

Leadership Agility Coaching

Levels of Reflective Action

March 10



CHANGEWISE

Today's Agenda

- Expert to Achiever Reflective Action

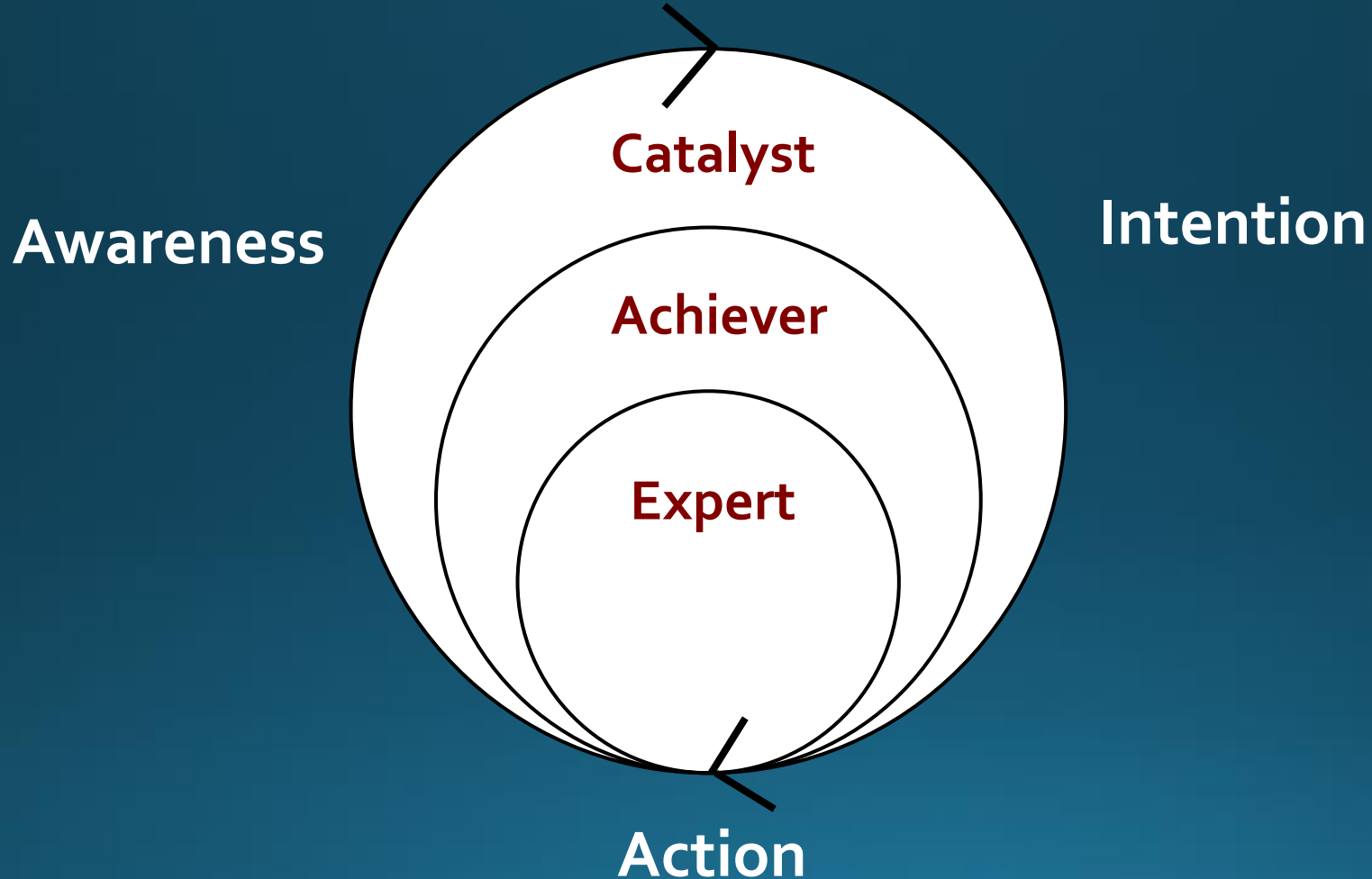
- Discuss this shift from mini-webinar
- Brainstorm ways to activate **Achiever** reflective action
- Work with **Guy's** coaching scenario

- Achiever to Catalyst Reflective Action

- Discuss this shift from mini-webinar
- Brainstorm ways to activate **Catalyst** reflective action
- Work with **Adam's** coaching scenario



Levels of Reflective Action



Levels of Reflective Action:

Expert to Achiever

	Expert	Achiever
Awareness	<ul style="list-style-type: none">• Modest reflective capacity• Focuses on one problem, person, etc. at a time	<ul style="list-style-type: none">• Robust reflective capacity• Sees teams, organizations, industries as systems
Intent	To solve problems and make incremental improvements	To achieve desired outcomes for valued institutions



Fostering Achiever Reflective Action

Achiever Awareness

-
- Ask reflective questions

-

Achiever Intent

-
- What do you want the outcome to be?

-



Fostering Achiever Awareness

In coaching sessions

- Ask reflective questions
- Help your client step back & see the larger context

Outside coaching sessions

- Practice regular “reflective pauses”
- Ask others to provide feedback
- Journaling
- Review and reflection on coaching action plan



Fostering Achiever Intent

- What do you want the outcome to be?
- How would that be of value to the larger organization?
- How will you know you've been successful with that?
- What's the amazing contribution your department makes/could make to the organization as a whole?



Coaching Scenario: Guy



What Actually Happened?

- **Coach:** “What’s the *outcome* you want from what you do next with the product managers?”
- **Guy:** For them to commit to implementing the knowledge capture procedures.”
- **Coach:** “Sounds like you’re being held accountable for different objectives. What do you want as the outcome of your next step in terms of your *relationship* with them?”
- **Guy:** “We need some degree of mutual respect, and we don’t have that right now.”
- **Coach:** “If you put yourself in their place, how do you think you could approach them that could start building that kind of relationship?”
- **Guy:** “I suspect they feel I wasn’t listening to their concerns. I guess listening needs to be a big part of the next step I take. But I want them to listen to me too.”



Levels of Reflective Action: Achiever to Catalyst

	Achiever	Catalyst
Awareness	<ul style="list-style-type: none">• Robust reflective capacity• Sees teams, organizations, industries as systems	<ul style="list-style-type: none">• Able to “reflect in the moment”• See and appreciates the “human system” underlying business and organizational systems
Intent	To achieve desired outcomes for valued institutions	To create satisfying human contexts that enable sustained achievement of desired outcomes



Fostering Catalyst Awareness

Immediate

- What are you feeling right now?

Longer-range, broader context

- What are the dynamics you see going on ...
 - In the relationships among your team members?



Developing Catalyst Intent

-
- In this uncertain world, what kind of culture would your team/organization need to have to be able to detect and meet **any** strategic challenge that might arise?
-



Fostering Catalyst Awareness

Immediate

- What are you feeling right now?
- Give self-observation homework – Feel the feeling and let it go

Longer-range, broader context

- What are the dynamics you see going on ...
 - In the relationships among team members?
 - In intergroup relationships?
 - Within the organizational culture?
-



Developing Catalyst Intent

- In this uncertain world, what kind of culture would your team/organization need to have to be able to detect and meet **any** strategic challenge that might arise?
- How would you know you had developed that kind of team/organization?



Coaching Scenario: Adam



What Happened: Adam



What Actually Happened?



- Practice assignment ... Between now and next time, any time your daughter tries to do something you have reservations about, like staying up too late, simply observe your emotional reactions, in the moment, without trying to change anything.

“Feel the feeling and let it go.”

- Next session ... “I know I wasn’t supposed to change anything, but after a few evenings, I just started responding more firmly to her whining. My wife was amazed.”
- After continuing this practice for 2 weeks, Adam initiated several candid conversations about his direct report’s performance issues. The ultimately result: Her role was redesigned as an individual contributor, where she was much more effective.

