



## Coaching Report

September 2016

### Directors' Corner

“Autumn is a second spring when every leaf is a flower.” — Albert Camus

I always feel a twinge of melancholy in the waning days of summer, as we wave good-bye to long summer days and get in gear for the busy fall season. On the other hand, “back-to-school” time brings an exhilarating shift in energy as the temps cool down and clients gear up to meet end-of-year goals. Fall is a particularly exciting time for us at the IOC, as we host our biggest event of the year — the annual coaching conference sponsored by Harvard Medical School. This year the range of thought leaders and workshops is wider and deeper than ever before.

Among the stellar line-up of speakers at this year’s conference, we are thrilled to welcome back as a keynote one of our most popular speakers, Amy Edmondson, from Harvard Business School. Amy has a fascinating new book, [Building the Future: Big Teaming for Audacious Innovation](#), that, to my mind, encapsulates the challenges facing today’s leaders: how do we craft and implement big visions in a VUCA (volatile, uncertain, complex, ambiguous) world? How do we collaborate across boundaries—cultural, geographical, functional, geo-political—while simultaneously fostering innovation? How can leaders “think big” yet execute incrementally, working as Amy might say, with “big vision in small steps”? Amy and her co-researcher, Susan Reynolds conducted a multi-year study of a visionary CEO and his Portugal-based start-up. Their close look at the leadership dynamics of an incredibly diverse, innovative and cross-functional team in action bring to life the unique challenges facing today’s organizations.

#### IN THIS ISSUE:

- **DIRECTORS' CORNER**
- **RESEARCH:**  
*Linking servant leadership to individual performance:  
Differentiating the mediating role of autonomy*
- **BOOK:**  
*Building the Future: Big Teaming for Audacious Innovation*
- **WEBINARS:**  
**September 23<sup>rd</sup> 10:30-11:45am**  
**Coaching Global Leaders in Transition**  
*Katrina Burrus*  
  
**October 13<sup>th</sup> 1:00-2:15pm**  
**Audacious Innovation: Coaching Leaders to Change the World**  
*Amy Edmondson*

Many of us in leadership coaching find ourselves working with clients who have global responsibilities, who manage virtual teams with staff from all backgrounds and cultures. Social media technologies and instant communications have made the world smaller, yet leading in these complex environments grows more difficult: How do you define work/life balance when someone on your team is awake and working, 24 hours a day? How do you build a coherent team when people are situated in far-flung locales, speak different languages, have unique customs and cultures? How do you delegate and empower teams with differing levels of expertise comprised of millennials, GenX'ers and boomers?

With these challenges in mind, we are thrilled to have Amy Edmondson join us as a speaker at our annual conference, and again in October for an interactive webinar devoted to the application of her “big teaming” concepts to coaching. We are also excited to build on these leadership themes with truly “global” executive coach presenting September’s webinar. Katrina Burrus, an Institute Founding Fellow based in Geneva, coaches executives all over the world and is an expert on the challenges of expatriate, cross-cultural and “nomadic” leaders. For more information and to register for the conference and these exciting webinar programs, see below.

Despite the shorter days, and cool nip in the air, I hope you will feel inspired to join our upcoming programs with these leading edge researchers/practitioners. Whether we work with clients in our own backyards or half-way across the world, ours is a special profession, where with each client we have the opportunity to change the world—one leader at a time.

Warmly,

Jeffrey Hull, PhD, Director Education and Business Development



**Research You Want to Know**

## HARNISCH GRANTS:

Next Grant Deadlines:

November 1st

Special thanks to our  
Sponsors, Fellows, Members  
and  
The Harnisch Foundation  
for supporting the Institute of  
Coaching

[Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction](#)

Myriam Chiniara, Department of Psychology, University of Quebec at Montreal (UQAM), Kathleen Bentein, Canada School of Business Administration (ESG), University of Quebec at Montreal (UQAM), Canada *The Leadership Quarterly* Volume 27, Issue 1, February 2016, Pages 124–141

Despite a growing stream of academic studies exploring positive outcomes of servant leadership practice, little is known about the underlying psychological processes that are activated to enhance individual performance at work. Using the autonomous motivational framework of Self-Determination Theory (Ryan & Deci, 2000), the authors propose that a servant leader's focus on employee development helps fulfill three basic psychological needs, namely *autonomy*, *competence* and *relatedness*. In turn, satisfaction of each of these three needs fuels employees in a distinct way, either producing an increase in task performance, organizational citizenship behaviors (OCBs) or both. Researchers collected information from 247 supervisor/employee dyads from a large Canadian technology company. Structural equation modeling results indicated that servant leadership strongly predicted greater satisfaction in all three “need” areas: autonomy, relatedness & competence.

The results of this study provide strong scientific evidence that developing servant leadership practices in clients has a positive impact on the satisfaction and performance of employees on multiple dimensions. The researchers defined servant leaders as those who:

- Lead with vision and goals
- Foster growth and empowerment
- Stretch, challenge and support and inspire trust

There are a number of take-aways from the research that have implications for leadership coaching:

- Points out potential routes coaches can follow to unlock excellence in their clients, and how servant leadership can unlock it in their followers.
- Suggests that leaders identify how needs for autonomy, relatedness and competence show up in themselves and those they lead.
- Indicates autonomy was the strongest psychological need, so coach leaders to delegate and be aware of the dangers of micromanaging.

Ask yourself: how has your leadership/coaching helped someone become a better person?

**Summary by Carol Kauffman, [Founder / Executive Director, Institute of Coaching](#)**

## **Book Important for Coaches**

### **Building the Future: Big Teaming for Audacious Innovation**

Edmondson, Amy; Reynolds, Susan

Machiavelli famously wrote, “There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things.”

That's what this book is about—innovation far more audacious than a new way to find a restaurant or a smart phone you can wear on your wrist. Amy C. Edmondson and Susan Salter Reynolds explore large-scale systemic innovation that calls for “big teaming”: intense collaboration between professions and industries with completely different mindsets. This demands leadership combining an expansive vision with deliberative incremental action—not an easy balance.

As leadership coaches, we find ourselves more and more often working with leaders who are grappling with cross-cultural diversity, leading across geographic, technological and functional borders, and challenged to deliver innovative solutions amid growing competition. This book is an exciting addition to the literature on leadership strategies as Edmondson and Salter share an in-depth, real-life case-study of “big teaming” at an organization from inception through multiple growth stages. The book presents strategies and practices for tackling key leadership challenges in today’s global world:

- *Building an adaptive shared vision*
- *Building cross-culture relationships*
- *Building an iterative collaborative process (small action, fast learning)*

## **Offerings for members of the Institute of Coaching**

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](#)

## **Live Webinars for IOC members:**

### **Coaching Global Leaders in Transition** with *Dr. Katrina Burrus*

**Date: September 23rd**

**Time: 10:30-11:45 a.m. ET**

It may surprise you to learn that 40 percent of global leaders assigned to either new positions or overseas assignments fail after 18 months. At the same time, research has shown that targeted coaching interventions with global expatriates and leaders can help avoid these disastrous consequences and ensure success. In this first-of-its kind webinar, Dr. Katrina Burrus, MCC, BCC will share her experience working with a wide range of global leaders. In a highly interactive format, Dr. Burrus will share:

- What you were never told about expatriates that will set you up for success when coaching them.
- Mini case studies of leaders in different types of transitions across organizations and within different corporate cultures.
- How to develop and sell your expertise coaching global leaders.

No matter where we are in our coaching business, we are always transitioning or helping others to do so. This is an opportunity to share amongst experienced coaches and learn about this niche market—internationally focused leaders across the globe. For additional information, articles on the subject of cross-cultural global leaders can be found on Dr. Burrus website at [www.mkbconseil.ch](http://www.mkbconseil.ch) under online coaching. And, see her recent blog on [Tips on How to Coach the Global Nomadic Leader!](#)

### **Audacious Innovation: Coaching Leaders to Change the World** with *Amy Edmondson, PhD*

**Date: October 13th**

**Time: 1:00-2:15 p.m. ET**

Today's fast growth, globally diverse organizations demand "big teaming": intense collaboration across professions and industries that often have completely different mindsets and even be antagonistic to each other. To do this successfully requires practicing new forms of leadership that combine an expansive vision with incremental action—not an easy balance.

In this highly interactive session, Harvard professor Amy Edmondson explores how to usher in system changes that transform human experience. Edmondson uses the case study of Living PlanIT, an award-winning “smart city” startup with a breathtakingly ambitious goal: building a showcase high-tech city from scratch to pilot its software. This meant a joint effort spanning a truly disparate group of software entrepreneurs, real estate developers, city government officials, architects, construction companies, and technology corporations. Edmondson followed them through cycles of hope, exhaustion, disillusionment, pragmatism, and renewal. She will share stories, lessons learned and tips for coaches who work with today’s visionary, innovative leaders. The webinar will be packed full of powerful lessons for any coach working in any industry, whose clients seek to transform the world.

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

## **2016 Coaching in Leadership and Healthcare Conference**

**September 16 – 17, 2016**

**Haven’t signed up yet? It’s not too late.** Our annual conference (the “conference than never ends”) is a world-class experience. It sets the stage for building your network and advancing your practice whether you are a leader, physician, healthcare provider, executive coach, life coach or health and wellness coach. **#CoachConf2016**

**Register Now!**

Our ninth annual Coaching in Leadership and Healthcare Conference is offered by the Institute of Coaching, McLean Hospital, and Harvard Medical School. [Read more on our website.](#)