

Your Personal Style of Leadership

Know what it is and how to maximize its potential

10. The leader who is motivated by INTEREST

Edward, founder and president of the highly successful motivational movement THE KEY SEMINAR, had agreed to be the leadership coach of Sashenka. He had done so because he had become intrigued with the human typology coaching method, and he thought that typology might provide a needed extra edge for his own motivational seminar business.

Sashenka's phenomenal success following Edward's coaching convinced him that the knowledge of types is highly beneficial in achieving business goals. First, because the knowledge of one's type enables one to set goals that are closely aligned with one's strengths, and second it enables one to close in on and control one's main restrainers to goal achievement. The third major benefit of knowing types is an improved ability to know people and to develop one's relationship skills.

Edward realizes that the volume of business and the profits of the **Coach4Win-Win** organization, led by Sashenka and Sakina, now exceed those of **THE KEY SEMINAR**. He helped them get there, and he feels good about it. He likes to be challenged and he is always eager to come up with new ideas. Now he is ready to undertake a new challenge, that of reviewing his own approach to managing the business of **THE KEY SEMINAR**. He is not planning to turn his seminar into a coaching system. Sakina and Sashenka are doing that marvelously well. He is aiming to improve his leadership style as a business leader. He knows that he is an excellent seminar facilitator, motivator, and speaker, but he has learned from typology that certain tendencies of his type, the type motivated by **INTEREST**, might be detracting from the business success of the management team he leads.

Edward decides to carry out the planned review by getting coaching for himself. He feels it is only logical that, in order to progress as a business man using the principles of typology, he himself should go through the process of being coached. The question of who should be his coach is uppermost in his mind. He thinks that perhaps he should call on Omar, his VP of Planning and Development. Omar is not what you would call a polished performer in front of a crowd, but he is outstanding in all strategic and logistic planning, coordination and development work. Omar has repeatedly helped Edward in the past to

organize his personal schedule when he had gotten over his head in commitments, both personal and business, because of his habit of making commitments in too impulsive and spontaneous a fashion.

This past interaction between Omar and Edward, during which Edward had often shared with Omar some of his knowledge about typology, had motivated Omar to get involved in studying typology himself. Omar had been eager not only to understand better his own reserved and somewhat aloof nature, but also to learn to understand others better, especially since he had been steadily recruiting new associates for THE KEY SEMINAR.

What Edward wonders is whether it is a good idea for him, the president of the organization, to get coaching from one of his vice-presidents. He discusses the question with Sashenka. Together they come to the conclusion that it would be a good thing, provided Omar were made a full partner. Sashenka strongly supports the choice of Omar, as he has studied typology ever since he attended a **Coach4Win-Win** conference 18 months ago. He has been in touch with Sashenka on numerous occasions, and from the many questions he has been asking Sashenka she feels that he pretty well shares Edward's view that team spirit in **THE KEY SEMINAR**'s management team needs improving. In addition, Omar has shared with Sashenka certain relationship issues with his subordinates as well as the solutions he has found by applying what he has learned in typology. Sashenka considers Omar an outstanding student of typology and a natural as far as coaching is concerned.

Based on those observations and on the fact that Edward considers Omar his most valued vice-president because of the outstanding organizational, recruitment and business talents that Omar possesses, Edward decides to meet with Omar to offer him the partnership and to discuss a coaching arrangement.

In the meeting, Edward shares with Omar his appreciation of the fact that they complement each other well in business and that for all intents and purposes they operate like partners: "I come up with a lot of new ideas and new angles and you analyze them and effectively put them into practice".

Omar: "Yes, I think we do make a good team. I am glad you think that I am effective in putting ideas into practice".

As Edward wants to probe Omar's interest in and knowledge of typology, he broaches the subject of mutual coaching, which in typology training is featured as a way of developing that extra slight edge in teamwork effectiveness. He points out that mutual coaching means practicing the attitude of champions who believe that "No matter how good I am, I can always be better and greater". He tells

Omar how Edward's type, the type motivated by **INTEREST**, can help Omar's type, the type motivated by **TRUTH**:

- "When I have a new idea or a new project, I can make an effort to provide as much background information as possible and thereby help you to proceed with your analysis and planning more easily and more quickly
- When you show a tendency to overanalyze certain projects or certain aspects of a project, I can remind you that in-depth analysis is not required in those cases
- I can remind you, when appropriate, to observe Joe, who is motivated by **ACCOMPLISHMENT**, to learn from Joe how to make good decisions without much analysis, when appropriate"

Omar immediately shows interest in the subject of mutual coaching and eagerly proceeds to tell Edward how his type can help Edward's:

- "I can calm you down when you come up with too many ideas all at the same time by reminding you that our team needs some constancy and that too frequent changes will destabilize the organization's effectiveness
- I can show you by my analyses and evaluations when an idea or project is unsuitable for our organization or when it needs to be considered at some later date
- When you are a bit down at times, because you see yourself as having been too impetuous and too impulsive, I can remind you that you can gain some calm and consistency by borrowing some of my analytical approach"

Edward soon feels reassured about Omar's coaching ability, and the meeting ends with an agreement most satisfactory to both Edward and Omar. Omar and Edward agree to become partners and to embark on a coaching program for Edward, to be facilitated by Omar.

Their mutual interest in the coaching process leads them to set up a regular coaching schedule and to start sessions without delay. They follow the same process Edward used in coaching Sashenka (see the January and February issues).

Edward derives much satisfaction from Omar's steadfast, well organized and methodical direction. Omar helps Edward to keep his impulsiveness in check and to progressively develop greater control of his fear of lack of control. Edward already knew from his study and practice of typology that this fear has been the root cause of his difficulty in developing the extra edge in business success. He already knew that he needed to overcome the habit of always wanting to have the last word in meetings and of often being manipulative in ensuring that he got

his way. With Omar's help, he learns to give credit to others when they come up with good ideas and to be less impatient in discussions, recognizing the advantage of exchanging ideas fully rather than monopolizing the discussions.

The changes in Edward's leadership behavior help him to create a new climate of teamwork with his partner Omar and with their business associates. This catapults THE KEY SEMINAR to new heights of financial success. In the next issue, you will learn more about it as well as about some of the important coaching details.

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