

# Training Coaches for the challenges of the 21<sup>st</sup> Century

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Future Trends in Coaching  
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A word cloud featuring the word 'welcome' in various languages. The English word 'welcome' is the largest and most prominent, centered at the bottom. Other words include 'benvindo', 'benvegnūi', 'bonavinuta', 'Welkom', 'welkomma', 'wolkom', 'dobrodošli', 'bakherben', 'mer ba', 'akwaba', 'Bienvenue', 'G'day', 'Willkommen', 'Bonvenon', 'bienvéni', 'Benvinguts', 'Velkommen', 'miawezon', 'velkomin', 'Mabuhay', 'namaste', 'welkum', 'Vitejte', and 'dobredojde swagata'. The words are arranged in a circular pattern around the central 'welcome' word, with varying sizes and orientations.

# Thirty years of coaching in organizations 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 thirty  
years is not what is  
needed for the  
next thirty years**

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**“What got us to here won't get us  
to there.”**



# Waking up to the 21<sup>st</sup> Century challenges

## Lessons from 2008

What were the  
coaches doing  
while the banks  
were burning?





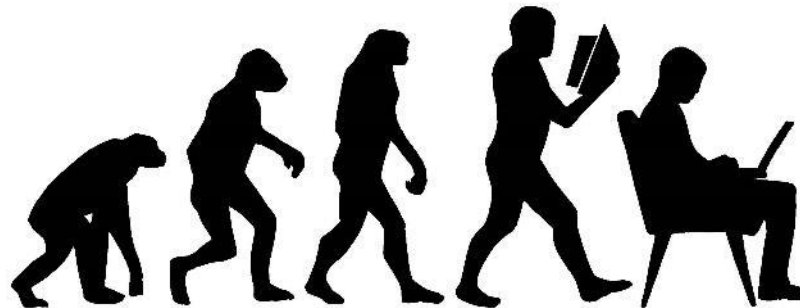


## Wake-up 2: Creating Value beyond the Individual

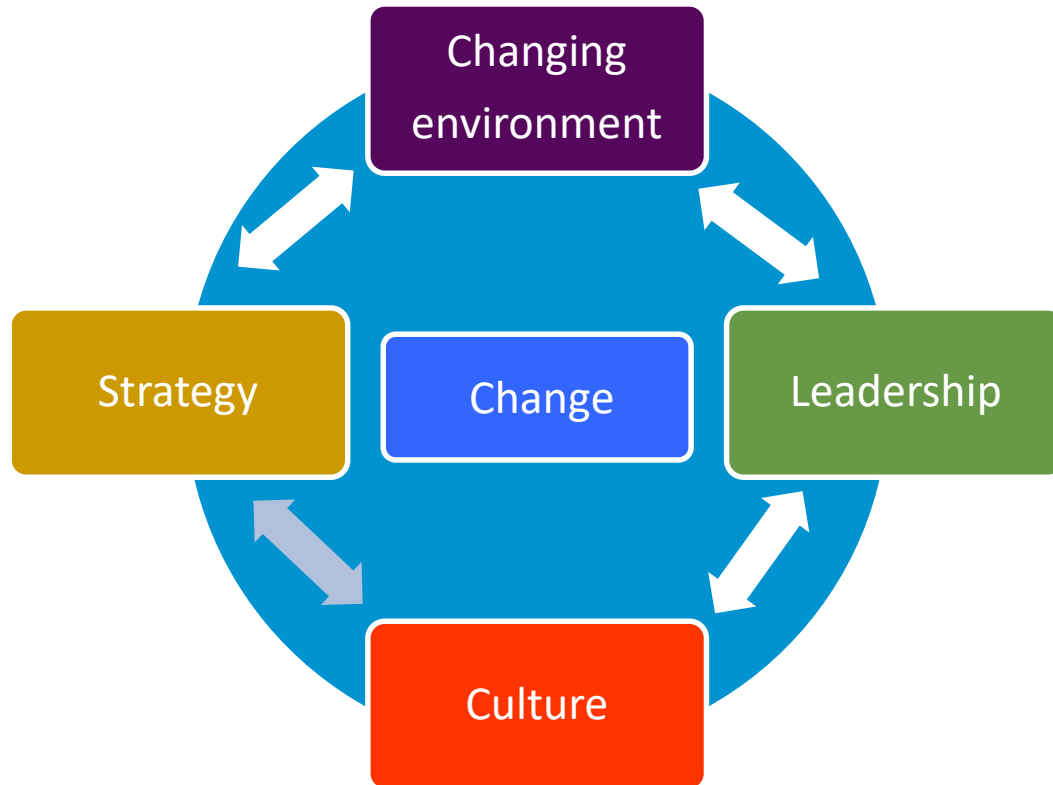
$$L \geq E.C.$$

**Organizational** learning must **equal** or be **greater** than  
the speed of **environmental** change

**The Darwinian Law of Organizational Survival.**



# Connecting four aspects of systemic change





# Strategy in one question

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





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“What were you coaches doing, while you were creating a VUCA (Volatile, Unpredictable, Complex and Ambiguous) World?”

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“What were coaches and leaders doing in your greatly privileged world, when you were leaving us a legacy of a world of greater demand, growing expectations and diminishing resources?”

## Grandchildren's questions

# The challenges for us all: greater demand, higher quality, lower cost and more sustainable



# Tomorrow's world



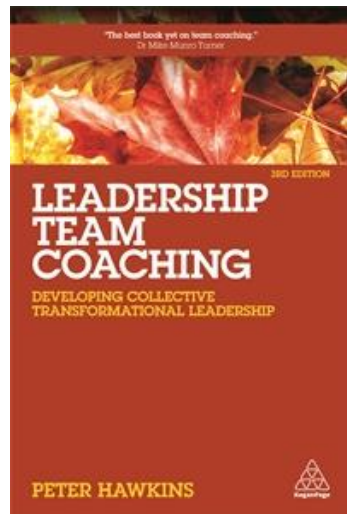
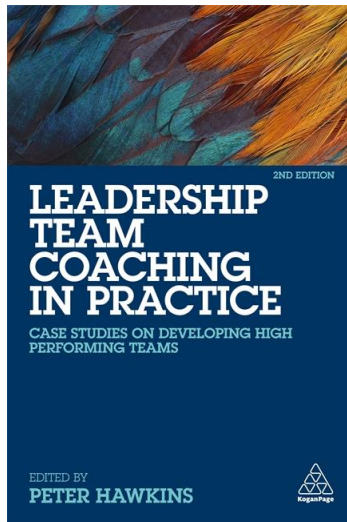
*Tomorrow's Leadership and the necessary revolution in today's leadership development, Research Report, Professor Peter Hawkins, Henley Business School, March 2017*

# *“Disruption is the new norm”*

- *“The global economy has changed forever. The era of traditional, hierarchical market domination by dinosaur companies is coming to an end.”* Ismail (2014: 126 & 135)
- *‘You are either disrupting yourself, or someone else is – sitting still equals death.’* (Diamandis in Ismail 2014: 303).







# The challenges for today's leadership teams

- Managing expectations of different stakeholders
- Both running the business and transforming it
- Being members of multiple teams
- Working with systemic conflict
- The world becoming more complex and interconnected
- Working virtually
- The major challenges lie not in the parts but in the interconnections

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

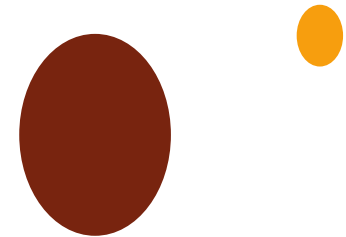
and

“How do we train new coaches for tomorrow’s needs, not yesterday’s?”



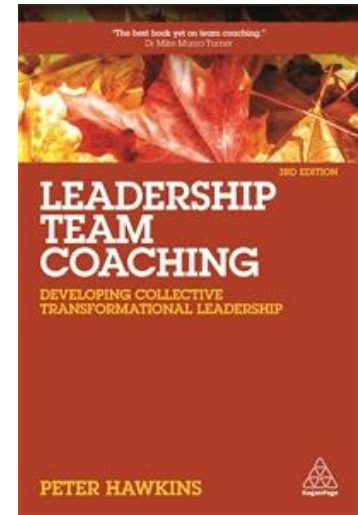
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**We need to ask**



# The challenges for today's coaching trainings

- Moving coaches beyond delivering “expensive personal development for the already highly privileged”
- We have too many coaches training to use yesterday's coaching approaches to develop 20<sup>th</sup> century leaders – not **next generation coaching** to help develop **21<sup>st</sup> century collective leadership**
- We are still training people for yesterday's market of large global companies – the new market is start-ups and SMEs and the ‘for benefit sector’ – where the need is for coaching the organisation and its collective leadership not just the individuals



# All trainings need to include:

- How to do the coaching in collaborative partnership with the coachee and the challenges that life is providing
- How to get the stakeholders voices into the coaching room
- How to deliver value beyond the individual or team you are coaching
- How to go beyond insight and good intention and create transformational change in the room
- Training in how to be a proactive supervisee and get maximum value from your supervision
- Training in Systemic Team Coaching as one of the most common issues senior leaders bring, is how do I coach and develop my team – and therefore you need to supervise them on their team coaching.
- How to think, relate and be systemic



# Unlearning 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 the person opposite me
2. I need to be on their agenda of what they think they want
3. Leave your experience outside the coaching room
4. Interventions are always questions
5. You should not interrupt
6. You end with an action plan
7. Coaching is about personal development



**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!



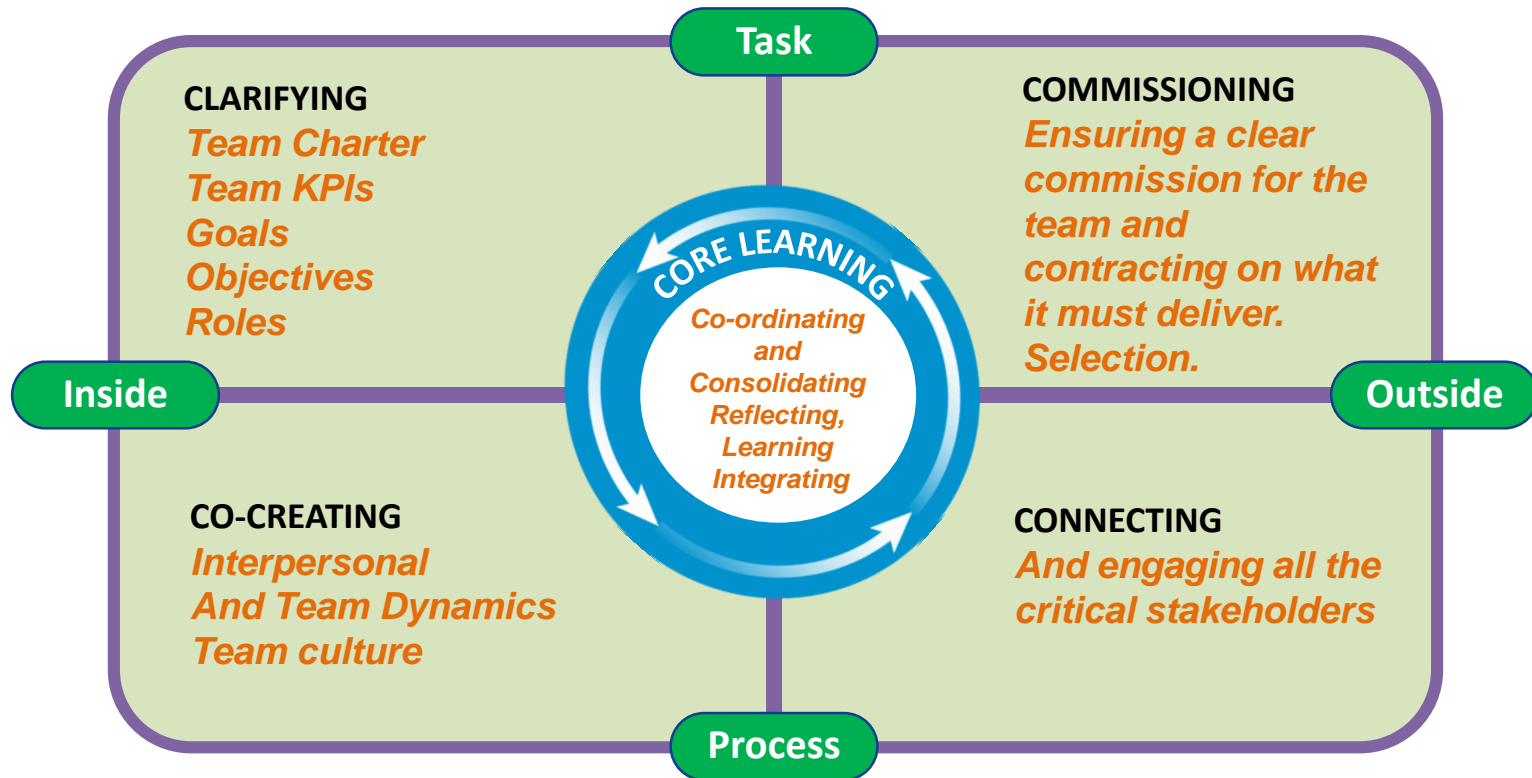
# Systemic team coaching



*“Systemic team coaching is a process by which a team coach works with a whole team, both when they are together and when they are apart, in order to help them both improve their collective performance and how they work together, and also how they develop their collective leadership to more effectively engage with all their key stakeholder groups to jointly transform the wider business.”*

(Hawkins, 2011 & 2014)

# The five disciplines of high performing teams and boards



**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.

**No more  
separate H.R.,  
strategy,  
learning and  
development,  
coaching,  
functions**

Instead a “Fit for the Future”  
function, co-evolving  
organizational capacity in  
dynamic dialogue with its  
wider business eco-system.

With eco-systemic team  
coaching at its heart.

# Systemic Team Coaching in 2018/2019

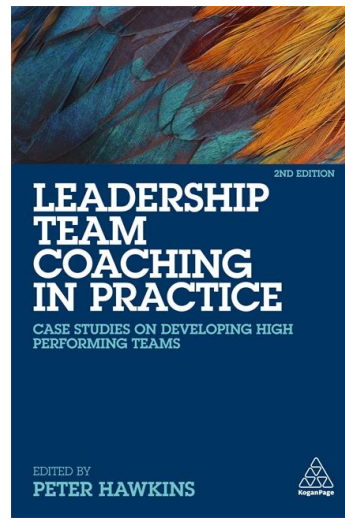
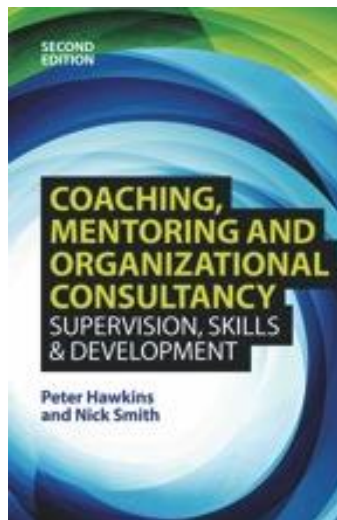
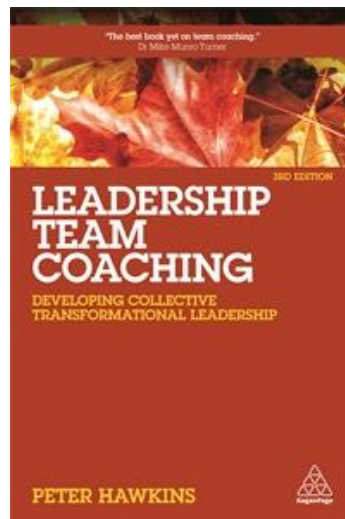
<b>3-5 September 2018: Systemic Team Coaching 3-day workshop</b> Amersfort, Holland	Contact Hanne de Linde <a href="mailto:hanne.delinde@mercuriurval.com">hanne.delinde@mercuriurval.com</a>
<b>9-11 October 2018: Systemic Team Coaching 3-day workshop,</b> Belgrade, Serbia	Contact Jelena Pavlovich at <a href="mailto:pavlovich.jelena@gmail.com">pavlovich.jelena@gmail.com</a>
<b>Coaching Supervision 3 day workshop,</b> Warsaw	Dates to be confirmed. Please contact Fiona Benton ( <a href="mailto:fiona.Benton@renewalassociates.co.uk">fiona.Benton@renewalassociates.co.uk</a> ) for information or to register interest.
<b>January 2019: Systemic Team Coaching 3 day workshop and Systemic Team Coaching Diploma programme,</b> New York, USA	Dates to be confirmed. Please contact Fiona Benton ( <a href="mailto:fiona.Benton@renewalassociates.co.uk">fiona.Benton@renewalassociates.co.uk</a> ) for information or to register interest.

Keep up to date with new courses and programmes @ <https://www.renewalassociates.co.uk/events>

## Final questions







# Thank you for engaging

If you would like to follow up further, then please contact by:-

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