

Traditional Leadership Cultures	Advanced Coaching Leadership Strategy
<p style="text-align: center;">Definition:</p> <p>Hierarchical « Command & Control « kind of leadership embracing two of the six “Harvard Leadership Styles”[1]:</p> <ul style="list-style-type: none"> • Coercive: “Do what I tell you” demands immediate compliance • Pacesetter: “Do as I do, now!” sets extremely high standards for performance 	<p style="text-align: center;">Definition:</p> <ul style="list-style-type: none"> • Coaching: “Try this”, makes people accountable and build their own way to succeed • Democratic: “What do you think?”, builds trust and commitment through participation • Affiliative: “People come first”, creates harmony & meaning, build emotional bonds with employees • Authoritative: “Come and do with me”, aligns and empowers around an inspiring vision
<p style="text-align: center;">Main traits / what the leader thinks, does and doesn't do with this style</p> <ul style="list-style-type: none"> • Centralizes decisions and objectives setting • Prioritizes clarity, predictability and control • Owens and gives the solutions • Tends to foster micro-management • Authoritarian and power driven • Competitive and perfectionistic • Needs security avoiding failure and questioning people 	<p style="text-align: center;">Main traits / what the leader thinks, does and doesn't do with this style</p> <ul style="list-style-type: none"> • Decentralizes decisions and control to the point closest to the action • Prioritizes accountability, achievement and agility • Makes people build their own solution creating conditions of success for others, • Fosters collective intelligence & creativity • Authoritative within a clear collective vision and sense of purpose • Affiliative, humanistic-encouraging • Needs for personal growth, self- fulfilment and the realization of one´s potential • Provides and receives lots of permanent feedback
<p style="text-align: center;">Context: In what environment is this style of value?</p> <ul style="list-style-type: none"> • Can work, with caution, in a crisis & in a turnaround situation • Stable & simple business environment where top leaders are experts and know what to do and how to do it • Can work with already highly motivated and competent teams working under a “Commando/special force” mode 	<p style="text-align: center;">Context: In what environment is this style of value?</p> <ul style="list-style-type: none"> • Imperative in a fast moving VUCA business environment: Volatile-Uncertain-Complex-Ambiguous requiring innovation & agility • Interconnected diverse workforce and collaborative models (multi-generations, global and matrix organization, external partnerships...) • Openness to a company Culture Transformation

Traditional Leadership Cultures	Advanced Coaching Leadership Strategy
<p style="text-align: center;">Required mindset & competencies</p> <ul style="list-style-type: none"> • Traditional hierarchical culture not exposed to a “millennium” kind of employees • Centralized and simple structures, Top-down communication • Strong discipline • Strong and continuously updated business acumen: The leaders Know it all, see it all and are right all the time. “My truth is THE truth” knower posture. • “Helicopter” ability to navigate thru strategic issues while micro-managing and solving operational problems • Approval, Conventional and dependent employee mindsets 	<p style="text-align: center;">Required mindset & competencies</p> <ul style="list-style-type: none"> • Coaching leadership culture where leaders are visionary facilitators who empower others to grow their skills, engage them to take accountability and to give the best of themselves, achieve challenging objectives and work together successfully • Decentralized & “collegial” governance model • Self-awareness and creativity: Ability to foster collective intelligence, collective creativity and collective accountability • Educated and skilled workforce: It works when the “coached” employee has the solution in their reach • Unconditional responsibility mindset: Player -VS- Victim posture • Ontological humility: Admit that as a leader you cannot know it all, see it all, nor be right and creative all the time. Learner posture / delegation • Permanent two-way feedback culture
<p style="text-align: center;">Pros / advantages</p> <ul style="list-style-type: none"> • Eventually effective leadership styles in some crisis or in severe turnaround situations ... when combined with the other 4 leadership styles 	<p style="text-align: center;">Pros / advantages</p> <ul style="list-style-type: none"> • Harvard research found that the best leaders master these four or more leadership styles • Decentralization and empowerment allow to achieve high people engagement and to build a strong culture of self-consciousness: (mindfulness) self-awareness, self-development, unconditional responsibility, ontological humility, sense of purpose and self-actualization
<p style="text-align: center;">Cons / disadvantages</p> <ul style="list-style-type: none"> • Harvard research found that these two leadership strategies have the most negative impact on the 6 effective organizational culture components (Flexibility, Responsibility, Standards, Rewards, Clarity, Commitment) 	<p style="text-align: center;">Cons / disadvantages</p> <ul style="list-style-type: none"> • These styles of leadership might not always help to accomplish tasks and goals quickly and always right first time: These leaders are willing to put up with short-term failure if it furthers long-term learning and winning (e.g. Design Thinking kind of innovation...) • Need for well-trained versatile leaders willing to use these leadership styles while facing the high pressure of the “get it done now” economy. • Developing people is often seen as too time-consuming and resource draining