

Your Personal Style of Leadership

Know what it is and how to maximize its potential

12. The leader motivated by ACCOMPLISHMENT coaching his new partner, a leader motivated by the TRUTH

As predicted by Sashenka, Joe responds very positively to Omar's offer of a partnership as well as to his request for personal coaching by Joe.

Joe, Omar and Edward meet to reach a formal agreement and they decide to celebrate the agreement with a sumptuous dinner during which a mutual exchange of experiences takes place and ideas about the future are proposed. At the conclusion of the evening, Joe makes the comment that this fortunate resolution of his problematic job situation illustrates two things. First, it illustrates the truth that problems are opportunities, and second, it confirms that there is such a thing as a law of attraction. The celebration ends with a toast by Edward "to an extraordinary partnership", a toast by Omar "to opportunities that will keep occurring" and a toast by Joe "to the law of attraction that will keep attracting."

Joe's effectiveness as VP of International Operations becomes evident very quickly as THE KEY SEMINAR expands in country after country. Omar keeps observing Joe and taking hints from him about the art of quick decision making. While their coaching process follows the standard steps of the **Coach4Win-Win** system, it is more regular and more intense than is usually the case because it takes place almost daily since Omar and Joe are in constant contact with each other for business purposes. As a result they are able to encourage each other continuously, which not only helps Omar to quickly acquire the behavior habits targeted by the coaching process, but which also allows Joe to strengthen some of the improved habits he acquired earlier when he was being coached.

For instance, they practice active listening daily with each other and they pick up the active listening habit faster and better than is usually the case. They both develop the automatic reflex to restate, in their own words, what the other person communicates to them, and they find that this reflex helps them tremendously in dealing with other business people, and with colleagues, employees, friends, and family alike.

They both increase their effectiveness in working with the people reporting to them, as they exchange with each other their empowerment initiatives. This exchange also helps them to learn from each other about the results of effective feedback. They find out from mutual experience that it really perks up your team if you make a big deal when giving positive feedback and if you are discreet and constructive in giving negative feedback. They further confirm the need to make sure that their feedback always be sincere, never artificial, and that they give it in timely fashion.

Furthermore, they acquire a growing understanding of typology by constantly exchanging with each other observations about the types of people they meet or are in contact with. Their ability to recognize type readily allows them to understand more quickly what motivates other persons, what others want to know when examining a project or a proposal, and what causes hesitation in others when asked to make a commitment.

At one point in the coaching sessions, after attending Sakina's latest lecture about the possibility of transcending one's type to become a fully complete and balanced person, they exchange ideas about the practicability of transcending type. According to Sakina, it is possible to develop the main motivations and the qualities of all six types, without acquiring their fears and shortcomings. A person who has succeeded in such a personal evolution endeavor is no longer bound by the limitations of any classic type and has attained unusual personal balance and a high level of wisdom. However, according to her this is more theoretical than practicable, because very few individuals can succeed in the endeavor. Several factors make it too hard for most people to fulfill such an ambition. To begin with, most are not motivated or focused enough to make the effort and the sacrifice over a prolonged period of time that such a personal development process requires. In addition, most people find themselves in economic, financial, or career situations which make such an effort either impossible or undesirable in their mind. Joe and Omar conclude that in their case their present alluring career situations make the effort "undesirable for the moment"; in other words: who knows - maybe at a later point!

Nevertheless, Joe and Omar tell each other that what they are doing at the moment in the coaching process is a first modest step toward transcending type, because such transcendence starts with going through coaching provided by a person of the type that follows one's own, which is what Joe and Omar are doing. Their reflections then focus on coaching specifics, especially on Joe showing Omar how to make quick business decisions when such decisions are required. As they review the qualities and tendencies of their respective types, they

reconfirm the fact that the main shortcoming of Omar's type (the need to look for a lot of detailed information before making a decision) is least present in Joe's type, and the strength most lacking in Omar's type is most present in Joe's type (the ability to make decisions instinctively and rapidly).

They also discuss the nature of their coaching relationship, and they conclude that their close business relations and their understanding of typology also allow Joe, the coach, to learn from Omar, the one being coached. This applies especially to improving Joe's ability to know when to ask for more extensive planning or more in-depth analysis rather than postponing decisions until "things clear up", which Joe finds he does too often. Joe realizes that waiting for things to become "clear" is a kind of procrastination which usually results in emergencies that should have been avoided.

After discussing further Omar's desire to make decisions more quickly, Joe summarizes that Omar's main challenge is to know when to do detailed analysis and full-scale planning and when to take an informed risk and make a decision without such analysis and planning. Omar had already made great strides in this area while coaching Edward, having learned from Edward to be more flexible about the need for analysis and planning and more intuitive in his decision making. However, working with Joe, Omar realizes that Joe's effectiveness in making business decisions has a degree of reliability to it that was lacking in Edward's more impulsive style. Joe describes it very simply as "gut reaction". The difficulty for Omar is to know how to develop "gut reaction".

Joe would often say to Omar: "I can sense in my gut that this is the right decision."

Omar understands this as just being Joe's down-to-earth explanation of how he makes a decision, but he thinks that the real explanation is more complex. So at one point Omar replies to Joe:

"Joe, that's what you always say, and I think I know what you mean, but could you elaborate a little more so I can have a good definition of what "gut reaction" is?"

Joe: "There is nothing to explain, Omar. I get a signal in my gut. I only get that signal when the decision I intend to make is the right one."

Omar: "Come now, Joe. What kind of a signal? Something physical, like a sensation of some kind?"

Joe: "Yes, of course! It's a good and pleasant sensation. To use a parallel: it's like sensing a comfort in your stomach instead of sensing an upset stomach, except that the "gut reaction" is actually in my gut, not in my stomach."

Omar: "No kidding. I have never experienced such a sensation in connection with my decision making. What amazes me is that it is so reliable in your case. You have to let me in on the secret of how to develop the ability to have such "gut reaction."

Joe doesn't know where to start, and as they keep exploring the subject he has an idea: why not invite Sakina for lunch and get her thoughts on how to develop "gut reaction"? Omar agreed.

A few days later, after enjoying lunch with Joe and Omar, Sakina explains the following.

"Omar, you are quite correct in wanting to improve yourself by focusing on acquiring the main strength of the type that follows your own in the direction of flow between types. In your case, that's Joe, he is the right type to coach you. And Joe himself went through the same process by developing the main strength of Henry who represents the type that follows his.

However, there is an important detail that must not be overlooked. And that is that you, Omar, who are a MIND type, cannot expect to change over into Joe's BODY type. This means that when Joe tells you that in urgent situations he usually makes decisions in accordance with what his gut tells him, he is simply confirming that he can rely on BODY intelligence in such situations, but not on MIND intelligence. Joe's MIND intelligence only kicks in after the decision has been made. His decisions are quick because the BODY intelligence works considerably more quickly than the MIND intelligence. In your case, MIND intelligence comes first, and BODY intelligence second. You rely on your MIND intelligence to make decisions, and your BODY intelligence kicks in when you start acting on your decision. And since the MIND intelligence is the slowest of the three intelligences, it is difficult for you to make quick decisions.

How then can you learn from Joe, you will ask. It's not by getting your BODY intelligence to become your dominant intelligence. If you expected that, you would be attempting to become his type, to change from a MIND type to a BODY type. That won't happen. Your aim needs to be to let your MIND intelligence use its analytical strength to find your own way of deciding more quickly, based on observing the circumstances in which Joe's quick decisions are most often

correct. To Joe this would be hair splitting, but to you this can be very helpful. Through such observation and analysis, you can learn the kinds of circumstances and the kinds of factors that allow Joe's BODY intelligence to immediately sense the correct action to take. Once you have this information, your MIND intelligence will be able to quickly look for those circumstances and factors in urgent situations, and when those factors are present, you will be able to avoid analyzing at length and confidently take the risk of a quick decision, even though you won't be getting Joe's gut signal.

To illustrate, let's look at a practical example. Say that your observations reveal that Joe sometimes asks you to analyze a situation before he decides, and at other times he decides without getting an analysis. If you asked him what all the factors are that make him go one way or the other, he may be able to tell you roughly some of the factors, but the rest for him is "gut reaction". Now it's up to you to get the other details; for instance, you might find that he asks for an analysis in the following or similar situations:

- when the decision exceeds a certain level of risk in dollars (reaching the BODY type's practical level of prudence)
- when the nature of the project is long term (the BODY type prefers goals that are "in sight"; otherwise he needs a breakdown into intermediate and short term targets before making a decision)
- when the decision appears to involve too many relationship issues or specific kinds of relationship issues (he knows from experience that he is not the best judge of most relationship or emotional issues)
- when the decision involves a certain level of complexity (too theoretical for the BODY intelligence, in which case he might ask for a summary or for various issues to be put in a nutshell)

Once you, the MIND type, have closely examined a good number of cases in which Joe has made quick decisions with a high degree of reliability, you will have improved your understanding of decision making and you will have learned at least four ways of being more effective in your decision making.

1. There are some cases which you, the MIND type, are able to size up more easily with MIND intelligence than Joe can with BODY intelligence, and as a result you can make a decision more quickly than Joe. Such cases may involve interpretation of complex data or a complex combination of factors
2. You are able to make quicker decisions than Joe in most cases involving relationship issues

3. There are cases in which you are able to equal Joe's quick decision making (these are the cases that you have learned to identify as the easier and less consequential BODY intelligence decisions for which you can now afford to take the risk of making a quick decision even though you, unlike Joe, do not have "gut reaction" to rely upon
4. There will always be urgent cases requiring quick decisions that only the BODY type can make with enough likelihood of being correct. In such urgent cases you will know that you need to refer to Joe, since there is likely to be insufficient time for you to carry out the analysis and the planning that your type requires for reliable decision making

This illustrates that one cannot become a type that one is not. But it also illustrates that one can learn a lot from other types, especially from the type that follows one's own in the direction of flow between types; and we often learn more than we think and in different ways than we think."

We have come to the end of our examination of the qualities and tendencies of the six classic types of leaders and of how they can best learn from each other to improve their leadership.

What's next? We will soon be starting a new series dealing with the all-important subject of communication. In this new series you will learn more about the way each classic type of leader can successfully deal with their specific communication challenges.

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