



flow leadership®

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Coaching seminar – ,Shaping Leadership’ Additional qualification for coaches

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What skills do managers need today and how can coaching support them?

One of the keys to successful leadership is finding appropriate ways of handling growing complexity and shaping the resulting changes in organisations. During its intensive research and practical work, flow consulting gmbh has examined the challenges facing managers today, and from this it has developed the concept of Iterative Consulting. This comprehensive approach addresses the current practical demands placed on leadership and guarantees much greater efficacy than that achieved in conventional consulting approaches.

In coaching practice, this approach offers managers a framework for proving their effectiveness in complex situations, and adjusting their methods to new situations that are often difficult to predict.

We (the consultants at flow consulting gmbh) take a solution and resource-oriented approach to coaching; we use an extensive repertoire of methods and exercises, some of which we have developed and co-ordinated ourselves; here we combine organisational learning and personality development. We attach special importance to the setting within the organisational context.

In addition to the Iterative Consulting model we have developed the flow turn map® as a model for describing the approach in change processes, and the flow malex cube® for the demands on leadership, plus a large number of tailored coaching tools.

Our coaching seminar 'Shaping Leadership' combines our most valuable tools and offers not only a theoretical framework but also a comprehensive range of exercises and reflection activities that can be used during coaching.

This seminar is aimed at experienced coaches who work with managers (and trainee managers) on complex personal and organisational issues and who wish to apply specific and effective tools in these areas. We build on the participants' existing coaching skills and tackle individual questions with a view to dealing with growing complexity.

During the coaching seminar, participants learn about tailored coaching tools and the basics of Iterative Consulting. It also enables them to apply the Power-Potential-Profile® potential analysis tool in coaching processes.

Participants on this seminar must already be trained coaches with several years of practical experience in coaching managers and trainee managers.

The seminar is comprised of three modules covering the relevant theoretical foundations. During the practical part of the course the participants receive assistance from a supervisor.

The key components are potential analysis using the Power-Potential-Profile® and the Iterative Consulting approach of flow consulting gmbh. These two tools are described below.

The key components:

a) Potential analysis using the Power-Potential-Profile®

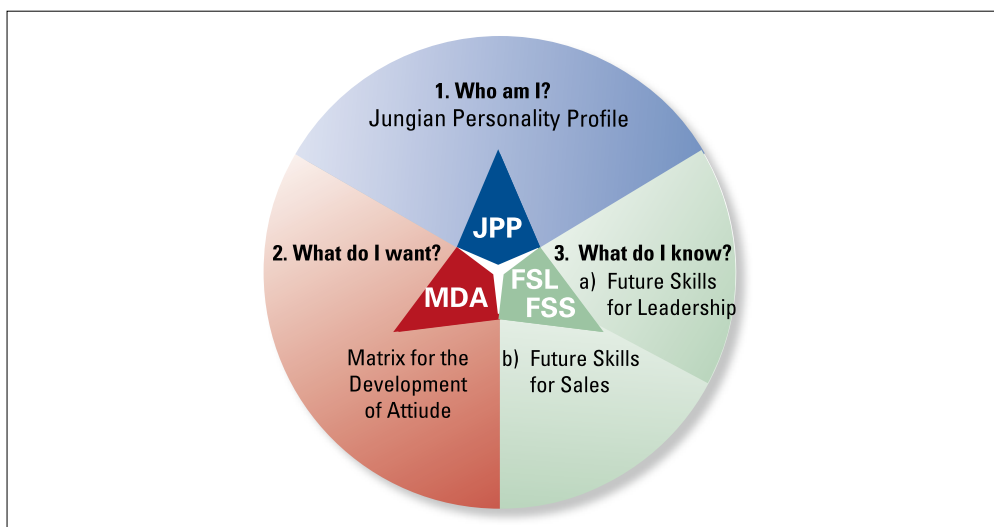
The Power-Potential-Profile® (PPP) is a multidimensional analysis of potentials which is generally applied at the beginning of the coaching process. It enables coach and coachee to rapidly identify relevant areas on which to work.

The Power-Potential-Profile® is used to describe three core elements:

- The personality structure – using the ‘Jungian Personality Profile’ (JPP).
- The attitude to one’s current leadership role, which we measure with the ‘Matrix for the Development of Attitude’ (MDA).
- The leadership competencies that are described using the instrument ‘Future Skills for Leadership’ (FSL) both based on the coachee’s assessment and from an outsider’s point of view (360 degree feedback).

All three elements are determined on the basis of an online questionnaire. The instrument was developed by flow consulting gmbh and scientifically evaluated by the Ludwig-Maximilians-Universität München, among others.

This analysis of potentials may be used only by licensed consultants. Participants in the coaching seminar acquire a licence to use the Power-Potential-Profile®.



The three elements:

Jungian Personality Profile (JPP):

accurate assessment of your own personality structure

The Jungian Personality Profile is based on elements of C.G. Jung's dynamic personality theory, and assumes that every human being is unique and undergoes individual development on the path to human maturity. At the same time, however, human behaviour is not random and instead patterns exist that can be described.



- Where do I get my energy from?
- How do I perceive my environment?
- In which form do I make assessments?
- How do I organise myself?

These patterns influence our actual behaviour and our work relations with other people. Those who are well aware of their own patterns and reflect on them in the context of their work can adjust better to other people and to various work demands.

By considering their own personality, coachees acquire greater self-confidence and recognise individual paths of personal development.

Matrix for the Development of Attitude (MDA):

recognising and developing one's own attitude to the leadership role

The coachee's current attitude to leadership has a crucial influence on his/her leadership behaviour. One's inner attitude to one's own authority and responsibility provides the basis for leadership decisions.



We understand authority as a person's self-concept, which can be described with the following aspects:

- Self-esteem: how do I feel about myself and how great is my confidence in my own abilities?
- Independence: how do I form my own judgements and to what extent do I take decisions for which I am accountable?
- Assertiveness: how do I present my own opinions and how do I assert them?

One example of a topic covered in coaching is a very critical attitude to one's own authority. This tends to be seen by other people as a lack of personality. The manager is thought to be too weak, and the staff members lack clear orientation. Successful coaching processes tackle this aspect if it is a major issue.

Responsibility describes an ongoing process in which people accept and relate to others and themselves. This occurs in relation to objectives, values and obligations, which arise and are anchored in social contexts. Three aspects of responsibility are distinguished:

- Emotional responsibility: how open am I to my own feelings and those of others?
- Social responsibility: how do I take into consideration my social relations and the awareness that my actions always influence the social groups in which I move?
- Organisational responsibility: to what extent do I adapt my actions to create benefit for the organisation as a whole?

Too little responsibility leads to selfishness, emotional coldness and unhealthy distancing – too much responsibility can lead to self-exploitation, hypersensitivity and inappropriate humility. An appropriate feeling of responsibility leads to successful leadership behaviour and is frequently the objective in coaching processes.

The Matrix for the Development of Attitude (MDA) combines responsibility and authority, and drafts an orientation as the basis for 'Shaping Leadership'. It thus offers clear orientation for the coachee and supports coaches in planning suitable interventions and selecting tailored tools for the coaching sessions.

**Future Skills for Leadership (FSL):
the seven most important key competencies**

Alongside one's own personality and attitude, the topic of leadership is also concerned with specific leadership skills. What must a manager be able to do, and what, in addition to technical competence and experience in various fields of work, are the key skills for successful leadership?



The following key skills have been identified as relevant:

goal orientation – ability to innovate – ability to motivate others – communication – team building – conflict moderation – success control

The Future Skills for Leadership (FSL) can be used to compare self-perception and perception by others with the central leadership skills in 360 degree feedback. An individual development plan can be drawn up based on the results.¹

The Power-Potential-Profile® can provide professional and scientifically based backup for the coaching process. The coach and the coachee quickly establish a positive working relationship, and relevant topics to work on are identified effectively and transparently.



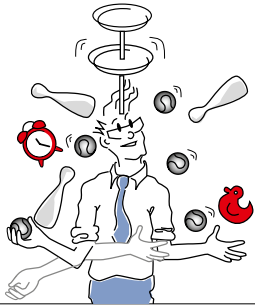
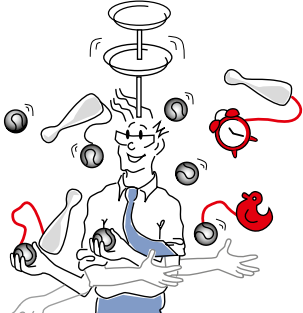
b) Iterative Consulting

The concept of Iterative Consulting is our answer to the increasing complexity of change processes and with it the increasing complexity of leadership demands.

Complexity in social systems is determined by three main factors: there are many dimensions (multidimensionality) with a large number of interactions (interdependence) and a large number of effects that arise from taking action (emergence).

The simplest way to illustrate this is a picture of a juggler:

¹ The FSL is available in two different versions: alongside the version for managers there is also a version including specific skills requirements for managers in sales and marketing.

	<p>Juggling – complicated: A juggler juggles with one sort of ball – the difficulty in the sense of complexity increases with the number of balls.</p> <p><i>Complicated = order that is difficult to handle</i></p>
	<p>Juggling – complex 1: Additional typical areas are added: projects, customers, topics like quality management or ideas management.</p> <p><i>Multidimensionality = more criteria, facets or “playing fields”</i></p>
	<p>Juggling – complex 2: Unplanned phenomena are added: conflicts with internal suppliers, new laws, etc.</p> <p><i>Emergence (surprises) = unexpected problems</i></p>
	<p>Juggling – complex 3: Activities in one area influence others – the types of influences vary: direct or indirect, tenuous or close</p> <p><i>Interdependence = interaction between the activities</i></p>

In a complicated situation there are obvious cause-and-effect interactions which are not immediately recognisable (if they were, they would be simple!) but definitely exist. In complex situations we come up against a greater number of effects, which may be more or less desirable, and which we cannot predict.

Simple	Complicated	Complex
Repeating patterns and events as clear links between cause and effect.	Links between cause and effect are not immediately apparent.	Change and unpredictability: dynamic links
There is a right answer.	There are several possible right answers.	There are no right answers, 'only' provisional patterns.
Leadership behaviour: sense - categorise - respond	Leadership behaviour: sense - analyse - respond	Leadership behaviour: probe - sense - respond

After Snowden & Boone: Entscheiden in chaotischen Zeiten; HarvardBusinessManager, 12/2007

Bearing these distinctions in mind we also examine the differences in the challenges facing each coachee: if the coachee is in more of a complicated leadership situation, we apply instruments and approaches taken from expert coaching and organisational development. If on the other hand the coachee is in a complex leadership situation, an iterative approach is more appropriate.

Experience in coaching for complex projects has shown that many developments cannot be predicted. Supporting and controlling change processes therefore have to be oriented on a continuous theme and an overall direction, but at the same time they need the flexibility to react to unforeseen developments. Managers should be open to surprises, be bold enough to conduct small experiments, and see what that triggers.

This iterative approach² is less directed towards a clear goal; instead it is a seeking and experimenting approach.

²The basic meaning of the term 'iterative' is 'repeating' – however, the meaning varies slightly from one area to another.

Mathematics: repeated application of the same calculation procedure in order to come closer to the exact solution step by step in a targeted manner.

In **linguistics** compound words such as 'great-great-grandmother' result from a repeated procedure. The other meaning relates to actions performed on an incremental scale. There are some verbs with 'iterative' forms indicating that the 'general action' is viewed as a series of smaller actions – one example would be 'sniffle' (from 'sniff').

In **philosophy** repetition is not an exact copy of the previous action, but always exhibits a slight difference from the actions of others. This deviation is manifested not only in the result (that is obvious), but also in the process, which looks different every time owing to the continual shift in meanings.

A 'grand plan', final setting of fixed goals, and declaring partial results to be 'completed' ('stage gates') are incompatible with Iterative Consulting. When deployed in complex situations, exaggerated planning of this type generally comes up rapidly against its limits – whereas an iterative approach adapts better to the dynamics of complex challenges. The increased variability in the environment demands increased variability from managers, especially in their attitude to leadership. Increasing complexity of the leadership situation requires **'Shaping Leadership'**. Here the focus is broadened (from the path to the goal, and then to the orientations), the understanding of strategy shifts (from the plan to the perspective, and then to the pattern or move), operational leadership is expanded (from delegating work packets to negotiating positions, and then to negotiating motives), and the position of leadership changes (from the steering wheel to the driver's seat, and then to public acceptance of not yet knowing).

'Shaping Leadership' answers the question:

What skills do managers need today and how can coaching support them?

Since 2016 flow consulting gmbh has been offering 'Shaping Leadership', a seminar for coaches.

The curriculum

The coaching training is comprised of three two-day seminar modules in which theoretical input alternates with practical sessions for trying out the new material. Each module ends with specific tasks for the following practical phase. The practical experiences are then discussed and evaluated as a supporting measure in one-day supervision sessions guided by experienced consultants.

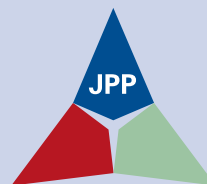
Module 1 – The Jungian Personality Profile as a coaching tool

Contents include:

- Introduction to the Jungian Personality Profile (JPP)
- Self-reflection
- Recognising and developing leadership personalities

Duration: 2 days

Followed by a practical phase with one day of supervision



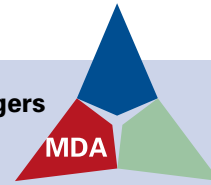
Module 2 – Shaping authority and responsibility of managers during coaching

Contents include:

- Matrix for the Development of Attitude (MDA): authority and responsibility in day-to-day leadership
 - Personal, social and organisational responsibility
 - Importance of self-esteem, assertiveness and independence
- Leadership motivation

Duration: 2 days

Followed by a practical phase with one day of supervision



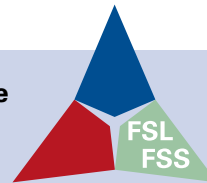
Module 3 – Change management as a coaching challenge

Contents include:

- Managers' roles in the change process
- Double-handed leadership
- Providing Iterative Consulting – tools for shaping increasing complexity and their application in the coaching process

Duration: 2 days

Followed by a practical phase with one day of supervision



Upon completing the course the participants receive flow consulting gmbh's 'Shaping Leadership Coach' certificate and are authorised to use the tools (Power-Potential-Profile® and Iterative Consulting) in their work.

change is our business

flow
consulting



flow leadership®

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