

Your Personal Style of Leadership

Know what it is and how to maximize its potential

9. Leadership coaching for the leader motivated by LIKING

We learned in the last issue that Sakina is worried about her inability to tell her friend Sashenka, who is also her leadership coach, that she would like to put an end to the coaching sessions as she feels she no longer needs them.

In the meantime, Sashenka reflects on her own situation. She is tired and near exhaustion from overwork. She realizes that she is spending almost all of her time helping other people. But then she feels that people need a lot of help and that she can't refuse to provide it! Not only does she not know how to say "no" to people who ask for her services, she can't resist volunteering advice and encouragement whenever she thinks this might help, which is almost always!

Being versed in typology, Sashenka of course knows that those tendencies are inherent in her type, which is the type motivated by LIKING, but like most other people, she has a hard time managing her type tendencies in an entirely objective manner. Nevertheless, she is aware that she needs a break. She has been wanting to take a break many times, but each time she also felt that she should wait until the right moment came, a time when her services would be less needed – and that moment never came! She now decides that she must talk to Edward, who is a type motivated by INTEREST and therefore the right type of person to act as her coach.

At this point you may want to reread the first installment of this Newsletter (the July 2006 issue) to refresh your memory about the motivational patterns of the six classic types. If you also check back to the fifth and sixth installments in this series (Nov. 2006 and Jan. 2007 issues, respectively), you will be able to confirm to yourself that Sashenka's coach should in fact be a person belonging to the same type as Edward.

Sashenka calls Sakina to get her opinion about her intention to ask Edward to coach her. He is the high profile leader of THE KEY SEMINAR, a motivational movement that has developed a large following. Edward's public lectures attract executives and leaders of large firms and are always sold out. He also holds in-house seminars for large firms at posh resorts. He is frequently interviewed and is regularly featured on talk shows.

After attending a lecture by Sakina at the LCS (Leadership Conference Series), Edward developed a strong interest in typology, and he meets regularly with Sakina and Sashenka to discuss concepts related to motivation and to personal development. He has been after them both to get more involved in promoting themselves and their business. He considers that they have a good thing going with typology and that he could help them create an organization of which they could become the leaders and teachers rather than being the facilitators. They would have greater influence and do more good by leading a group of facilitators than if they keep doing all the facilitation themselves.

Sakina answers the telephone and, hearing Sashenka's voice, immediately becomes apprehensive. She continues to feel uneasy about Sashenka's overly eager efforts to carry on coaching her in additional sessions. Sakina is sure that Sashenka's intentions are genuine, but she also realizes that Sashenka, being the type motivated by LIKING, is true to her type and identifies too much with the people to whom she is close. Because of the friendship between them, Sakina is at a loss as to how to tell Sashenka how she feels.

Sakina's emotions take a 360 degree turn when Sashenka, after a short greeting, starts out with "Sakina, I want your advice about getting a coach for myself". Sakina is thinking: 'What a welcome turn of events!'

"Of course, Sashenka, were you thinking of someone?"

"I was thinking of Edward, Sakina. I was wondering whether you consider that he is a bit "too much" because, as you know, he is so expansive and so promotional."

"I know what you mean, Sashenka. You would have to make sure that you do not yield to your type's tendency to always want to please the other person. You will need to make sure what your intentions are so that you don't fall into the trap of trying to please Edward and identify with the ambitions he has for you."

Sashenka: "Do you think he will be too pushy for me in that sense? Do you know how good his knowledge is about being a coach using our typology system?"

Sakina: "As a matter of fact, I have had a couple of conversations with him together with Henry, and I was impressed by his understanding of the coaching principles and of the relationships between types. In addition, Henry told me that his friend Pete, who is of the type motivated by LIKING just like you, has benefited greatly from Edward's coaching. You know yourself that his knowledge of types is good, and according to Henry he is also genuinely interested in using it properly. It seems that when it comes to coaching, he does not let his

promotional and motivational side overshadow the process. He is extremely busy, though, and I don't know if right now he can make time to undertake a coaching program with you. You would have to ask him. In the end, he is very reliable, and if he agrees to do it, I don't think you would have to worry."

Sashenka feels reassured, thanks Sakina, and tells her that she will keep her posted. She gets in touch with Edward who tells her that he would be pleased to be her coach, adding that he has developed a growing personal interest in doing leadership coaching using typology and that he will make the time to work with her. He has associates who will concentrate on the other activities of his organization, THE KEY SEMINAR, and he will be doing more leadership coaching for a while, as a personal growth experience.

Sashenka feels that she couldn't have hoped for anything better. She informs Sakina, who is just as delighted, knowing that Sashenka will be learning to control her natural tendency to live the life of others – Sakina's life in particular!

From the very first session, Sashenka finds Edward's coaching highly effective. He is attentive to how she responds to his coaching, and as a result he is able to guide her towards rapid progress. He is also good at giving examples of situations which demonstrate the tendencies of the type motivated by LIKING, tendencies such as being too trusting or gullible, or burning out because of inability to say "no", or living the life of someone else by identifying too much with the other person, or persisting to help someone when help is no longer appreciated. This ability of Edward's makes it possible for Sashenka to quickly define her goals and outcome measures and to make outstanding progress.

As for the goal setting process, Edward and Sashenka follow the standard method (see Sakina's coaching of Henry - 6th installment, Jan. 2007 issue, and 7th installment, Feb. 2007 issue). Her first goal is based on her decision to take control of her expenditure of energy and to avoid future burnout from overwork. She would do this by refusing assignments when her schedule starts impinging on her need to spend time enjoying everyday comforts (time with her cat, time in the lazy chair, time to loaf around), which is a very natural need for her type. Her affirmation is: **I make balanced use of my energies.**

Her goal focuses on setting up a **schedule of activities** and on making sure that she follows it. Edward reviews carefully with her the principal type-related obstacles that she would encounter and how to overcome them. The first obstacle they agree upon is the tendency of her type to identify with the needs of the other person, in other words to use sympathy instead of empathy in helping others. Sashenka learns how to put herself in the other person's shoes rather than identifying with the person's problems, and how to look for ways to help

others solve their problems themselves rather than making them dependent on her to solve them. Thanks to Edward's coaching, she develops a **win/win approach** with clients in which she makes sure to coach the client to set deadlines by which the client aims to be on his or her own.

Her second goal deals with being **too trusting**. She learns from Edward that she hasn't been using her knowledge of types adequately when dealing with people's explanations of their need for help. Sashenka discovers that although she knows that her type has a tendency to be too trusting, that knowledge remains largely theoretical when it comes to judging her own behaviors. She realizes more than ever how important it is for every leader to get coaching from another person. Everyone is highly subjective when it comes to balancing one's own behaviors.

Edward convinces her to make it a habit to look carefully at the **tendencies inherent in each type** and to use them as a reliable guide in judging where the other person is coming from when requesting help. The same applies to other areas of relationship, for instance when interpreting promises different types of people make, convictions they have, intentions they proclaim, etc. Her goal statement on being too trusting reads as follows: **I use my knowledge of type tendencies to determine what motivates their behavior**. Her follow-up consists in making sure that she inserts the letters "TT" (for 'Type Tendencies') at the top of every session sheet before the start of the session. This helps her to get into the habit of reviewing type tendencies before each session.

Sashenka's successes are nothing short of phenomenal. She has stopped feeling that she needs to continue her coaching effort with Sakina, realizing that Sakina has taken on the responsibility for following up on her goals. Sashenka's coaching in general becomes more effective, as she maintains a balanced schedule, making sure to allow for her innate need to enjoy everyday comforts. The quality of her coaching improves, as she makes clients take the responsibility for long-term follow-up. She no longer falls victim to her tendency to be gullible, having developed the skill to understand where people are coming from by correctly interpreting their type related tendencies in communicating.

The most spectacular progress results from the strengthened friendship between Sakina and Sashenka, which takes on a new dimension. They decide together to make the benefits of typology-based coaching available to a wider audience. In the end, they both feel that Edward's promotional ideas about business success, which they initially rejected, are highly appropriate for them. With Edward's support, they soon develop a network of professional coaches, from the midst of which they train a team of coaching facilitators. They hire organizers and administrators, and they penetrate the internet, using the most effective marketing techniques which Edward helps them to select.

Their organization, **Coach4Win-Win**, becomes a worldwide movement of which they are the inspiring leaders. Their fame and fortune grow and they become star-like personalities and household names. The careers of Sashenka and of Sakina explode thanks to their in-depth knowledge of self and of other types of people, supported by a professional promoter and coach possessing the same knowledge.

In our next installment we will examine what happens to the leadership development of Edward, the type of leader who is motivated by INTEREST.

Article by Fritz Glaus, author of CrazyYZoo! fglaus@videotron.ca