need to be agile, to open up to possibilities and then to know when to tip the balance and move toward making decisions, throwing out options and moving forward. For those of us familiar with the GROW model of coaching, the moving from the Goal (vision of the future) Reality, then opening up several Options and then choosing the Way forward, the research aligns quite well. Think about yourself as a coach. Are you equally strong in opening up options and exploring as you are in narrowing down and helping your client turn hopes and dreams into reality?

**Transformational Leadership + Ambidextrous Leadership = Innovation**

***Summary by Carol Kauffman, Founder / Executive Director, Institute of Coaching***

## **Book Important for Coaches**

**Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation**

Brown, Tim

The myth of innovation is that brilliant ideas leap fully formed from the minds of geniuses. The reality is that most innovations come from a process of rigorous examination through which great ideas are identified and developed before being realized as new offerings and capabilities.

This book introduces design thinking, the collaborative process by which the designer's sensibilities and methods are employed to match people's needs with what is technically feasible and a viable business strategy. In short, design thinking converts need into demand. It's a human-centered approach to problem-solving that helps people and organizations become more innovative and creative.

Design thinking is not just applicable to so-called creative industries or people who work in the design field. It's a methodology that has been used by organizations such as Kaiser Permanente, to increase the quality of patient care by re-examining the ways that their nurses manage shift change to rethink supply-chain management.

This is not a book by designers for designers; this is a book for creative leaders seeking to infuse design thinking into every level of an

organization's products or service to drive new alternatives for business and society.

Another review beautifully describes the Ambidextrous nature of innovation as found in [Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation](#). The importance of design thinking to this process cannot be exaggerated. It starts with divergence, expanding the range of options rather than limiting them; it balances the perspectives of users and is what I could call "beneficiary-centric"; helps to accelerate time to first prototype; "shares the inspiration" within internal knowledge networks; allocates resources to accommodate fast-paced, unruly, and disruptive innovation initiatives; and enables creative innovators "to bridge the chasm between thinking and doing because they [are] passionately committed to the [common] goal of a better life and a better world around them."

After rigorous evaluation according to criteria that are most appropriate for the given context and frame-of-reference, the focus of most promising ideas shifts from problem to project. This requires articulation of a clear goal at the outset. Design thinking "creates natural deadlines that impose discipline and [provide] an opportunity to review progress, make midcourse corrections, and redirect future activity. The clarity, direction, and limits of a well-defined project are vital to sustaining a high level of creative energy."

## Live Webinars for IOC members

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

### November

**The Coaching Ripple effect: The Impact of Coaching on Leadership Networks and Organizational Effectiveness** with Sean O'Connor

**Date:** Monday, November 28th

**Time:** 5:00 - 6:15 pm EST

**Presenter:** Sean Anthony O'Connor, PhD

Given that leaders are embedded in complex networks of interaction it may be important to consider the potential for broader level systemic impact of change that begins at the individual cognitions of a leader. Preliminary research has shown that cognitive behavioral coaching can have an impact on the well-being of members, beyond those coached directly, through the coaching ripple effect (O'Connor & Cavanagh, 2013). Additionally,

certain types of leaders have more effective perceptions of existing network ties within the organization (i.e. network cognitions), which can be related to team effectiveness. In this webinar we will present recent research on changes observed in the relational networks of an organization following a coaching and will discuss individual leader network cognitions with particular attention to implication for coaching practice. Insights will be shared on the potential for cognitive behavioral coaching to improve leadership effectiveness by working directly with the network cognitions of leaders.

### **December**

#### **The Self as Multiplicity: A Challenge and Opportunity for Coaching** with Tatiana Bachkivorva

**Date:** Thursday, December 8th

**Time:** 10:00 - 11:15 am EST

**Presenter:** Tatiana Bachkivorva, PhD

In this session we will consider how we understand ourselves as coaches – and what challenges and difficulties our self-understanding may introduce and foster in our practice. A non-traditional and therefore challenging view on the self will be proposed together with case examples from coaching that illustrate the issues the coaches regularly face. There will be an opportunity to discuss and experiment with different perspectives on the self.

### **Save the Date!**

Our next Annual Coaching in Healthcare and Leadership Conference – the “conference that never ends” – is set for **October 13-14, 2017**. Save the date and join us in Boston, MA for this one-of-a-kind 10<sup>th</sup> anniversary event!

### **Offerings for IOC Members**

Not a member? [Join us!](#) The Institute of Coaching provides the best tools (thousands of on-line resources, webinars, coaching reports/digests, a sell-out annual conference and more), thought leaders and community to advance your coaching practice. Join our growing international community.

[Learn more about IOC membership](#)