

**CONTRIBUTIONS**

**Leadership Coaching**

**Adaptive Manager Programme (AMP)** – a four module, “Virtual-delivery”, course designed to enhance the foundational skills of next generation leaders, covering:

1. Coaching skills
2. Managing conflict and challenging conversations
3. Prioritisation
4. Brand and Impact

All but the last of the current tranche of groups – of six people each, from different teams/ organisations – have been completed. Participants have “found it validating”, “enjoyed meeting new people in the sector” and appreciated the “insight and knowledge” provided. More AMP courses are scheduled. Please get in touch with me to see how you/ your next generation of high potential leaders can participate in this great value focused, course.

**EFL Recommended Fellows** – are a small group of carefully selected, highly trusted capable colleagues with whom I work/ have worked from time to time. If I am not quite the right fit for your needs, I can strongly recommend them to you. Please check them out on my website:

<http://enhanceltd.co.nz/resources/recommended-fellows/>

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**LEARNING POINTS**

**Leadership Coaching**

**Power** (J. Heimans & H. Timms)

**Old Power** – like currency, is limited, competitively fought for and jealously guarded. Controlled from above, most people have little access to it or how it’s distributed (E.g. Apple, traditional governance)

**New Power** – like a current. Created and held by many. It’s participatory, peer driven and shared. Most powerful when it surges; best when channelled (E.g. #BLM, #MeToo, #Occupy, #WeAreOne, #MFOL)

**Partnership instead of Polarisation**

Being competitive and exclusive are traits (often disparagingly and sometimes inaccurately) attributed to certain groups of people. However, great leaders continue to emerge from diverse perspectives and backgrounds. And they recognise that flexibility, strength, compassion and partnership are essential qualities of leadership that are learnt, rather than determined by race, gender, wealth, birth ...

- If you’re fortunate to have opportunity, it is your duty to make sure other people have those opportunities as well. *Kamala Harris, Democrat Vice President Nominee, USA*
- My role has changed. People are looking ... for a different kind of leadership. [Normally], it’s about business leadership ... setting up strategy, ... culture and people decisions. [Now] ... it’s totally different ... it’s about helping people maintain morale ... being prepared for whatever may come in the face of uncertainty ... encouraging ... helping them to stay focused ... in a very worrying global environment ... Some of it is showing a little bit more of my personal side. *David Schwimmer, CEO London Stock Exchange, C. Dewar et al McKinsey, 21/7/20*
- I refuse to believe that you cannot be both compassionate and strong. *Jacinda Ardern, Prime Minister, Aotearoa*

*Thanks for your referrals and recommendations – always appreciated*

CONTRIBUTIONS

**Supervision**

**Internal Coach Supervision** – Being an internal coach is demanding, particularly during a pandemic. Challenges include: coaching virtually between unpredictable home environments; managing self-care and focus at a time of considerable organisational upheaval – including retrenchment, redundancy and transformation – to which the Internal Coach themselves is inextricably linked. External Supervision is an invaluable part of enhancing the Internal Coach’s ability to notice, restore and sustain focus and balance.

**Psychosocial Growth**

**Rāhui (recovery/lockdown) Action Learning Groups** – pro-bono meetings gave organisational leaders the opportunity to regain their bearings and consult with each other without having to dig into their limited budgets. For me, I gained a high level view of the context in which I work and inform my approaches accordingly.

**National Health Service** – As well as an opportunity to provide coaching and psychosocial growth to leaders in the UK who might not normally have access to it, I gain a deeper understanding of a complex overseas organisational system.

LEARNING POINTS

**Supervision**

**Ponder point:** The literature, professional codes and guidelines emphasise the importance of formal assessment, contracting and structure as part of coaching and coaching supervision. The vast majority of people I’ve coached, and most people I’ve supervised, have engaged with this kind of approach. However, I’ve observed – as both recipient and facilitator of both of these – that some Coaches and Supervisors (in particular) take a less structured approach to supervision than I do. I accept my need to be more flexible in my approach. At the same time, I am wondering: has the literature/ guides/ codes not caught up with practitioners ... or vice versa?

**Psychosocial Growth**

**Power Threat Meaning Framework** (L. Johnstone & M Boyle, ‘18) – recognises the (oft-stigmatised) *patterns in emotional distress, unusual experiences and troubled or troubling behaviour* experienced by individuals who have survived/ are surviving, and trying to make meaning of, events that have threatened their individual, social, relational, financial, cultural ... circumstances.

**Psychological Flexibility** (Kashdan et al, ‘20) – *accept* the limits of what you can control; *avoid* unhelpful thinking; *harness* the power of (even “negative”) emotions to drive you towards your valued goal

**Build self-compassion** – slow your breathing (into your belly); connect with friends. This activation of your parasympathetic nervous system helps to resource the thinking part of your brain to calm, connect and focus on what you need and value.

**Work harder – to tailor your personal space**

- The supportive glance as you pass 2m apart
- The different shadows cast amongst trees
- Water breathing through the mangroves
- The smell of awakening spring
- The taste of early fruit
- The morning breeze upon your ears
- Good sleep – an essential part of a healthy life



Quality Relationships | Meaningful Work | Inner Harmony