

## Your Personal Style of Leadership

### *Know what it is and how to maximize its potential*

#### 11. Successful partnership between the leader motivated by INTEREST and the one motivated by the TRUTH

You will recall from the last article that Edward and Omar became partners in order to gain that extra slight edge which sets apart the winners from the also ran.

Before joining up as partners, both Edward (motivated by INTEREST) and Omar (motivated by the TRUTH) had already been successful in their own right. Edward had done exceptionally well as the popular motivator and acclaimed speaker of THE KEY SEMINAR, which he had founded, and Omar had been remarkably successful as principal vice-president of THE KEY SEMINAR, having built up the organization throughout North America by skillfully recruiting a large team of competent and reliable associates who now form the dynamic business network that THE KEY SEMINAR has become.

In the coaching arrangement between Edward and Omar, the two worked together to combine and complement their leadership strengths in a process that followed the coaching principles of the typology method with which they both had become familiar, each in their own way, through contact with Sashenka, the co-leader of the **Coach4Win-Win** organization.

In the rather unusual coaching process which saw Omar assume the role of Edward's mentor, the two leaders learned a lot from each other. Edward's impulsive nature had caused him to waste energy when taking on new things too readily or too soon. This sometimes caused confusion in the ranks, a problem that created self-doubt in Edward each time it occurred. It also produced unnecessary low points in Edward's motivation and drive. With Omar's help, Edward learned to control the urge to change things without weighing the impact of the change on the various aspects of the operations.

As for Omar, he learned to be quicker on his feet when doing pre-planning. He learned that Edward's impatience was not always misplaced and that he, Omar, had the stubborn habit of involving himself in detailed analyses and elaborate planning even if a project required quick decisions and calculated risks. Omar realized that being motivated by the TRUTH makes one always want to get to all of the facts, to all of the truth, regardless of the circumstances. He could see

more clearly now that in business this is often ineffective and even counter-productive. Omar realized he had to learn to take risks, not wild risks but informed risks, risks based on know-how and on experience. With Edward's help, he progressively acquired a flair for risk taking as well as the ability to rely on intuition, an ability that most seasoned and successful business leaders seem to possess.

There are two important coaching details that are worth highlighting here. The first has to do with the relationship flow between types. As we have learned, Omar is a suitable coach for Edward because Omar's type follows that of Edward in the direction of flow between types. Best coaching results are achieved when this principle can be followed. The second important detail is that in coaching, both the coach and the person being coached learn from the other. The more mature the two persons are in their personal development the greater the mutual benefit is. This is especially true in a case like the present one where two business partners combine their efforts to reach a common vision.

THE KEY SEMINAR is now visibly more dynamic and more effective. New centers continue to spring up as highly competent individuals, already successful in their professional or business activity, join the organization as associates. International expansion is taking place and financial objectives are being met and surpassed. Edward and Omar also continue to work on improving their personal qualities and strengths. Moreover, they obtain Sashenka's help in setting up a leadership coaching system for the entire organization, based on the coaching principles developed by **Coach4Win-Win**, a highly successful organization directed jointly by Sakina and Sashenka.

Every supervisor at **THE KEY SEMINAR** now works within the framework of a Win-Win Agreement concluded with the manager to whom he reports. The **Coach4Win-Win** process has two important features. The first is mutual evaluation between the coach and the person coached. At **THE KEY SEMINAR**, the manager, who occupies the role of coach, and the supervisor being coached, meet monthly to evaluate each other. Performance commitments by the supervisor and support commitments by the manager are scored mutually. The process requires that scoring be done independently before the evaluation meeting takes place. During the meeting scores are compared, and in cases where ratings are too far apart, active listening is used to reach consensus.

The second important feature of the **Coach4Win-Win** process is the continuous improvement decision, called Empowerment Initiative, which is taken at the end of every monthly coaching session. This empowerment action is to be carried out by the supervisor during the coming month. The coach (manager) and the person being coached (supervisor) reach agreement on both the nature of the action and on the steps that need to be taken. Its aim is to help the supervisor to continuously empower his employees. As in the case of the evaluation forms, the empowerment initiative is mutually drafted ahead of the meeting. The two drafts are discussed in the coaching session. Once consensus is reached, the empowerment initiative becomes the main focus of the performance and support commitments for the ensuing month. The empowerment initiative ensures practical application, at the management level, of the principles of continuous improvement, or Kaizen. It ensures that the supervisor learns, with the help of the coaching by his manager, to progressively increase the level of autonomy and the sense of accountability of his employees.

A few words about the basic philosophy behind the **Coach4Win-Win** approach. It is predicated upon the need, traditionally neglected, to straighten out relationship matters

first. Task issues, traditionally given priority, are dealt with second. According to this philosophy, relationship quality begets quality of buy-in which is necessary for success in matters relating to tasks. At **THE KEY SEMINAR**, Sashenka made sure to take the time required for creating buy-in by participants. With her usual persistence and her talent for helping others, she met individually with every supervisor, making sure to establish buy-in from the bottom up. She also insured that management fully understood and supported the principle that building quality relationships at all levels requires that management share in this effort by investing their own time up-front. Only they, in their role of leaders, can guarantee that the Win-Win approach takes root in the organization and becomes a permanent feature of the organization's functioning.

This approach continues to be fully adhered to at **THE KEY SEMINAR**. The objective to create a continuous improvement attitude among all employees has been reached, and most employees now look at problems as opportunities. Almost everyone at **THE KEY SEMINAR** is now trying to unearth problems, and most employees find it stimulating and rewarding to participate in the company's **OPPORTUNITIES CONTEST**. Every quarter, a Contest Board on which all services and all levels are represented on a rotation basis, awards the coveted **OPPORTUNITIES PRIZE** to the participant or team of participants who have

submitted the best proposal in terms of how consequential the problem is for the company and how effective and beneficial the proposed solution promises to be.

**THE KEY SEMINAR** has become a most efficient organization in a relatively short time. It is lean to the bone and extremely profitable. Employees fully assume responsibility and accountability, and those qualities get reinforced continuously by the mutual planning and evaluating carried out in the **Win-Win** process. There exists an optimum degree of autonomy and independence which has considerably widened span of control, and the number of levels of supervision is at a minimum.

In a strategic review meeting between Edward and Omar, to which they had invited Sashenka, past successes are discussed and future initiatives are explored. Sashenka congratulates the two partners for their past successes and shares with them her conviction that more great things are in store for their organization. Omar, who still has a reminder on his list to get leadership coaching from Joe, asks Sashenka whether she has news from Joe.

Sashenka: "Yes, I talked to Joe the other day, and I was going to mention to you that Joe was promoted into Henry's position of VP International Operations a short time after Henry became President of the company. Joe has been most effective in his new position, making quick decisions with great precision and success, buying up the right types of firms and establishing a growing reputation for the company overseas.

But now, the unthinkable has happened. A multinational has succeeded in buying out the firm and has started a cost-cutting drive which they seem to be carrying out in a thoughtless and indiscriminate manner. Their motto of course is "lean and mean", but the way they are going about it seems in total opposition to participative leadership. They have been ignoring the advice of both Henry and Joe who have repeatedly warned that the gains of across-the-board cost-cutting would be very short term and would soon destroy the great team spirit that prevails in the organization, greatly reducing the firm's productivity.

The end result has been that Henry has decided to leave the organization and, with the help of a few investors, to start his own firm which he intends to build from the bottom up into a model operation. Henry's position has been filled by an outsider and it looks very much like Joe is on the market for an offer".

That news is of great interest to Omar and to Edward. As **THE KEY SEMINAR's** international operations have been growing rapidly, Edward and Omar have been thinking of creating the position of Vice President of International Operations. Joe possessing the experience and the leadership orientation they are looking for, they ask for Sashenka's suggestions on how to approach Joe. Without hesitation, Sashenka gives them Joe's coordinates and recommends matter-of-factly that they bring in Joe as a third partner. Although at first Sashenka's suggestion comes as a surprise, in the short discussion that follows Edward and Omar have no difficulty agreeing with it.

Sashenka then adds: "I know Joe will be happy and proud". And turning to Omar: "And I know he will do an excellent personal coaching job for you".

The decision is made that Edward contact Joe.

Find out what happens next in the up-coming installment.

Article by Fritz Glaus, [fglaus@videotron.ca](mailto:fglaus@videotron.ca)