

Coaching at Work Annual Conference

Excellence in organisational coaching & mentoring:

Empowering, engaging & inspiring people at work

3rd July 2019, London

Coaching
at Work

Coaching at Work Annual Conference 3rd July 2019 Holiday Inn Bloomsbury, London

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Coaching at Work Annual Conference, 3 July 2019

SYSTEMIC COACHING: DELIVERING VALUE BEYOND THE INDIVIDUAL

PROFESSOR PETER HAWKINS AND EVE TURNER

CONTRACTING TO CREATE VALUE

- Please visualise all the important people and systems that your work is in service of
- This will include clients, future clients, our teams, family, their organisations and their stakeholders, the profession, the eco-system etc
- Please ask all those people what is the question they would like you to think about for them to benefit from you being in this workshop today?



PAIR UP – 5 MINUTES

Ask your partner what their current and future stakeholders need them to learn from this workshop today.

FORTY YEARS OF COACHING AND WE HAVE ACHIEVED A GREAT DEAL

1. Coaching the most popular form of leadership development
2. High satisfaction ratings from those being coached
3. Managers and leaders far more self aware, with greater EQ and relationship skills
4. The growth of Internal coaching communities
5. Managers learning coaching skills
6. Expectation of all coaches having supervision
7. Growth in team coaching and systemic team coaching



BUT WHAT HAS MADE COACHING SUCCESSFUL IN THE LAST FORTY YEARS IS NOT WHAT IS NEEDED FOR THE NEXT FORTY YEARS



***“What Got You Here
Won’t Get You There”***

Marshall Goldsmith

WAKING UP TO THE 21ST CENTURY CHALLENGES

Lessons from 2008

Wake Up number 1:

What were the coaches
doing while the banks were
burning?



WAKEUP 2: CREATING VALUE BEYOND THE INDIVIDUAL



WAKE UP 3 - NOW

“Where were all the coaches when the planet warmed by 3 degrees?”

Zoe Cohen, LinkedIn, January 2019



SOME KEY QUESTIONS

- How can coaching help avoid business and organizational catastrophe?
- How can coaching deliver value beyond the individual development to deliver demonstrable value to their team, organization and the organization's stakeholders?
- To do so how does coaching need to be set-up and contracted, and evaluated?
- How does supervision make a difference to the quality of systemic coaching and the value created for all parties?
- Why do we need to wake up to the future?

KEY DISRUPTORS TO EXECUTIVE COACHING

- Coaching being re-insourced - first to internal coaches and then to leaders and line managers
- Coaching AI – that has a bank of the world’s best questions and can read the mood and emotions of the caller
- Coaching on demand - call a coach, cheaper and when you need it
- Peer Coaching and Self coaching – linked to some of the above
- Less clients - All the large companies interviewed (Hawkins, 2017b) said they would employ far less people in the next 10 years







Renewal
Associates 
Leadership | Board & Team Coaching | Strategic Plan

EVE TURNER ASSOCIATES
Coaching, Supervision & Leadership Development

WE ARE STILL COACHING 20TH CENTURY LEADERS NOT 21ST CENTURY COLLECTIVE LEADERSHIP

Twentieth century Leaders

- Heroic and individualistic
- Leading their team and their people
- Expert in their sector
- Creating predictability
- Focussed on last and next quarter

21st century Leadership

- Collaborative team coach
- Leading partnerships across boundaries
- Leading across changing sectors
- Increasing the capacity to live with uncertainty
- Leading across 3 Horizons (Bill Sharpe)
 - Horizon one 'business as usual'
 - Horizon two is innovating for tomorrow
 - Horizon three is future foresight that may require us not just to upgrade our current game/approach, but to radically change it



WHAT IS SYSTEMIC COACHING?

- Individual Systemic coaching is a collaborative and dialogical inquiry between two people (coach and coachee), exploring how the coachee can learn and develop in relation to the worlds they are embedded within, in a way that creates positive benefit for them and all the nested systems of which they are part
- Systemic Coaching recognizes that all learning and development is relational, between an organism or living system and the wider living eco-systems it is nested within
- Business Systemic Coaching is Systemic Coaching that focuses on creating value for the individual client, and the teams they are part of, the organizational client they work for, as well as the organization's stakeholders and the wider communities and the ecology that the organization is part of

**THE REAL
CHALLENGES IN
ORGANIZATIONS ARE
NOT IN THE PARTS
OR THE PEOPLE BUT
IN THE CONNECTIONS**

- But we tend to consult to the parts
- and coach the individuals or the individual teams!
- The Move From IQ – EQ – to WE Q
- Or as the Japanese desire: create “win-win-win”

WE NEED TO ASK

“What can coaching uniquely do
that the world of tomorrow needs?”

and

“How do we gear up for
tomorrow’s needs?”

KEY STEPS TO WORKING BEYOND THE INDIVIDUAL

1. Working in partnership, where we do the coaching together in service of the wider stakeholder, systemic and ecological needs
2. Working systemically, seeing connections
3. Multi-stakeholder contracting through the individual
4. Getting the stakeholders voice into the coaching room directly
5. Surfacing the ecological awareness
6. Feedback from the wider system to our coaching partnership

1. WORKING IN PARTNERSHIP: WHAT WE NEED TO “UNLEARN” TO WORK SYSTEMICALLY

Cracking the Shell - 7 Coaching Mind-sets we often learn on Coach Training that we need to unlearn to work systemically.

1. The client is only the person opposite me
2. I need to consider only their agenda of what they want
3. I leave my experience outside the coaching room
4. Interventions are always questions
5. I should never interrupt
6. I should always end with an action plan
7. Coaching is only about personal development



WORKING IN PARTNERSHIPS: PAIRS – 5 MINUTES

Which of these, or any others, do you think we need to unlearn, or consider differently, in order to work systemically?

1. THE COACHING TRIANGLE – DIADIC TO TRIADIC

From facing the person you are coaching as your client, to going shoulder to shoulder with them as your partner, jointly facing what their world of tomorrow is asking them to step up to

Where coach and client are jointly in service of the needs of the wider organisation and its stakeholders

Creating not just personal development but shared value for multiple stakeholders

'DUMB' COACHING QUESTIONS WE USED TO ASK

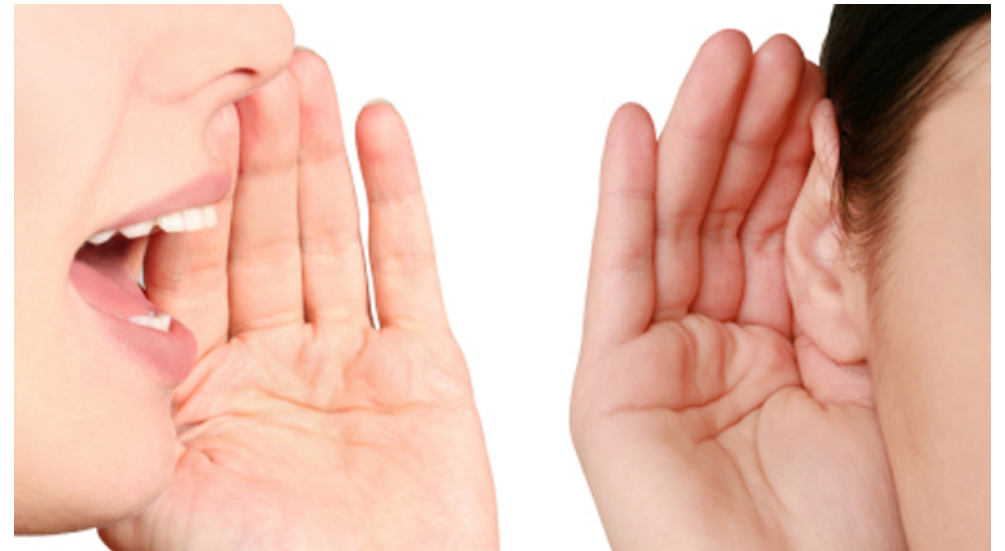


- What do you want from coaching?
- What are your goals for the coaching?
- What do you want to talk about today?
- What has been helpful and what could be more helpful next time?

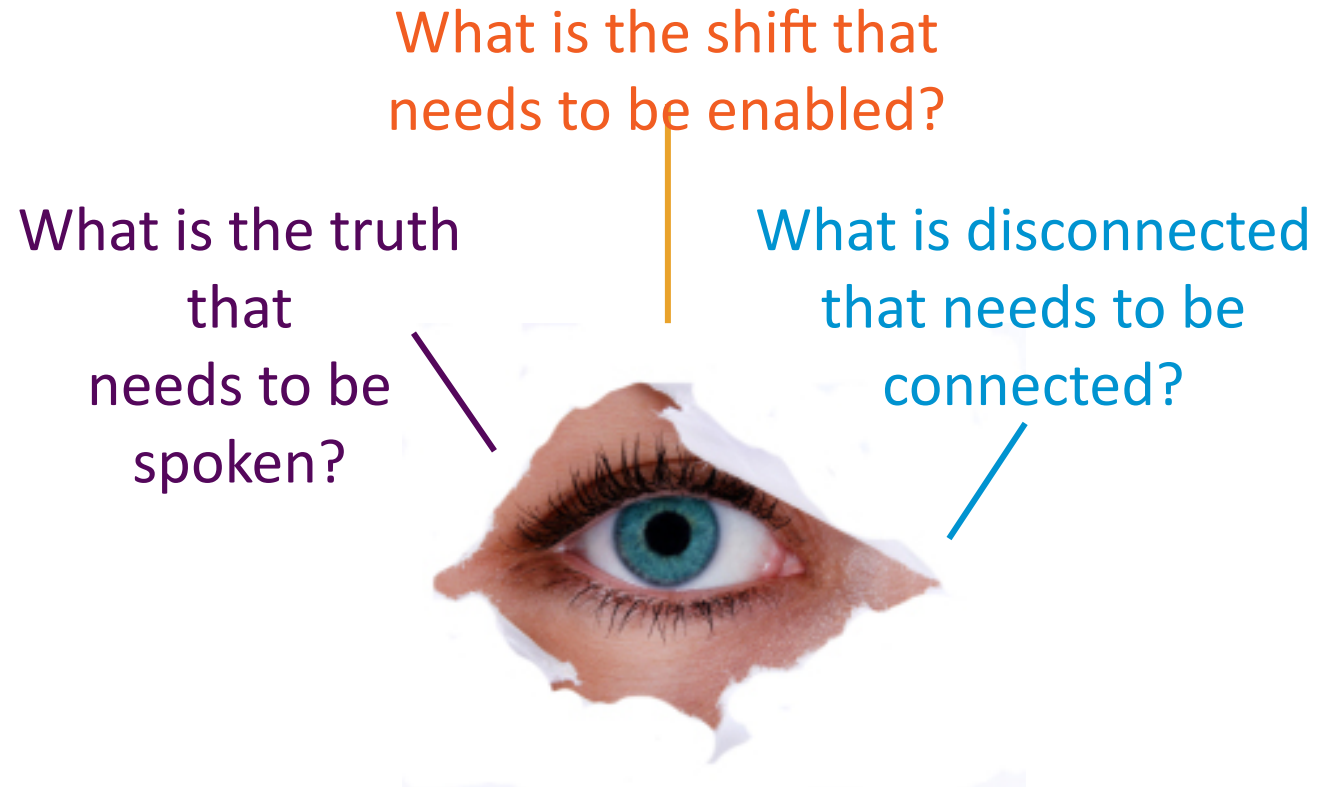
How might we reframe these? We'll come back to this.

2. LISTENING SYSTEMICALLY

1. Listen to the client and their story
2. Listen empathically to the clients non-verbal harmonics
3. Listen to the coaching relationship
4. Listen to all the elements of the wider system with wide-angled empathy
5. Listen to the needs of the stakeholders and the field
6. Listen to the lessons that life is providing



2. THREE CORE QUESTIONS (FOR THE COACH / SUPERVISOR TO ASK)



3. MULTI-STAKEHOLDER CONTRACTING

1. 360 degree feedback in its variety of forms
2. Three/four way meetings –coachee, coach and sponsor/HR
3. Multi-stakeholder meeting where all parties are exploring how the coaching will deliver value to multi-stakeholders (see guidance Turner and Hawkins, 2016)
4. Exploring how we will jointly evaluate the value created

4. GETTING THE STAKEHOLDER'S VOICE INTO THE ROOM

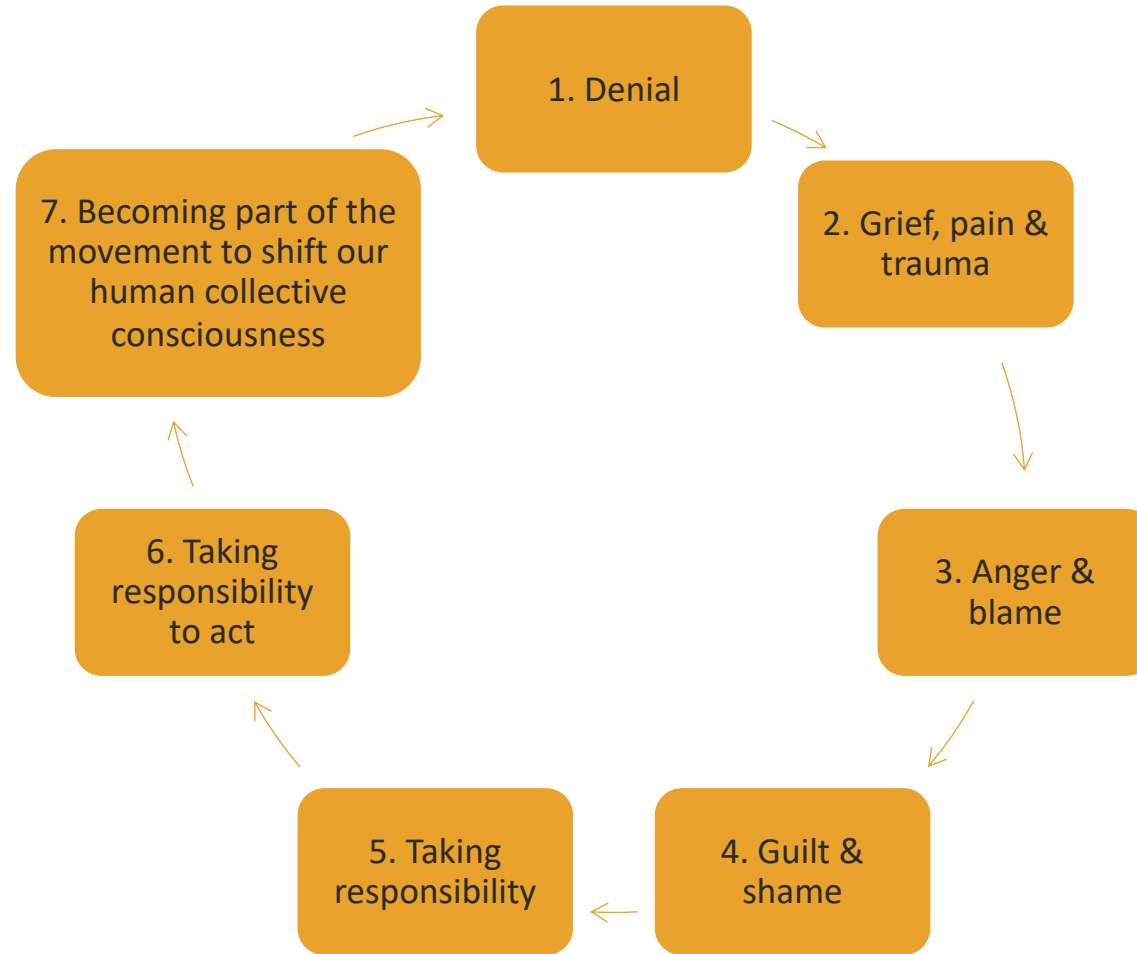
- Coach holding them in mind
- Working 'future-back' and 'outside-in'
- Always locating the issue/problem/challenge in a relationship not a person or a part
- Using empty chairs
- Coachee speaking from the stakeholders' perspectives/chairs
- Fast-forward rehearsals



5. SEVEN ECOLOGICAL SURFACING STRATEGIES

1. Invite the ecology in: “Who does your work serve? “How do you experience your relationship with the wider ecology?”
2. View from the window
3. Pictures in the room
4. Objects in the coaching room – flowers, cards, drawing materials, representations and so on
5. Coaching outdoors – including walking
6. Involving animals and other living beings
7. Understand the stages of “The Ecological Awareness Model”

THE ECOLOGICAL AWARENESS MODEL



SURFACING ECOLOGICAL AWARENESS – TRIOS, 10 MINS

- One person brings a situation where they'd like to explore how to open the awareness to the ecological dimension.
- The second person supervises them
- The third person, the observer, can call time out



6. NEXT GENERATION COACHING QUESTIONS

A Newton's cradle with five silver balls and one gold ball on the left. The gold ball is in motion, having just struck the first silver ball, as indicated by a small yellow square on its surface. The silver balls are arranged in a line, and the gold ball is positioned to the left of the first silver ball.

- *Tell me about you?*
- *Tell me what you most care about?*
- *Who and what does your work serve?*
- *What would those people say is the work we need to do together in this coaching?*
- What is life knocking on your door and asking you step up to?
- What might you regret in five years time not having worked on in our coaching together?
- If your stakeholders were in the room what would they have appreciated about the work we have done together and what would their challenge to us be?

ANY QUESTIONS?



SOMETHING FOR YOU TO TAKE AWAY AND PRACTICE

Wide-angled empathy is the ability to not only have empathy and compassion for the client(s) in front of you, but to have empathy and compassion for everybody and every system that gets mentioned in their story.




You can practice this watching the news!



THANK YOU FOR LISTENING



-  www.renewalassociates.co.uk
-  01225 444709/ 07802 887418
-  peter.hawkins@renewalassociates.co.uk
-  [linkedin.com/in/peterhawkins](https://www.linkedin.com/in/peterhawkins)

-  www.eve-turner.com
-  023 8051 0697 / 07768 070361
-  info@eve-turner.com
-  [linkedin.com/in/eveturner](https://www.linkedin.com/in/eveturner)

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