

Programme Overview

BUILDING SUSTAINABLE
FEEDBACK CULTURE



The main cause of 'strategy execution failure' is an outdated notion that the role of the leader is to command and control people



BUILDING SUSTAINABLE FEEDBACK CULTURE

We provide a systematic approach to developing a Leader as Coach culture. Organisations that develop their managers to be coaches experience consistently higher levels of employee productivity and engagement and enjoy improved economic performance. A defining quality of a Leader as Coach is their ability to develop a winning mood.



Organisations that operate at high speed and complexity need leaders who are coaches, not controllers

High levels of speed, complexity and uncertainty make it difficult for leaders to know and control everything that goes on throughout a widely dispersed organisation. The people who must execute strategy need to be involved from the outset in its creation. The role of the leader is to coach people to outperform and create a winning mood in the organisation.

Leader as Coach culture involves a systematic and synchronised approach to the development of leaders. An important aspect is the development of interpersonal skills that support giving feedback, removing barriers, managing conflict, holding crucial conversations and engaging colleagues as responsible adults.

We develop leaders who shape the understanding, development and learning of team members so they can act independently in alignment with the global strategy of the organisation.

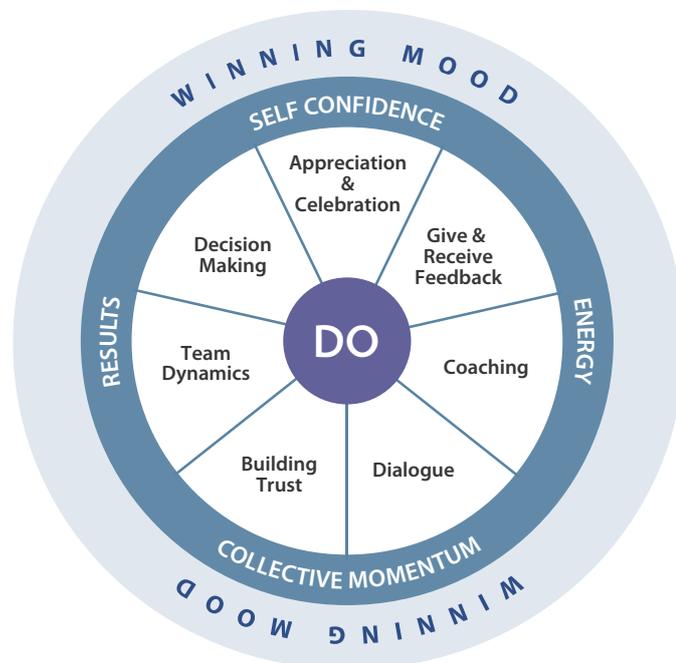
Leader as Coach Culture

The biggest barrier to strategy deployment is a persistent belief that creation of strategy should occur at the top of the organisation and then be executed at the levels below. This stems from an outdated notion that leadership means control from a distance of a prescribed plan of action. This is a common root cause of strategy execution failure. Developing a Leader as Coach culture is the best remedy for this condition.

7 Leadership Capabilities to Create a Winning Mood

1. **Dialogue:** Find effective ways forward together
2. **Team dynamics:** Get the best from our differences
3. **Give and receive feedback:** Hold conversations that drive change
4. **Coaching:** Stimulate growth from within
5. **Appreciation and celebration:** Build more confidence
6. **Building trust:** Reduce anxiety and ambiguity
7. **Decision making:** Accelerate execution

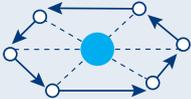
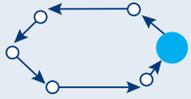
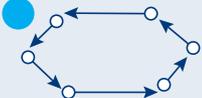
Oxford Leadership™ Leader as Coach Culture Model



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Developing a ‘Leader as Coach’ culture is key to an organisation’s ability to execute strategy and remain focused.

From Controller to Coach – The Leader’s Journey			
Autocratic <i>(Do it my way)</i>	Command & Control		A fully autocratic style. Either there is no time for discussion, the team is not yet formed or members do not know what to do. Used in a crisis, when the team is new, or when policy, rules or the law allow no other choice.
Democratic <i>(Here are the facts, let’s discuss and decide)</i>	Collaboration with control		A high proportion of autocratic style as the team is still forming, learning or in training. Common team purpose and principles are still being formed. The Leader maintains authority, defines strategy and explains tactics required. Holds individuals accountable for results. Limited distributed decision making.
	Empowered Team with Control		The Leader holds final authority but delegates responsibility to the team to get things done. Used when team members are working well together and have the competence to make sound decisions. Leader is involved but largely leaves it to the team to make decisions.
	Collaborative Authority		The Leader has devolved authority to the team to get things done. Team members have the competence, cohesion and mandates to make sound decisions. The team works collaboratively, relying on its collective wisdom to make decisions and results. The leader’s role in the team is defined - focused on long-term, high value, matters of strategic importance.
Free Reign <i>(Do it your way)</i>	Management by Exception		The Leader has set the right conditions and only intervenes when things are not going according to plan. The team is fully empowered and has the full trust of the leader. The leader is kept informed by a fully competent and experienced team and intervenes only when results deviate significantly from the plan. The leader is focused on shaping the company’s future strategic course.

Characteristics of a Leader as Coach Culture

- Rapid response and agility
- Steering calibration
- Highly devolved decision making
- Clarity of strategic priorities
- Absolute personal responsibility
- Fierce resolve
- Fully empowered people
- Highly competent
- Fully response-able.



“Leaders-who-coach equip their people with the skills, knowledge and tools they need to make accurate, sustainable decisions on their own. They are flexible and adaptive leaders who value differences of opinion and encourage healthy dialogue. Employees of leaders-who-coach feel more valued and more engaged.”

Robert Lubberding
Partner
The Netherlands

For further information:
Go to www.oxfordleadership.com
or contact Global Headquarters

Oxford Leadership™ is a global leadership consultancy specialising in the people and cultural side of organisational transformation in very large enterprises.

We have over 215 partners, consultants and coaches in 28 countries throughout Europe, Latin America, Asia and the Middle East.

We are C-suite consultants and facilitators, coaches and mentors.

We transform leaders, align teams and create fierce resolve and passion to win. Typical interventions are to accelerate performance, execute strategy and embed capability and change.

Our leadership development programmes have over 300,000 executive alumni. Our programmes have been part of the core curriculum in many of the world's most prestigious corporate universities.

Our methodologies are based on experience gained from supporting more than 100 corporate turnarounds and performance acceleration assignments in FTSE 100 and Fortune 500 companies.

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