



Why and how coaching boosts the success of the most admired tech companies
A few coaching tips to raise Energy, Collective Intelligence and Agility

Jean-Francois Cousin, MCC
ICF Forum "Coaching in Business"
Russia and CIS, 20th January 2021

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The big picture and its hard truths
Resilience is important

VUCA – Google Search 2016

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Which kind of leadership do organizations need, to thrive in a *VUCA* world?



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Who got **FIRED?** Who got **RICH & FAMOUS?**



Riccardo Muti



Herbert von Karajan

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Who got **FIRED?** Who got **RICH & FAMOUS?**
Please vote! 😊



Riccardo Muti



Herbert von Karajan

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THE Maestro-Superstar: Herbert von Karajan



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**To thrive in a VUCA world,
leaders must nurture the diversity, inclusion,
collaboration & agility that unleash
collective intelligence**



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**Which kind of leadership is being nurtured
by the “world’s most admired tech companies”?
And which ones of their good practices can we apply?**



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Fortune's 'World most-admired companies'

Source: <http://fortune.com/worlds-most-admired-companies/>, April 2018
3,900 executives, analysts, directors, and experts voted

RANK	COMPANY	INDUSTRY
1	Apple	Computers
2	Amazon	Internet Services and Retailing
3	Alphabet	Internet Services and Retailing
4	Berkshire Hathaway	Insurance: Property and Casualty
5	Starbucks	Food Services
6	Walt Disney	Entertainment
7	Microsoft	Computer Software
8	Southwest Airlines	Airlines
9	FedEx	Delivery
10	JPMorgan Chase	Megabanks
11	Netflix	Entertainment

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Leadership lessons from Apple's Tim Cook

1. Take risks
2. Focus and listen attentively to those you speak with
3. Trust others around you
4. Diversity is important
5. Be humble
6. Admit when you're wrong



[...]

Source: <https://www.lifehack.org/articles/productivity/11-leadership-lessons-can-learn-from-tim-cook.html>

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Our mission	Empower every person and every organization on the planet to achieve more		
Strategy	Build best-in-class platforms and productivity services for a mobile-first, cloud-first world		
Ambitions	Reinvent productivity & business processes Build the intelligent cloud platform Create more personal computing		
Leadership principles	Create clarity Generate energy Deliver success		
Culture	Growth mindset	Customer obsessed Diverse & inclusive One Microsoft	Make a difference

Source: <https://www.slideshare.net/JamesSmee1/b2b-marketing-a-new-age-scott-allen-cmo-microsoft>

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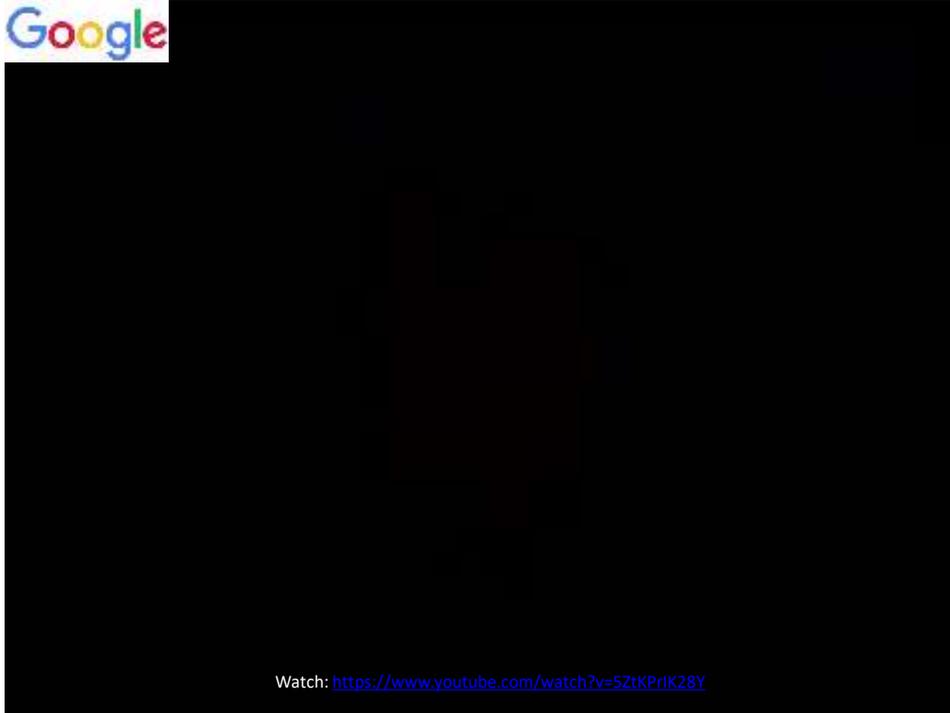
Leadership principles at Microsoft

LEADERSHIP PRINCIPLES AND PRACTICES

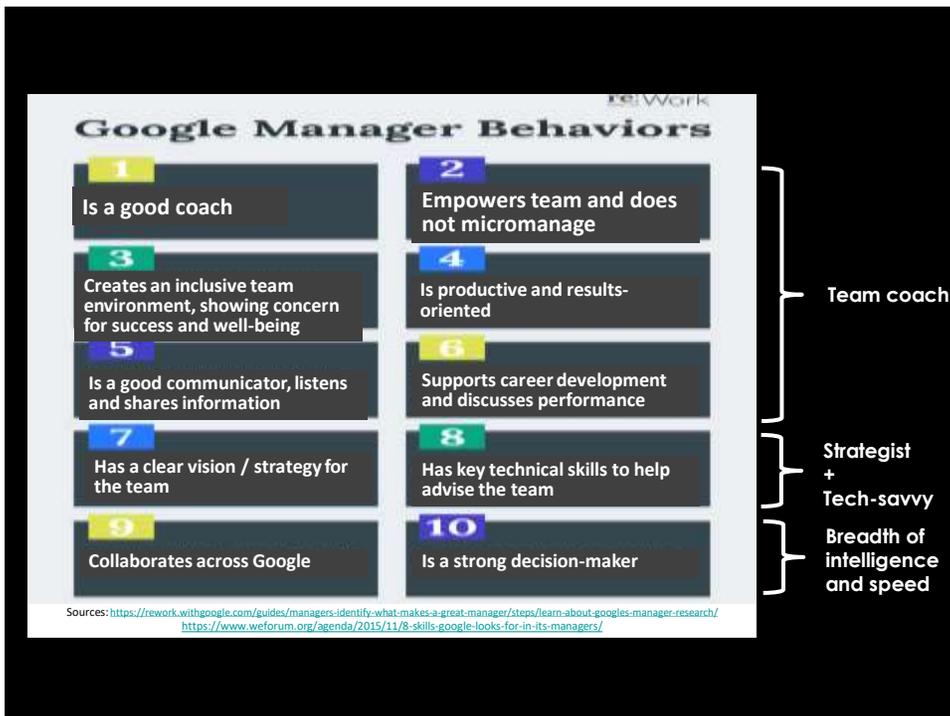
CREATE CLARITY	GENERATE ENERGY	DELIVER SUCCESS
Synthesise the complex Ensure shared understanding Define a clear course of action	Inspire optimism, creativity, and growth Create an environment where everyone does their best work Build a team that is can be stronger tomorrow than it is today	Drive innovation that people love Be boundary-less in seeking solutions Tenaciously pursue the right outcomes
"DONE IS BETTER THAN PERFECT"		

Source: <https://www.slideshare.net/JamesSmee1/b2b-marketing-a-new-age-scott-allen-cmo-microsoft>
Watch: <https://www.youtube.com/watch?v=2P3KLIUxBPE>

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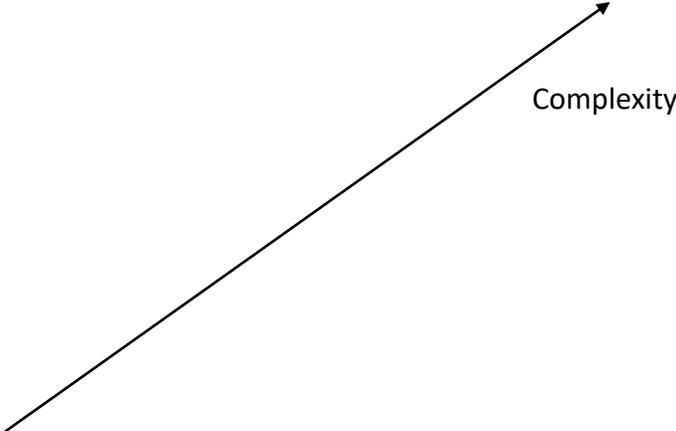
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Growth Increases Complexity

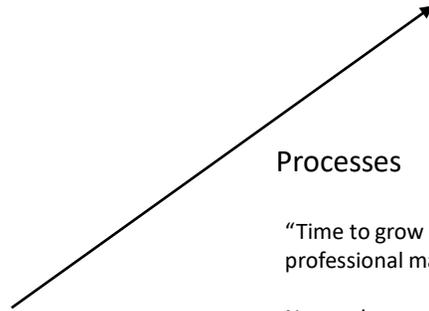


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NETFLIX

Process Emerges to Stop the Chaos



Processes

“Time to grow up” becomes the professional management’s mantra

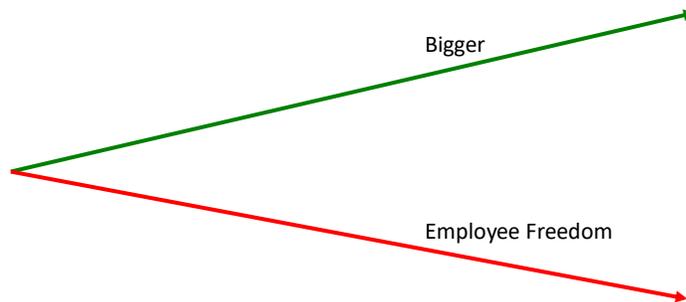
No one loves process, but process feels good compared to the pain of chaos

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NETFLIX

Most Companies Curtail Freedom as they get Bigger

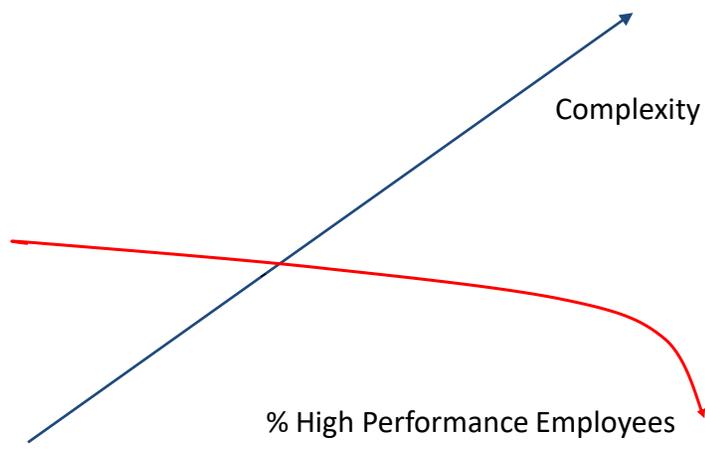


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NETFLIX

Process-focus Drives
More Talent Out

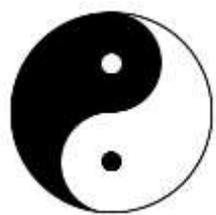


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NETFLIX

Netflix Culture:
Freedom & Responsibility



Source: <http://www.slideshare.net/reed2001/culture-1798664>
Read: How Patty McCord created what Sheryl Sandberg called "the most important document ever to come out of the Valley":
<https://www.fastcompany.com/3056187/the-future-of-work/the-woman-who-created-netflixs-enviable-company-culture>

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NETFLIX

The Rare Responsible Person

- Self motivating
- Self aware
- Self disciplined
- Self improving
- Acts like a leader
- Doesn't wait to be told what to do
- Picks up the trash lying on the floor

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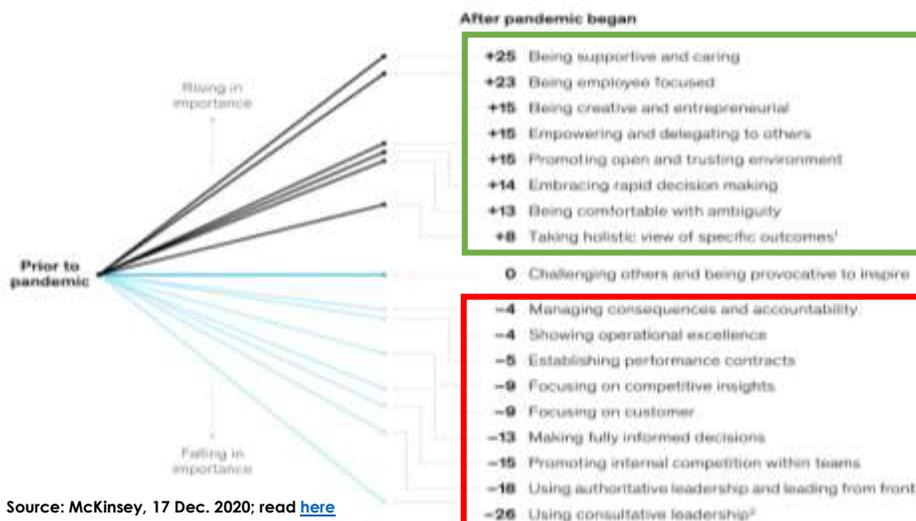


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Leadership is being re-engineered right now

Leadership behaviors have changed in importance for consumer and retail companies since the pandemic began.

Leadership behaviors exhibited by most effective leaders, percentage-point change



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Coaching for Energy

- What are you learning here?
- How are you becoming a better leader?
- Where do you need further clarity?
- What do you need to learn?
- How will you expand your contribution?
- Why are you doing what you are doing?...
- How does it feel to be led by you at the moment?
- What are your current pain-points?
What will you choose to do about them?
- What's your gut telling you?



Source: David Rock (Neuroscience Journal, 2008)

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Coaching for Collective Intelligence

- How can we better help each other play at their best?
- Let's define the problem from 6 different perspectives
- Let's each come up with a potential solution in the next 2 minutes
- How can we disrupt the game and gain sustainable growth?
- What are we not seeing/knowing yet?
- On what are we agreeing at a deeper level?
- Let's think bolder!
- How can we challenge our thinking?
- What's our value proposition in one sentence?



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Traits of a collaborative leader



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- Read my article for **Forbes** this week about how to *"Catalyze your team's collective intelligence, with five practices for crisis time"*
- It answers the question, *"how will you find the best way forward for your business in our crisis-prone, volatile, uncertain, complex and ambiguous world... when no leader is smart enough anymore to do it alone?"*
- I hope you enjoy it 😊



Read this article [here](#)

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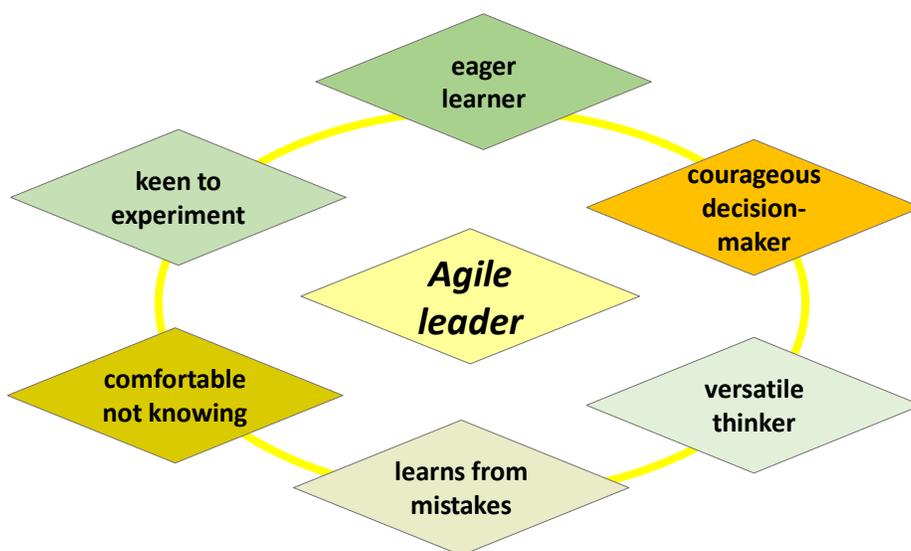
Coaching for Agility

- **How can we do this fastest?**
- **Quantitative brainstorming** (halts unnecessary discussions)
- **What can we do in parallel?**
- **What are we over-thinking?**
- **Appoint a "rabbit hole master"** (halts unnecessary discussions)
- **Appoint a time-keeper for 'time-boxing'**



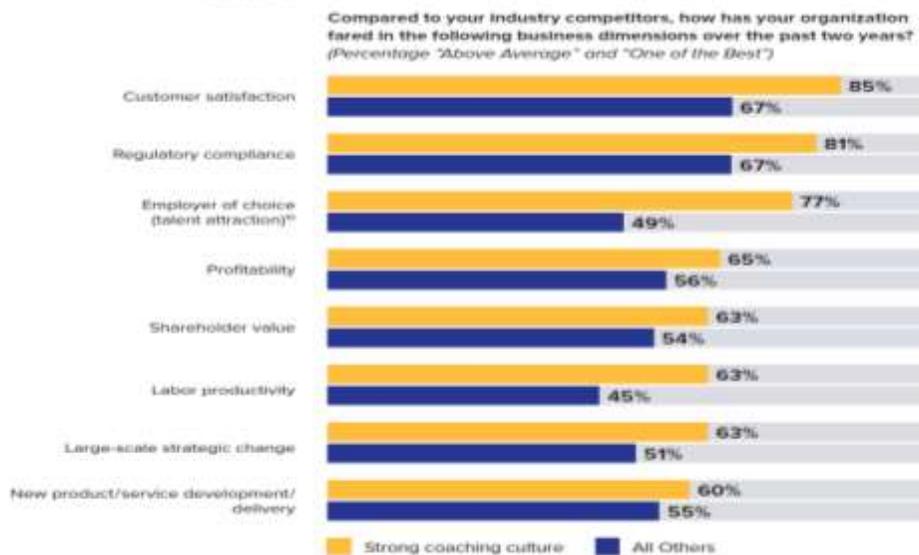
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Traits of an agile leader



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Embedding coaching in your company's leadership DNA will reap the potent benefits of a coaching culture



Source: Human Capital Institute, Oct 2019; <https://www.hci.org/research/building-strong-coaching-cultures-future>

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Impact of coaching

Most important indicators of coaching impact that have been observed for the individual/team/organization



Source: ICF survey report 'Building a Coaching Culture for Increased Employee Engagement' (2016)

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Building a Coaching Culture for Change Management

<https://vimeo.com/307500638>

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How do employees value coaching in their organizations?



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This crisis is **the best thing** that happened to us

We re-invented **an intelligent enterprise with enhanced boldness, agility and resilience**



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You can watch and learn how to coach overwhelmed people on Facebook [here](#) (starting at 05:30)



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Watch a complete, 37-minute coaching demo with an overwhelmed coachee (starting at 14:57)



Coaching demo by Jean-Francois Cousin – coaching overwhelmed clients in crisis – for WBECS Oct 2020

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Visit my YouTube channel for videos on coaching and leadership

<https://www.youtube.com/user/ExecutiveCoach12WIN/playlists>

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Forbes

Thrive Again By Reinventing Your Leadership With Your Inner Artist

Jean-Francois Cousin Forbes Councils Member
Forbes Coaches Council COUNCIL POST | Paid Program
Leadership

Jean-Francois Cousin, Global Executive Coach, Speaker and Author; Chairman of the ICF Global Board in 2019; www.greatness.coach.

In ["Thrive Again By Reinventing Your Leadership With Your Inner Artist"](#), I lay out why "reimagining our leadership with our current patterns of being and thinking won't usher in a better future", why "we need artists' freedom of mind to transcend our current patterns while reinventing our leadership", and I offer "five practices to awaken your Inner Artist".

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благодарю вас!

[Why and how coaching boosts the success of the most admired tech companies](#)
[A few coaching tips to raise Energy, Collective Intelligence and Agility](#)

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ICF Communities of Practice

- Virtual groups of coaches interested in a specific topic area
 - Platform for sharing best practices, emerging trends, tools and tips
 - Professional development through SME presentations and facilitated discussions
- ICF Member benefit (free for ICF Members)
- Join at <https://coachfederation.org/communities-of-practice>



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ICF Communities of Practice

- Current ICF Global Communities of Practice:
 - Career Coaching
 - Coaching and Human Capital
 - Coaching Science
 - Ethics
 - Executive and Leadership Coaching
 - Government Coaching
 - Health and Wellness Coaching
 - Internal Coaching
 - Life Vision and Enhancement Coaching
 - Team and Work Group Coaching



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ICF Research

- The following are conducted by PricewaterhouseCoopers
 - *Consumer Awareness Study*
 - Helps coaches better understand consumers and market coaching services accordingly
 - Most recent iteration released in [2017](#)
 - [Free](#) for ICF Members
 - *Global Coaching Study*
 - Provides an up-to-date picture of coaching
 - Coaches can use data to help establish pricing, other services, etc.
 - Most recent iteration released in [2016](#)
 - Executive Summary is free to ICF Members
 - New iteration will be released in 2020



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ICF Research

- [*Building a Coaching Culture*](#) suite of research
 - Conducted in partnership with the Human Capital Institute
 - Explores components of strong coaching cultures and how organizations use coaching to achieve strategic objectives
 - Coaches can use info to help market services to organizations
 - Most recent iteration released in 2018 and focuses on coaching's role in organization's change management initiatives
 - Free for ICF Members



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ICF Coaching World Blog

- Coaches share their insights, tips and tools via <https://coachfederation.org/blog>
- Variety of categories to read from including “Business Development,” which includes articles that can help coaches grow and sustain their business
- Opportunity to establish self as a thought leader in coaching if you would like to contribute articles
 - More information available at <https://coachfederation.org/submit-an-article>

