

Becoming a Coaching Leader

**Chief Executive CEO Talent Summit
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Today's Challenges for Leaders

- Meeting demands of multiple stakeholders
- Dealing with multiple, intersecting crises
 - > High Inflation
 - > Pending recession
 - > Fallout from Ukraine
 - > Supply Chain Shortages
 - > “The Great Resignation”
 - > Remote Work/
“Quiet Quitting”
- Addressing social issues
 - > Diversity & inclusion
 - > Income inequality
 - > Democracy
 - > LGBTQ+
 - > Crime & safety

From Hands . . . to Heads to Hearts



Great Leaders . . .

Integrate their heads

(analytical skills, managing numbers)

With their hearts

(passion, compassion, courage)

To make a lasting difference.

One without the other is not sufficient.

The “I to We” Journey

I Leaders

- Get ahead
- Attain power & position
- Self-interested decisions
- Do it on my own
- I’m out front; Follow me
- Compliance with rules
- Arrogant
- Direct others
- Near-term results
- Loyal followers
- Leader gets credit

We Leaders

- Be authentic
- Serve others
- Purpose-driven decisions
- Diverse, inclusive team
- Work together for mission
- Align through values
- Humble
- Coach & mentor others
- Serve constituents
- Empower people to lead
- Team gets credit

Why Inclusion Matters

- As a leader, your role is to inspire & empower your team to achieve peak performance
- To do so, everyone must feel fully included and accepted for **who they are**, not by **what they are**

Diversity is a necessary, but not sufficient condition

Hubert Joly's "I to We" Journey

- Born and educated in France; MBA, HEC
- Joins McKinsey, becomes youngest partner
- Known as "smartest guy in the room"
- EDS France to Vivendi to CEO, Carlson-Wagonlit Travel
- Awakening: 2-year spiritual journey with a monk

"In my mid-40s I reached the top of my first mountain. That mountaintop felt desolate. I thought I had all the answers, so I tended to look at others as obstacles rather than valuable partners. The idea of success I had been chasing turned out to be hollow."

And then,

- CEO, Carlson Companies
- CEO, Best Buy
- Senior Lecturer, Harvard Business School
- Author, *The Heart of Business*

Becoming a Leader of Leaders

- Being a coach of your leaders
- Aligning them around Purpose & Values
- Gaining commitment to shared goals
- Creating inclusion & a sense of belonging
- Achieving full collaboration
- Listening & learning from teammates
- Empowering people with full accountability

The Leader as COACH

- **Care** about your teammates
- **Organize** people around their Sweet Spot
- **Align** people around mission & work as a team
- **Challenge** people to reach their full potential
- **Help** people, working with them to achieve goals

*Your challenge is to enable each of your leaders
to reach their full potential*

Leadership is Serving Others

“The servant-leader is servant first. One wants to serve first; then one aspires to lead.

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong.

The servant-leader shares power, puts the needs of others first, and helps people develop and perform as highly as possible.”

- Robert Greenleaf, *The Servant as Leader* (1970)

Nobel Peace Prize Albert Schweitzer

“I don't know what your destiny will be,
but one thing I do know:

The only ones among you who will be
really happy are those who have sought
and found how to serve”