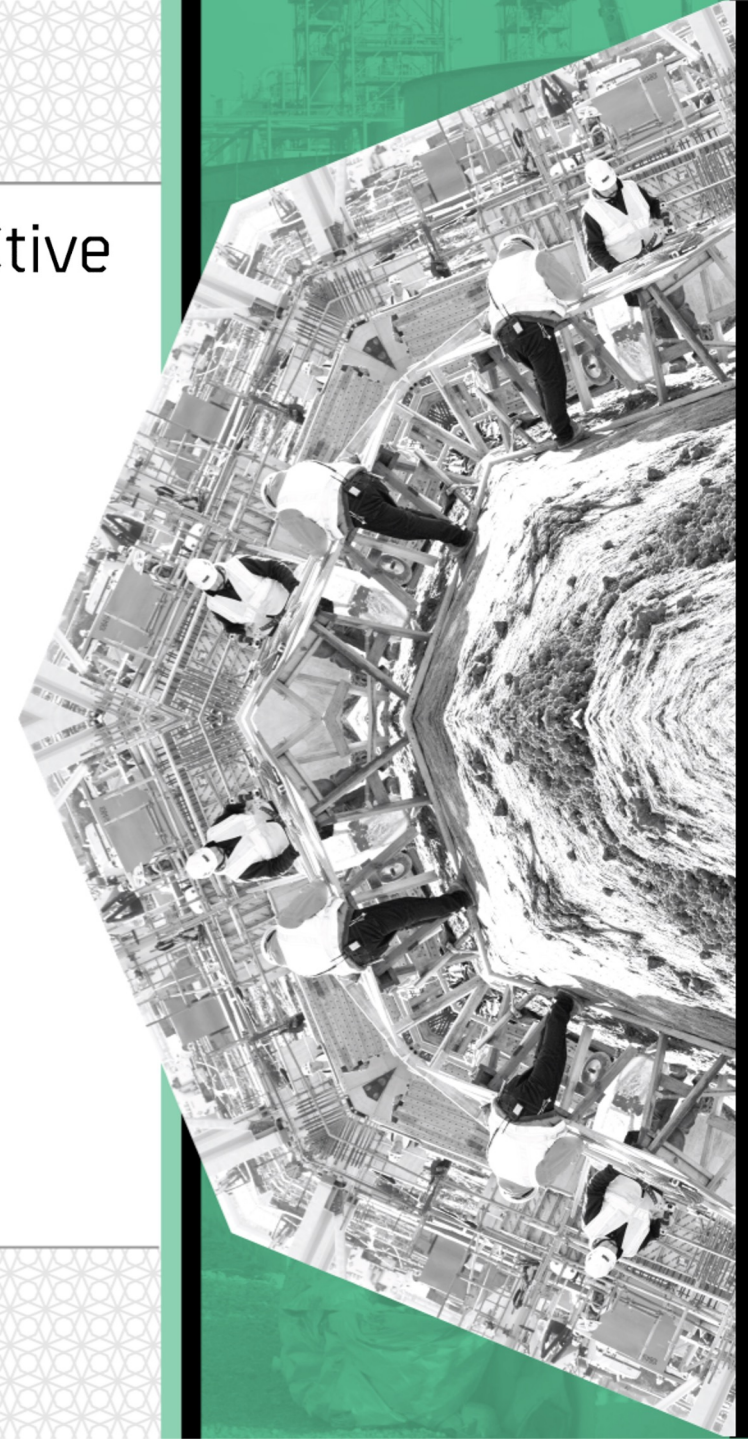


PerspECCtive

Ready to Lead: Changing Dynamics in Leadership



Ready to Lead: Changing Dynamics in Leadership



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Success, and Partnerships



Session Logistics

- ❓ ECC Slide here about the session Logistics, how to ask questions, etc.

Activity



**What worked in
the past won't
work in the future
or get you there.**

**I create conflict
within myself and
with others when
I get attached to
what I believe,
think, feel, and do.**

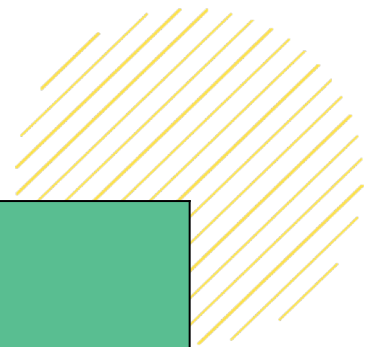


**A VUCA world
demands a new
kind of leader:**

**V-volatile
U-uncertain
C-complex
A-ambiguous**

A Leadership Development Imperative

To build a dynamic leaders, you need to enhance:



Skills / Competencies	Capacity
Develop new skills, competencies, processes, tools, or models that help leaders deliver on their role expectations more effectively.	Develop the ability to apply them, lead, and affect change in a wider range of circumstances as we expand how we view and think about, are in relationship with and engage, respond, and operate in diverse, complex, ambiguous, and uncertain situations.

What do we mean?



“This helps me
get things done
in my job.”



“This helps me create
situationally-effective
impact as a leader.”





Roan

This high-profile project will be good for my career and the promotion I have been wanting. I don't understand why we are shifting directions. This is how we did it under Siobhan's leadership before; and, it worked just fine. Tariq just needs to advocate more for me, the team, and direction like Siobhan did – he needs to just push on.

Typically focused on own needs, often operating based on consequences and rewards



Tariq

After socializing with others, I adjusted the team's direction, particularly based on Sierra and Kartik's guidance. Both have really good, diverse experience, are great critical thinkers, and are highly respected. Roan seems quite bothered. I want to understand his perspective and help get him onboard.

Typically internalizes others' thoughts, feelings, actions, expectations, etc. to guide their own



Siobhan

There are so many ways to approach this. I can see how what Tariq is doing will benefit the team, the organization, our partners, and the community – it is tough balancing with such a complex project. Roan seems so attached to what was done before. I want to help him through that – it would be good for him and the greater impact he can have. Merit/bonus/promo

Typically operates with more objective, independent mindset, taking responsibility for self/impact, and refining





Transitions

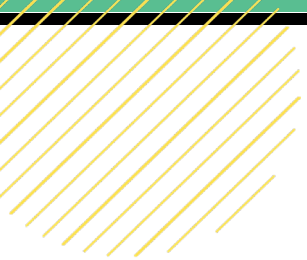
Shifts from stability to instability

Take time; and, can be a struggle, often painful

Not linear

**What is horizontal
development?**






Horizontal development is often most useful when:

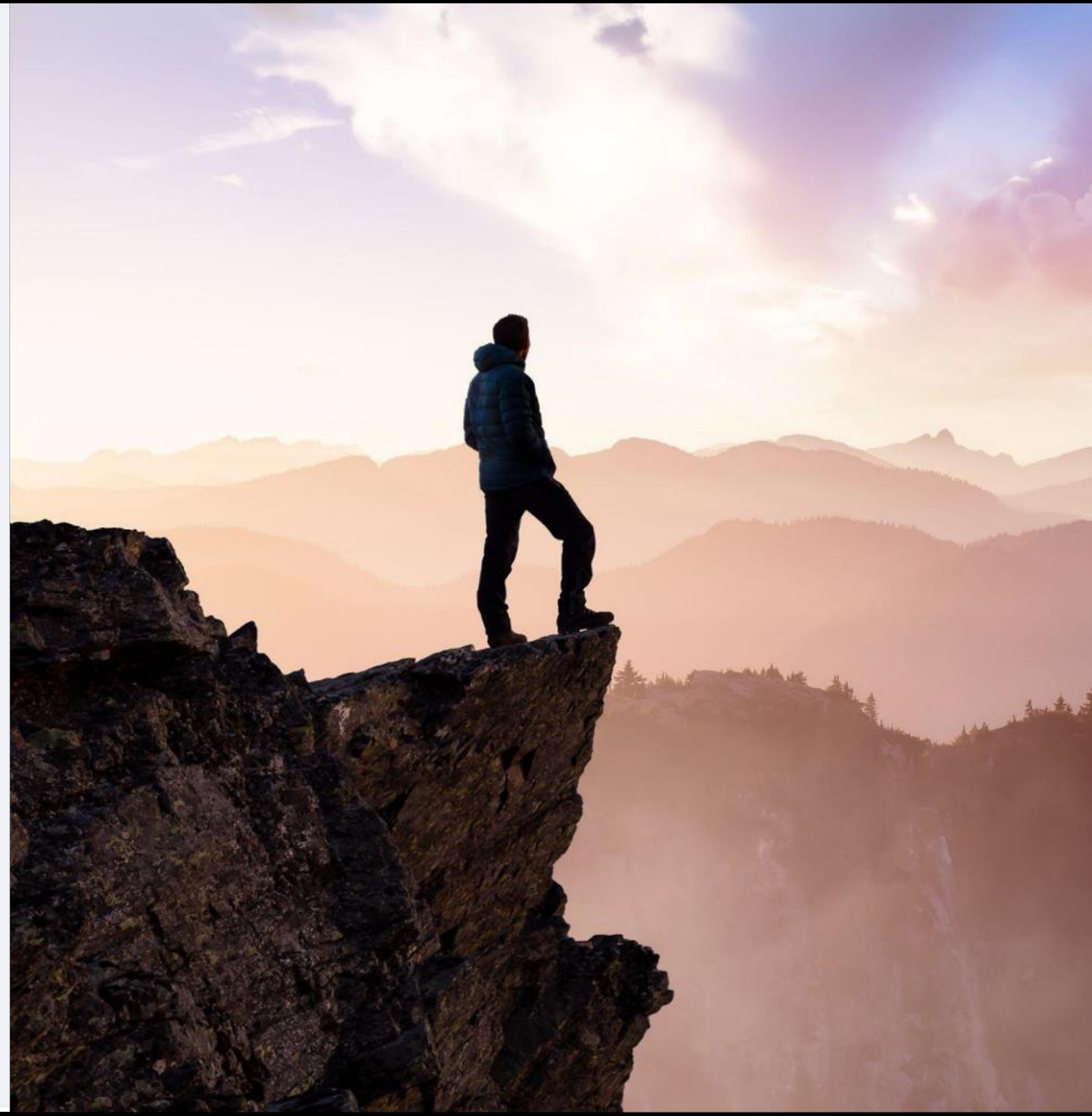
Challenges and their correlating approaches for resolution are clearly defined

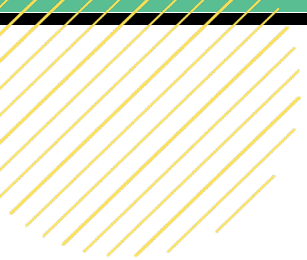
The problems leaders face occur in predictable or familiar environments or conditions



Horizontal development typically focuses on developing skills, models, and abilities from a technical perspective. This dimension of leader development has been the focus for the last 40+ years.

What is vertical development?






Vertical development helps leaders to:

Respond effectively in systems of increasing complexity

Understand and create from divergent perspectives and cross-cultural relationships

Be present, agile, and resilient



Vertical development is a more emergent form of development. It refers to an individual's growth to increasing socio-emotional, sensory, and cognitive sophistication. It shapes how a person interprets and interacts with their environment.

How can we apply these Development Strategies at Work?

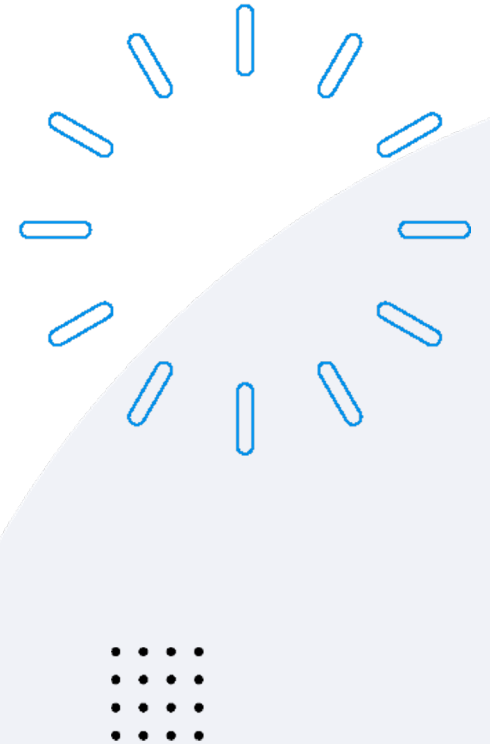
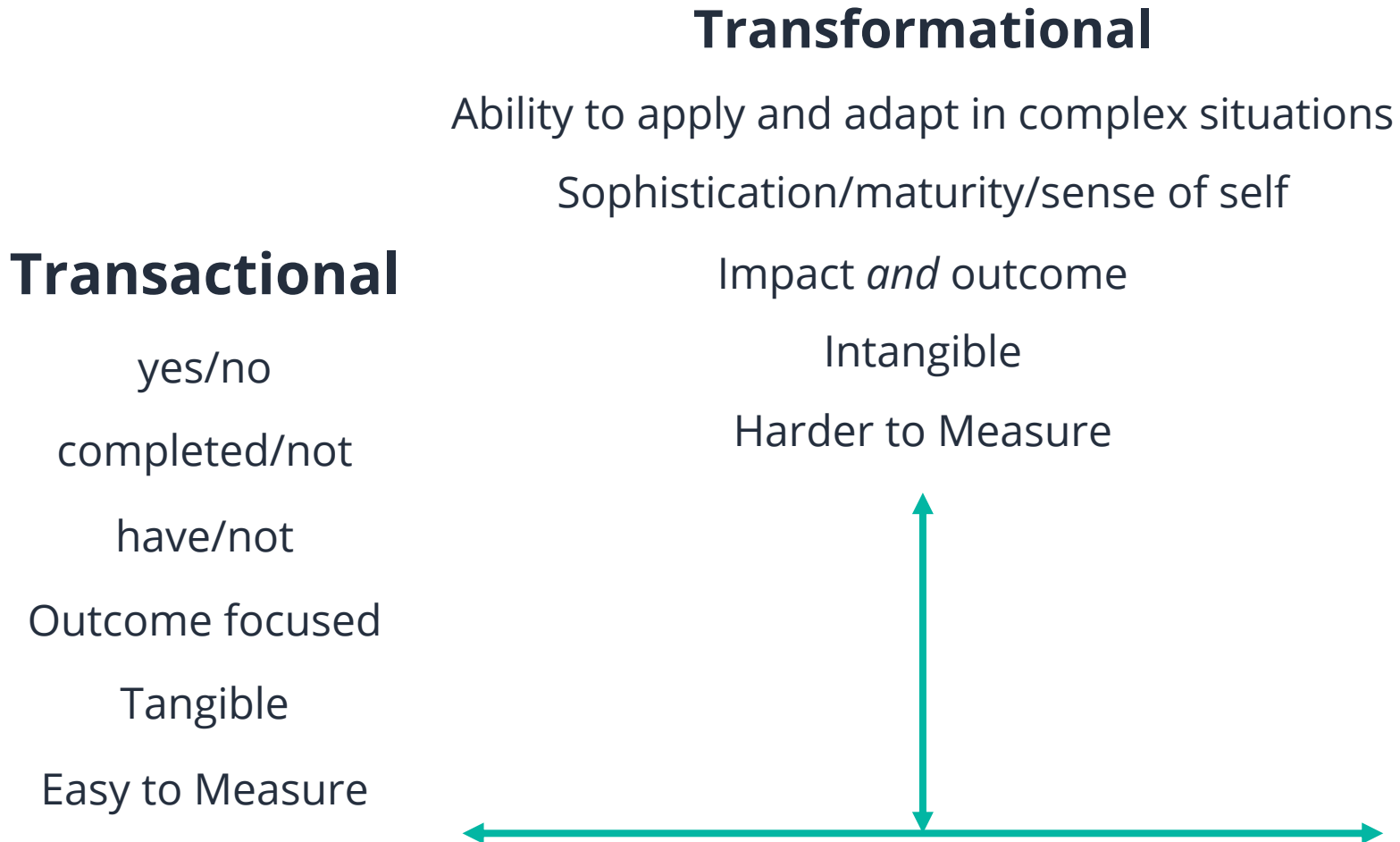
Horizontal (skills) Development - It's about becoming more effective as a:

- Project Manager - tools, processes, and systems to deliver projects
- Technical Specialist - finance, technology, legal, education, trades
- Scrum Master (agile) - key roles, disciplines, processes to deliver learning and results
- Coach - curiosity, listening, accountability, acknowledgement

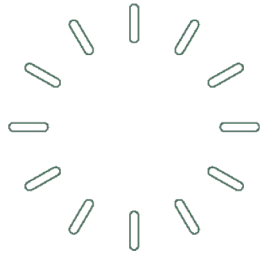
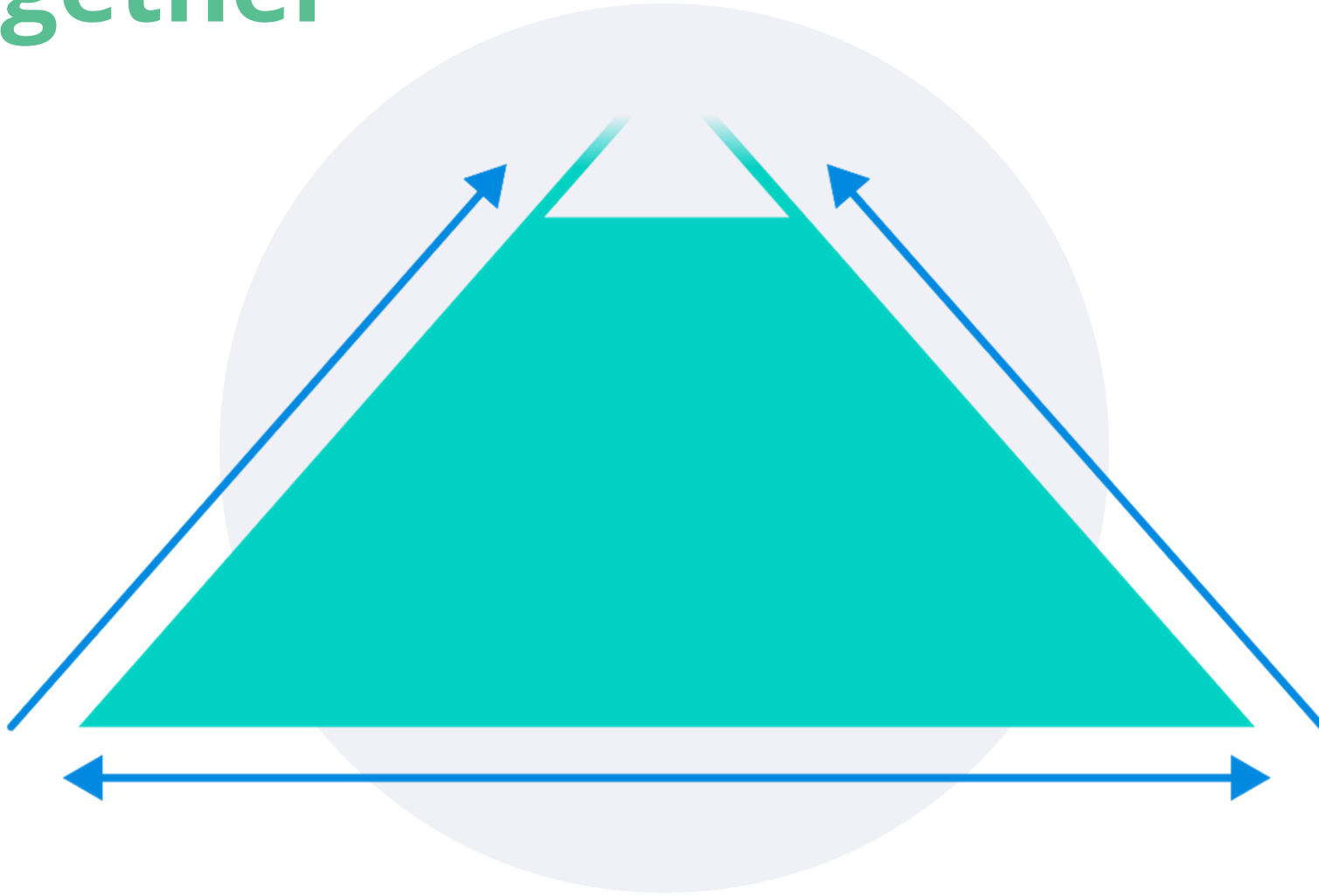
Vertical (capacity) development - It's about how a leader applies skills and knowledge in contextually relevant ways. It helps leaders account for and lead with more capacity in the face of changing systemic dynamics, like:

- A global pandemic
- Macroeconomic challenges such as inflation, interest rate changes
- Geopolitical and supply chain disruptions
- Pursuit of greater equity, inclusion, and diversity
- Transformational Governance

Transformational vs. Transactional Leadership



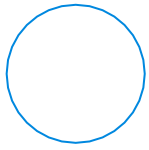
Horizontal and vertical development work together



Tips



- **Step out of comfort zone**
- Implement a change effort
- Be open to other and even multiple "right" perspectives, ideas, solutions, etc. to addressing issues, problems, conflict
- Develop own internal standards, values, awareness of self, and desired impact.
- **Continue stepping out of comfort zone**
- Lead a change effort impacting more than own group/team
- Seek and explore others' perspectives to improve understanding, relationships, collaboration, and impact.
- **Continue stepping out of comfort zone**
- Gain exposure to the abstract (i.e., situations, practices, concepts that are not concrete, well defined, etc.)
- Become more open to opposing points of views, ideologies
- Get comfortable not knowing,
- Embrace diversity in thought, problem-solving
- Focus on self-management, judgment and decision making



Tips (Continued)

Difficult to accomplish or develop via a course.

On the job experiences; and, where coaching has come into leadership development.

Coaching can help one explore their leadership, relationships, mental models, and internal compass to enable their development and leadership potential.

**What skills need to
be developed at
your organization?**

**What capacities
need to be
developed for
your leaders to
be successful?**



**What skills need to
be developed at
your organization?**

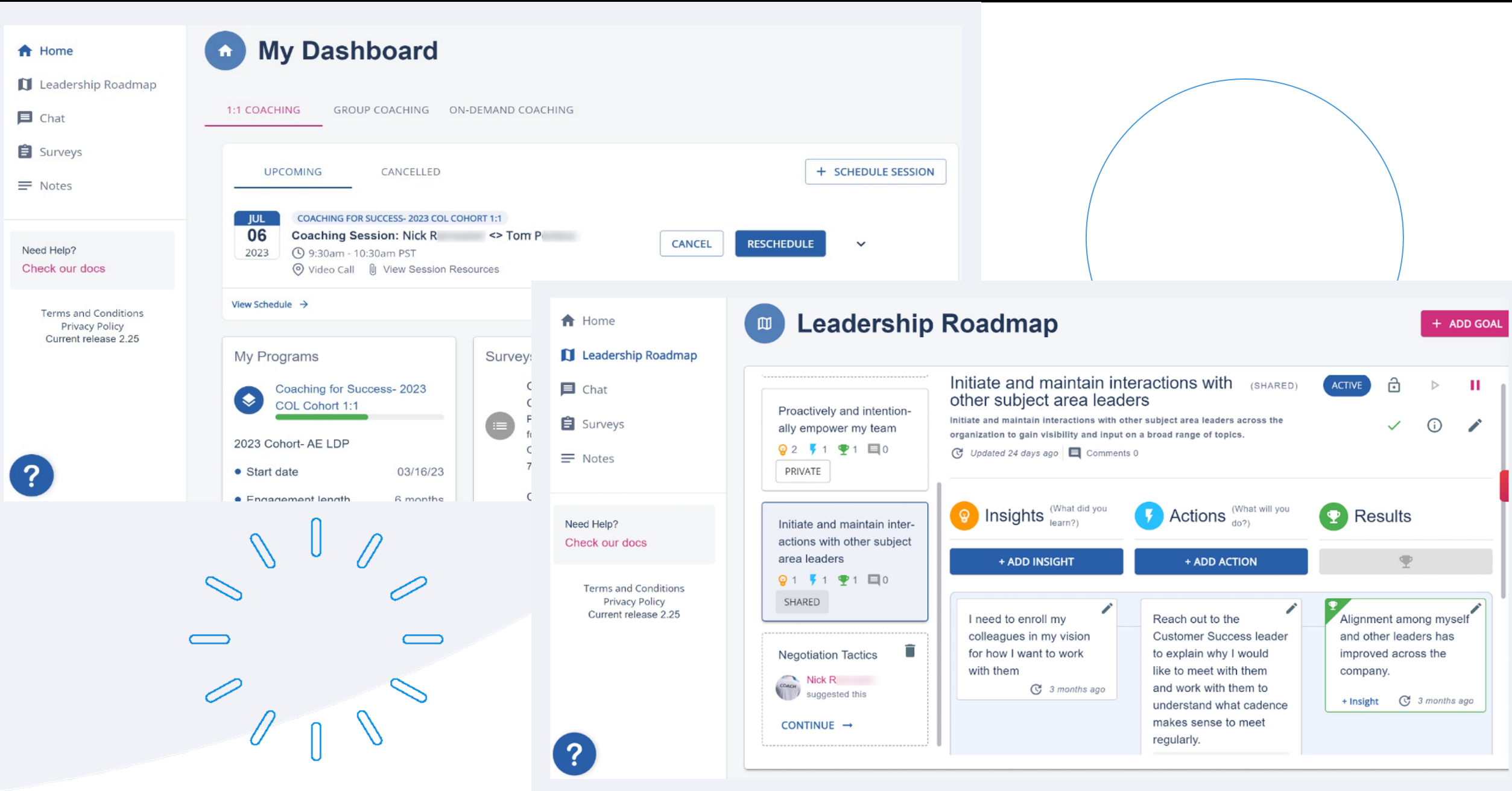
**Are they horizontal
or vertical?**

**Are the appropriate
development
solutions being used?**





**Identify and
measure capability
development and
outcomes
throughout the
leadership journey**



Team Coaching

✓

🏠

👥

📅

💬

My Team

Whole Team | Product | Design | ICs | Managers

1:1 Coaching

80% Enrolled

+10% since last quarter

Group Coaching

80% Enrolled

+20% since last quarter

Offering Mentoring

80% Participating

+50% since last quarter

Receiving Mentoring

80% Participating

+60% since last quarter

Reports

Adrian Design

Alex Product

Avery Product

Cameron Design

Devon Design

Dylan Product

Ella Product

Hazel Design

Jamie Product

Kelly Product

View All

Team Goals

📌

Enable Sales to sell faster with functional prototypes

Placeholder text here for this goal.

📅 0 Added 3 months ago

📌

Make our product accessibility certified by EOY

Placeholder text here for this goal.

📅 0 Added 7 days ago

📌

Preview product designs with each team

Placeholder text here for this goal.

📅 0 Added 2 months ago

📌

Implement a new design system by end of Q1

Placeholder text here for this goal.

📅 0 Added 4 months ago

Insights

🐾 **↑ 47%**
Capability Scores After Coaching

★ **↑ 25%**
More Promotions than Last Year

Team Capability Scores

2022-2023 ▾

Category	Score 1	Score 2
Self Awareness	30	50
Communication	40	60
Execution	30	40
Strategic Thinking	50	80
Execution Teamwork	60	80
Influencing	70	90
Developing Others	40	60

John Doe
Product Manager

Suggested Actions

Kelly

is requesting an extension of her coaching engagement. She has met 3 goals and been promoted since she started coaching. It's recommended to grant the extension so she can continue to up-level her impact.

Approve Extension

Hazel

just shared a new goal with you. Take a moment to comment on her goal with your perspective.

View Goal

Devon

recently started his coaching engagement. Your perspective is important to his coaching journey.

Start Survey

ECC PerspECCtive

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The top 3 Business Outcomes for coaching for a coachee are to improve: **Team Effectiveness, Productivity and Organizational Communication.**

Top Coachee Business Outcomes for Coaching
View the percentage of Coachees who associated these desired business outcomes with at least one of their goals for coaching during the goal creation process.



90.4%
78.4%
76.2%
68.3%
65.5%
63.9%

Expected Business Outcomes

Top Manager Business Outcomes for Coachees
View the percentage of the Managers of Coachees that associated these desired business outcomes for their staff's goals for coaching during the goal creation process.



85%
81%
81%
79%
78%
76%

Leadership Capability Growth

Coachee Lift

17.1%

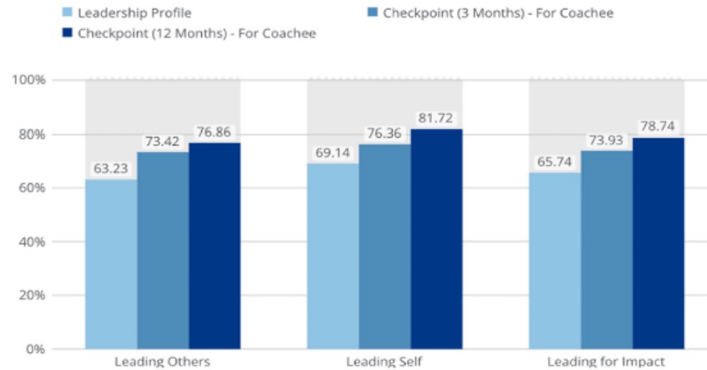
Manager Lift

17.1%

Lift of coachee capabilities overall through self scoring is **46.1 %** and scores by their manager's view about them changes **4.0 %** from the beginning to end of all coaching engagements.

Leadership Capability Ratings of Coachee Over Time

[Drill down available] A concise overview of progress capability growth throughout the entirety of coachees that have participated in your coaching program. These measurements are all self-ranked by the coachee.



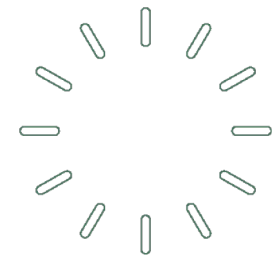
Leadership Capability Ratings by Managers on Coachees Over Time

[Drill down available] A concise overview of progress capability growth throughout the entirety of coachees from the point of view of the coachee's manager. These measurements are also self-ranked by the manager about (each of their) coachee.



Our analysis reveals a compelling trend: a progressive alignment in the perception of coachee focus over time between these two vital stakeholders. This finding underscores the power of effective collaboration, showcasing the impact of clear communication and shared understanding in driving coachee development. By harnessing our extensive experience and industry insights, we emphasize the pivotal role of ongoing feedback and the coaching process in fostering a robust partnership between coachees and their managers. This insightful discovery underscores the transformative potential of targeted coaching interventions, enabling organizations to cultivate thriving leadership ecosystems.

Leadership capabilities and improvement areas identified by both coachees and their managers during coaching engagements as they may have distinct viewpoints and biases. The alignment or misalignment signifies whether a shared focus between the coachee and their manager's focus are, the more indicative of a strong partnership to achieving organizational





Key Takeaways

- **How are you developing the capacity of your leaders, employees, teams, and yourself to be ready for future?**
- **Are you vertically developing? Building awareness of our relationship with and impact on ourselves, others, and the environment in which we operate.**
- **Vertical development is difficult to achieve in the classroom. Rather, practical experiences and leadership coaching are more effective.**
- **Be more conscious of how we show up as leaders and the impact we have on ourselves, each other, the organization, industry, society, and the world.**

Session Logistics

- ❓ ECC Slide here about the session Logistics, how to ask questions, etc.

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Thank you!

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