

# LEADERSHIP *Warren Bennis* Excellence

THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY

SEPTEMBER 2009

**Soft  
Power**

**Natural  
Leaders**

**Ignite  
Leadership**

**Power to Lead**

**Gregg Thompson**  
Leadership Consultant



*"Leadership Excellence is an exceptional way to learn and then apply the best and latest ideas in the field of leadership."*

—WARREN BENNIS, AUTHOR AND  
USC PROFESSOR OF MANAGEMENT

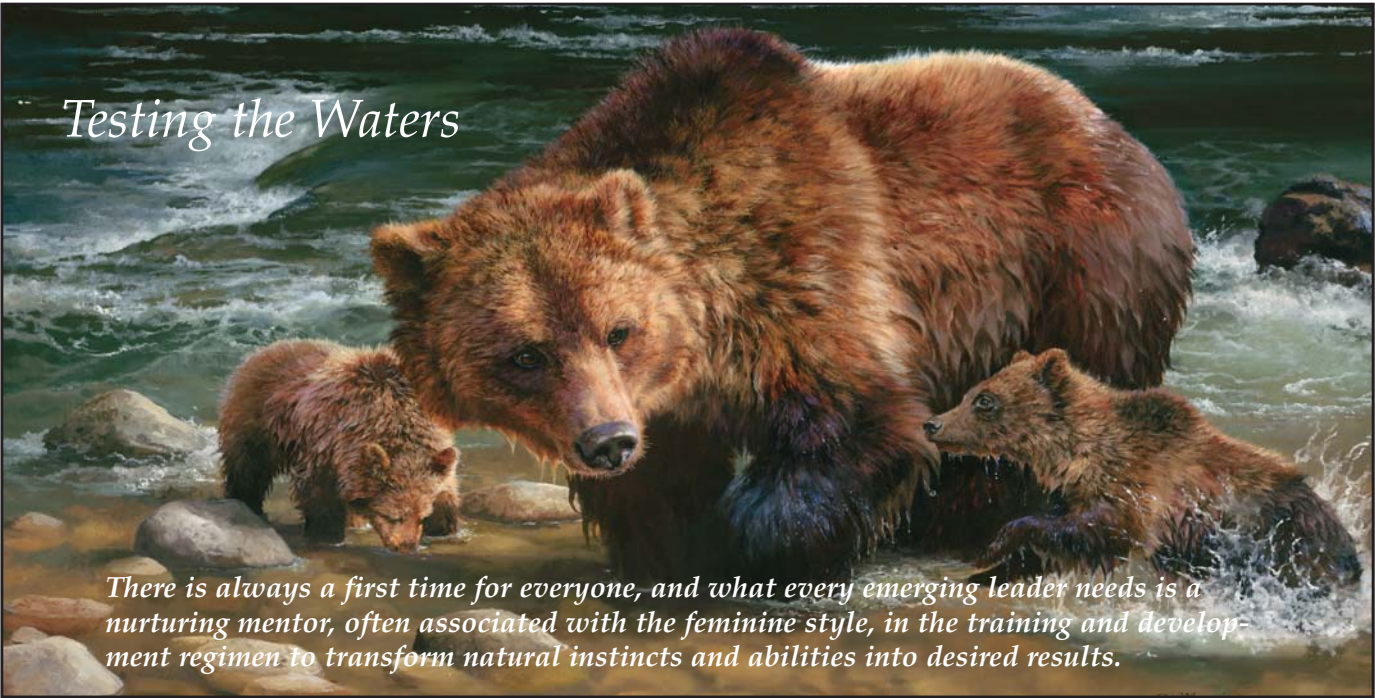
[www.LeadersExcel.com](http://www.LeadersExcel.com)

# LEADERSHIP Excellence

Warren Bennis



THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY  
VOL. 26 NO. 9 SEPTEMBER 2009



## Testing the Waters

There is always a first time for everyone, and what every emerging leader needs is a nurturing mentor, often associated with the feminine style, in the training and development regimen to transform natural instincts and abilities into desired results.

<p><b>GARY HAMEL</b> <i>Natural Leaders</i> They challenge ossified power structures. . . . . 3</p>	<p>Develop a culture of disciplined execution . . . . 7</p>	<p><b>STEVE BUCHHOLZ</b> <i>Mastery Coaching</i> Bring out the potential in people. . . . . 12</p>	<p>Steer clear of three classic traps . . . . . 16</p>
<p><b>KEVIN AND JACKIE FREIBERG</b> <i>Ignite Leadership</i> Choose to think big and act bold. . . . . 4</p>	<p><b>JOHN CALVELLO</b> <i>Corporate Physics</i> Exert the right force to overcome mass . . . . . 8</p>	<p><b>JOHNSON A. EDOSOMWAN</b> <i>Leading Transformation</i> Sell people on the upside benefits. . . . . 13</p>	<p><b>JONATHAN MICHAEL BOWMAN</b> <i>See, Believe, Capture</i> Transform your vision into reality. . . . . 17</p>
<p><b>STEVEN BERGLAS</b> <i>Golden Geese</i> Create challenging tasks for top talent. . . . . 5</p>	<p><b>JOSEPH S. NYE, JR.</b> <i>Soft Power</i> Shape the preferences of your people. . . . . 9</p>	<p><b>EMMETT C. MURPHY</b> <i>Beyond Accountability</i> Take more personal responsibility for your life and work. . . . . 14</p>	<p><b>HAL ADLER</b> <i>Attributes of Great Leaders</i> The best leaders achieve the best results. . . . . 18</p>
<p><b>KEVIN CASHMAN</b> <i>Go-Beyond Strategies</i> Authentic leaders have three strategies and hone three intelligences. . . . . 6</p>	<p><b>ROB GOFFEE AND GARETH JONES</b> <i>New Leadership Rules</i> Learn how to lead clever people. . . . . 10</p>	<p><b>STEVE ARNESON AND DAVE DEFILIPPO</b> <i>Leadership Development</i> Make it the centerpiece of your talent strategy. . . . 15</p>	<p><b>SAM ALLMAN</b> <i>Seven Deadly Sins</i> These sabotage results and relationships. . . . . 19</p>
<p><b>JOHN SPENCE</b> <i>What Annoys Leaders?</i></p>	<p><b>GREGG THOMPSON AND BRUNA MARTINUZZI</b> <i>Power to Lead</i> Craft your leadership masterpiece . . . . . 11</p>	<p><b>DAVID NOER</b> <i>Layoff Leadership</i></p>	<p><b>STEVE JAMISON</b> <i>'Stand Up and Fight!'</i> Learn to win against tough competition. . . . 20</p>

# Mastery Coaching

*Bringing out leadership potential.*



by Steve Buchholz

FOR 12 YEARS, I'VE coached emerging leaders at a large pharmaceutical company. The focus has been on developing the capabilities of individuals identified for their potential. The basic precept is taking someone who is already *good* and supporting his or her possibility to be *extraordinary*. I refer to this form of coaching as *mastery coaching*—a process that inspires the candidate to maximize his or her personal/professional potential.

Candidates for coaching are people who want to understand leadership as a calling; who want to master a new position or level; who want to enhance personal performance, build relationships with key constituents, develop others, and transform their companies.

*There are two key elements to Mastery Coaching*—context and content.

*Context* refers to understanding how the leader is thinking about their role and what his or her next steps should be. Context can be explored by looking at leadership as five levels:

**Level 1: Know thy self.** The process of leadership begins with going inside to discover your essence—identifying and declaring your leadership purpose, values, vision, beliefs, and contribution. The desired outcome is the leader's ability to articulate a personal framework for leading.

**Level 2: One-to-One Leadership.** One-to-one leadership focuses on the interactions a leader has with his or her primary constituency. The competencies of managing others rest here. In some cases, a leader perceives that leadership starts here and ends here, i.e. there is no reason to advance leadership skills to the proceeding levels.

**Level 3: High-Performance Teaming.** Level 3 leadership can soon become burdensome as the number of direct reports increases and time does not allow for one-to-one interactions with each employee. The question then becomes: How do I effectively create a team environment where more interaction can be one-to-team and more responsibility is shared?

**Level 4: Leading the work culture.** The focus here is on work culture—how to influence high work satisfaction and high performance by focusing on cultural attributes. The question is, Can I create a culture of opportunity, accountability, information, rewards, support?

**Level 5: Influencing the external environment.** Here leaders focus on how to impact others outside their domain: working with mergers, acquisitions, partnerships, community, competitive threats, and strategy.

As a leader advances, the emphasis on where time is spent, what is valued, and the skill set required changes. Understanding the five domains and the passages becomes a key coaching consideration. A mastery coach needs to assess at what level the leader is



currently thinking and acting and begin the coaching contract with a sense of how to help the candidate become conscious of and equipped to broaden their perspective of leadership.

*Content* refers to the critical themes. By using a formal intake process with each leader coached at the pharmaceutical company, the candidates would consistently need coaching support in two or more of the following areas:

- *Help me understand the character of leadership, not so much what a leader does, but who a leader is.* Most leaders needed to declare "leading" as their primary vocation and form their leadership example based on their purpose, values, vision, and business mandate. This is Level I insight.

- *Help me see how I can be effective with the people I serve?* Leaders asked for help regarding how to work with their high performers or how best to deal with a performance problem. They want to know how to retain their key

talent and build a collaborative culture.

- *How can I maintain perspective and emotional balance while dealing with the pressures of the job?* In many cases as a leader progresses, he or she gets out of balance. One top research oncologist I worked with felt she had lost control of her time. While very successful in her professional endeavors, she felt over-worked and neglectful of personal relationships and responsibilities. The focus became recognizing the underlying causes of her imbalance and developing ways to counter them.

- *Help me build relationship bridges with key individuals whom I have no authority over, people in positions of power or influence that influence my work and success.* Leaders want help working with the boss and key peers. They want to build relationships with people in positions of influence and improve their social versatility.

- *Help me make critical life/work decisions that will influence my future.* With every leader, critical passages emerge. Is a particular job a good fit? Should I stay or leave? Can you help identify the criteria I should use to make the right decision? Many of the leaders found themselves at crossroads and wanted to know what criteria they should use to make the right choice.

- *Prepare me for the next level.* Leaders wanted help in identifying the competence and experience gaps necessary to be effective at the next level of leadership. Once these gaps were identified, a development plan would follow. In many situations, succession planning emerged as a theme for the leader.

I created a standard approach for each topic as a starting point, which could be tailored to individual needs. This enabled me to share content and practices with internal company coaches, and enabled the leader candidates to reflect, identify and work on these key leadership issues, providing the leader and the coach with a common focal point, insights, and action plan.

Ten years ago, most companies engaged a coach to address toxic behavior or derailleurs. The aim of *Mastery Coaching* is not just in fixing what is broken but in effectively bringing out the potential in leaders. A mastery coach enables others to better serve themselves, expand their possibilities, and increase their capacity to learn and act more effectively. The result is better leaders and stronger organizations. LE

*Dr. Steve Buchholz is a senior consultant for The TRACOM Group's Performance Consulting Division. Call 800-737-6004 or visit [www.tracomperformanceconsulting.com](http://www.tracomperformanceconsulting.com).*

**ACTION:** *Become a master coach of key talent.*