

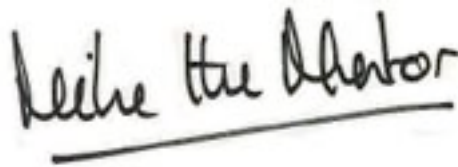
Mentoring for Change

leadership, coaching, mentoring, storytelling

Welcome to the Mentoring for Change newsletter. In this issue:

- Excellence in Executive Coaching
- Classic Models – The 7 Transformations of Leadership
- Limitation Celebration!

With best wishes




Excellence in Executive Coaching

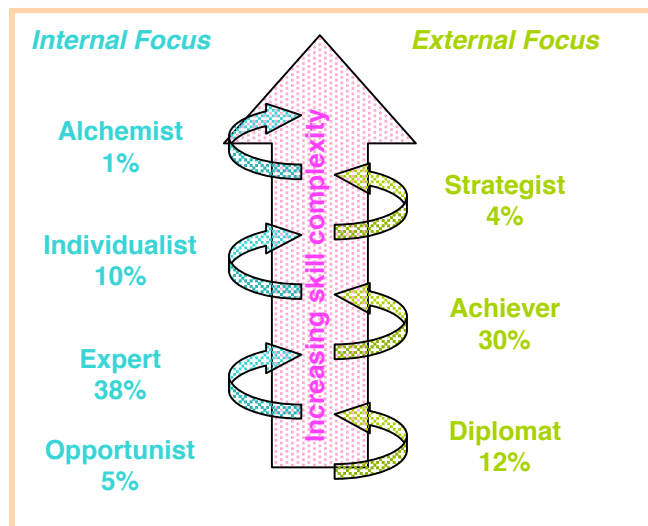
Given the widely varying qualifications, background and experience of coaches, how do potential purchasers of coaching recognise a good coach? During last year I and around 30 other experienced coaches were interviewed by Ginny Kidd as part of her quest to understand excellence in executive coaching. Her action inquiry process led her to a scaled competency model (the table below shows a summary of the six competencies she developed). In the full model, each competency has four levels and within each level are detailed descriptions of the behaviours that the coach exhibits.

Generally I don't like competency frameworks – they can tend to over-emphasise conformity and sameness and militate against novelty and indeed excellence (see www.mikethementor.co.uk/snippets/incomp.php#incomp for more on this) – but this one I do like. And, as well as its role in assessing coach competence, this framework can also be used developmentally to support the journey to becoming an excellent coach.

Copies of the paper "Action Inquiry into Coaching" which outlines the findings are available from Ginny at ginny@mainstayinternational.com She is currently writing an article on using this framework in coach selection to appear in the Sloan Management Review in 2006.

Psychological underpinning	How coaches incorporate a psychological foundation into their practice; the extent to which they work on their own personal development and their own supervision; and their contribution to the personal development and supervision of others.
Business acumen	How coaches understand and empathise with their client's situation through their acumen gained as an executive with, or consultant to, large organisations. How their practice is informed by board-level strategic and leadership experience.
Coaching scope	How coaches make meaning. The extent to which they tolerate or embrace complexity; extreme crisis and conflict; differing worldviews; global issues; and issues of meaning and purpose. (See over for a similar developmental perspective applied to leadership.)
Coaching process	How coaches gather data on clients and help clients tell their stories, recognise blind spots, choose issues that will make a difference to their lives, look at possibilities for change, develop a change agenda, and make a commitment to a lasting plan.
Professionalism	How coaches create peer relationships within organisations; how they use their personal styles and ability to create an appropriate impression. How their presence helps the client to change.
Reputation	How coaches use their own publications, public speaking engagements and involvement in training other coaches to further the coaching profession. How they contribute to the accreditation debate.

Classic Models – The 7 Transformations of Leadership



In my work as a leaderships coach I work with senior executives to help them make the journey to fulfil their potential as leaders. There are a number of maps, which are useful in helping someone understand where they are on the journey and what they can expect the next stage of their journey will involve. One such map is Hall's Values Map (see newsletter 4), another is Rooke and Torbert's 7 Transformations of Leadership (above).

Rooke and Torbert found that leadership effectiveness was least at the Opportunist level and most at the Alchemist level (Numbers on the figure show the % at each stage of development.)

The **Opportunist** asks "How can I survive?" They will tend to focus on personal wins and see the world and others as opportunities to be exploited.

The **Diplomat** asks "Do I belong?" They can therefore be tactful, loyal, respectful, but may also find it difficult to deal with conflict, give or receive criticism or take unpopular decisions.

The **Expert** asks "Who am I?" They lead through controlling the world around them through the quality of their knowledge, intellect and expert ability

The **Achiever** asks "Am I successful?" They seek to manage people efficiently and effectively to achieve work goals.

The **Individualist** asks "Who am I really?" They have a democratic, facilitative, team-oriented, empathetic and people-focused style of leadership

The **Strategist** asks: What can we contribute together to make a difference? They are clear about their gifts and are seeking to discover how to integrate them with the needs of our organisation and of society

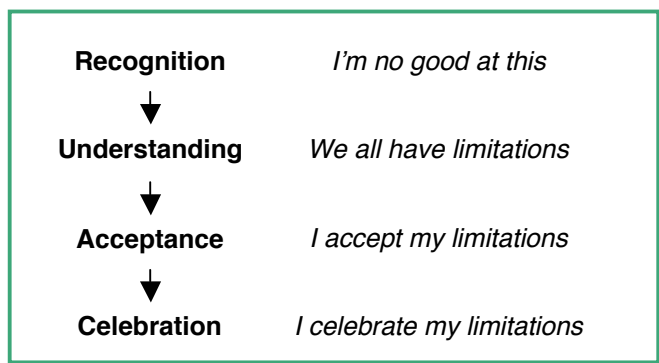
The **Alchemist** asks: What does the planet need? They and their organisation lead the way in creating a sustainable future for humanity and the planet.

For more information see Rooke and Torbert's article in the April 2005 Harvard Business Review (pp 67-76) or www.mikethementor.co.uk/leadership_levels.php

Limitation Celebration!

After a recent coaching session, my client wrote up a process we had used for dealing with a common judgement we make of ourselves – of being inadequate or not being good enough. It's a technique I use quite often and hope you find it useful too.

The process starts with simply recognising that we are judging ourselves in this way and noticing the results that this has on us – feeling incompetent, losing confidence and so on. If we reflect on what's going on, we will probably notice that the judgements come out of some unreasonably high expectations we have of ourselves. As we understand this, we can start to accept



that of course we have limitations – we're not all powerful and able to do everything. Realising that being limited is not something we should take personally – it is in the nature of being human to have limits – can further help this process of acceptance.

And then something rather strange can happen. As we accept and embrace our limitations an almost magical transformation occurs. We move from resenting our limitations to celebrating them - because we recognise that it is actually these limitations that make us the unique and special human beings we are.

If we were unlimited in our capacity and potential and had no limitations then we would be god-like - and essentially all the same. It is our limitations that make us unique. Once we realise this we celebrate our limitations – we delight in them and the uniqueness they bring.

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