

Global Coaching

An integrated approach to tackle complexity and
promote sustainable high performance

Prof. Philippe Rosinski, MCC
4th Kuwait Coaching Conference
28 January 2018

Coaching

The art of facilitating the unleashing of people's potential to reach meaningful, important objectives

Coaching

The coaches we refer to are:

1. Executives and managers as leaders using coaching

2. Educators as coaches

Unleashing students' potential, sparking their curiosity, fostering learning and growth

3. Professional coaches

(External/internal to the organization)

Coaching as a:

- Style & role
- Philosophy & outlook



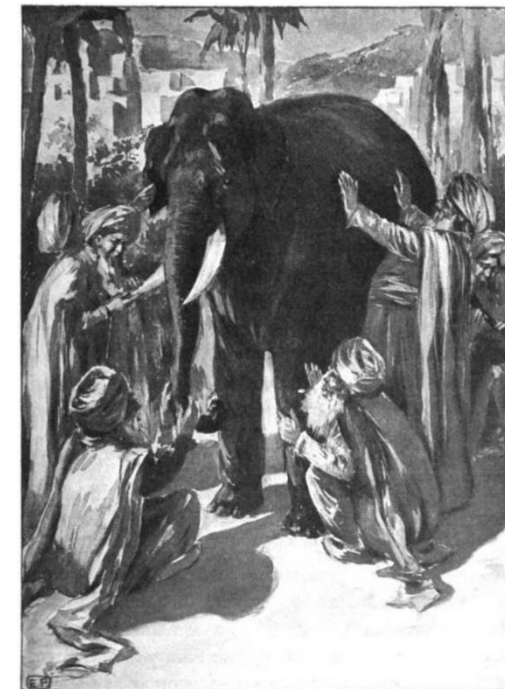
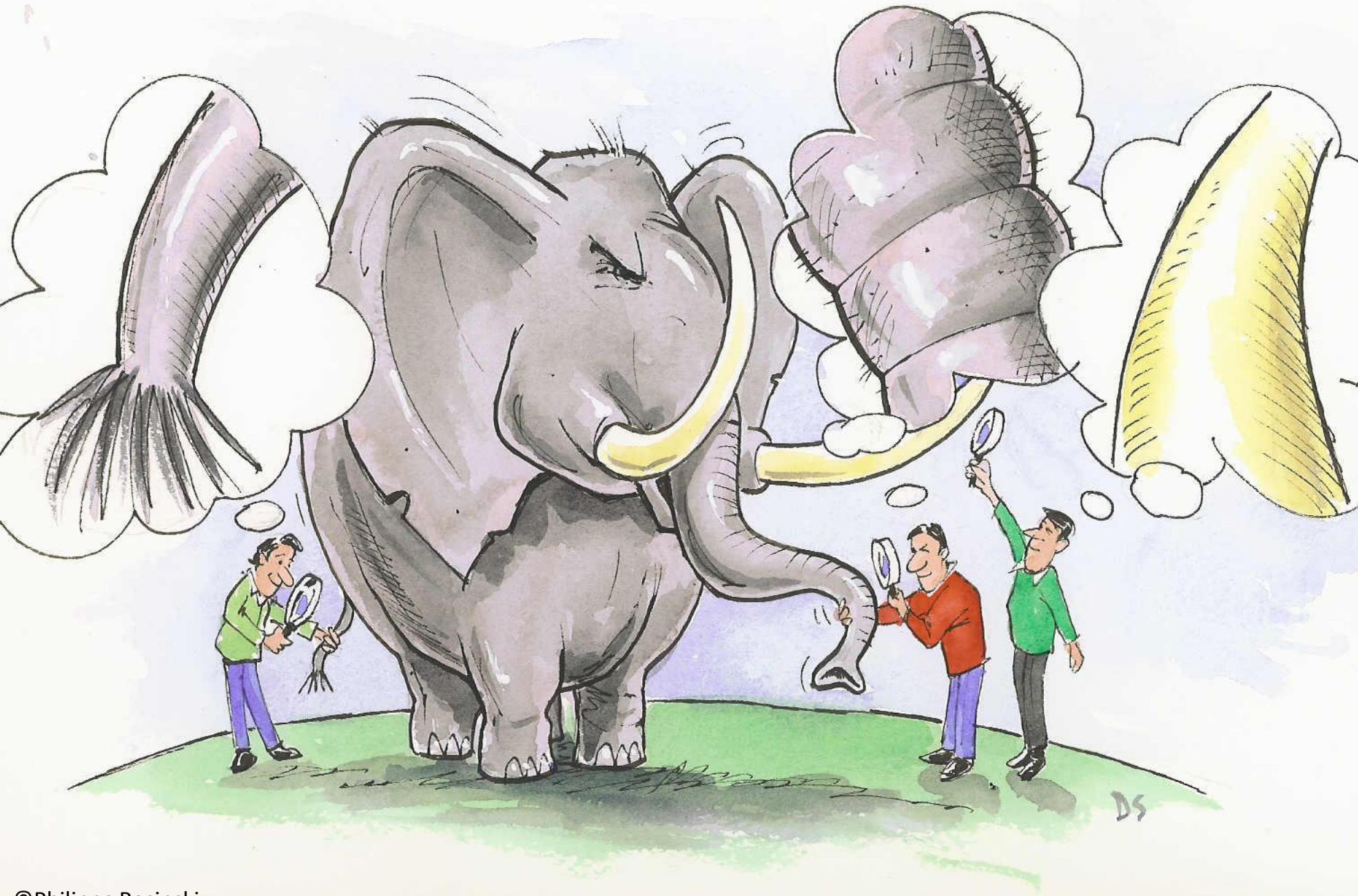
Coaching can be impactful. However, **basic coaching is increasingly insufficient** to help address the complex challenges in our turbulent, interconnected and global environment.



To address the complexity, we need to shift our outlook on life, we need to **enlarge our worldview**



Nasrudin:
The Lamp and the Key

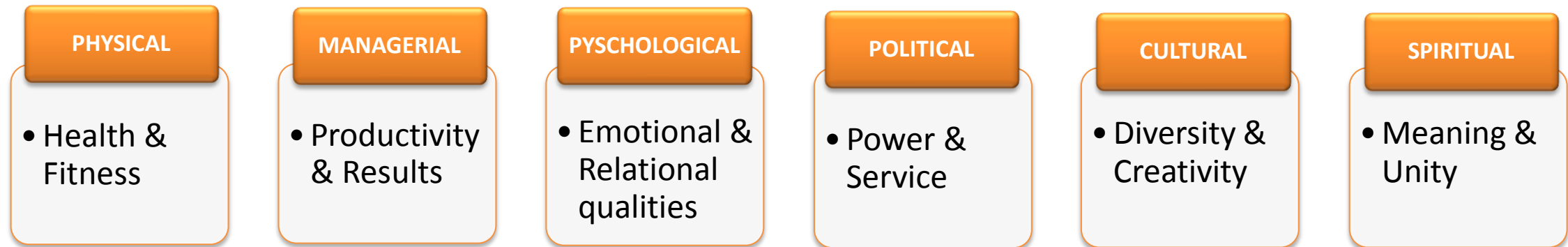


Blind men and the elephant
Rumi

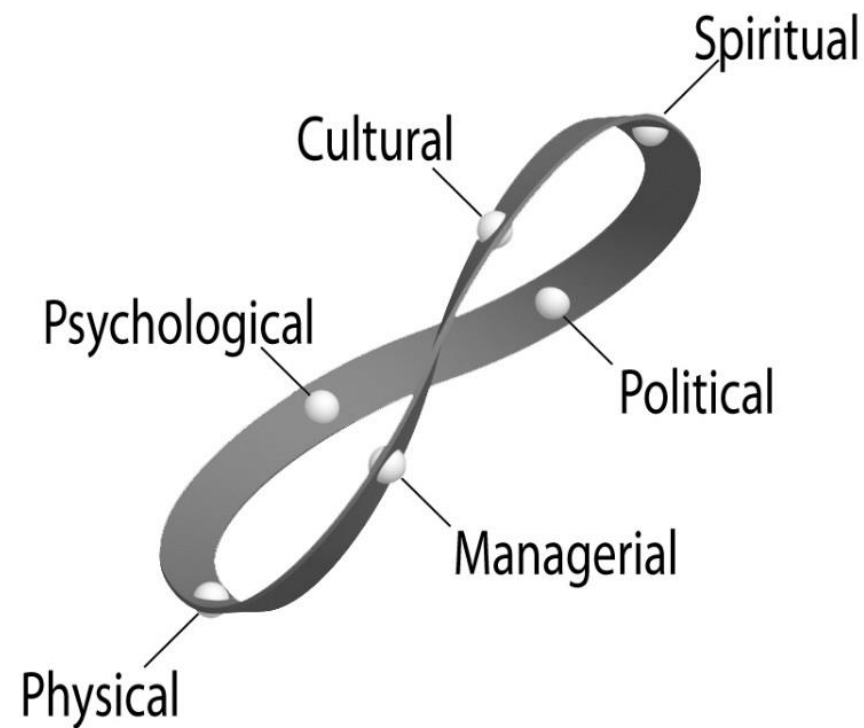
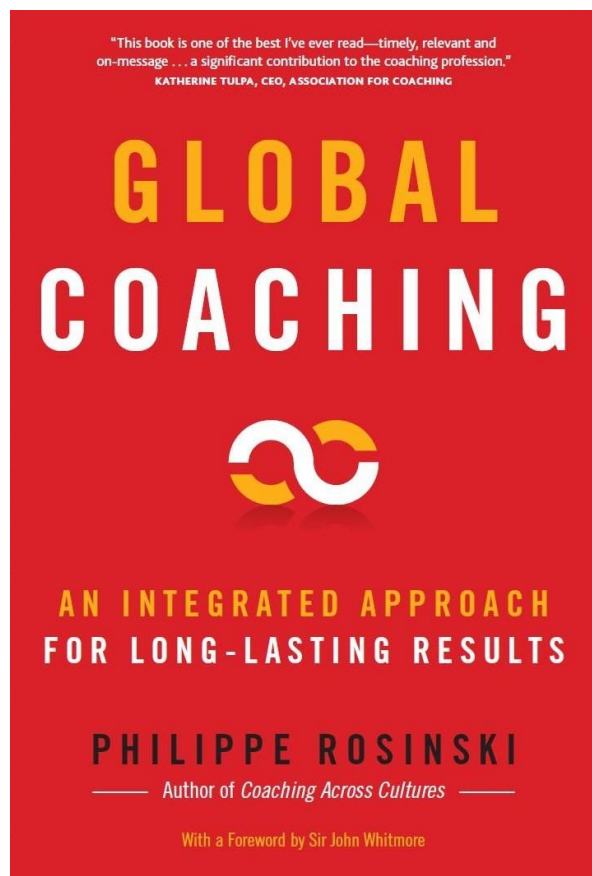


- **Integrating multiple perspectives into coaching in a systematic fashion**

Coaching from Multiple Perspectives



Leveraging multiple perspectives to address complexity



Global Coaching

An **integrated approach** that calls upon multiple **interconnected perspectives** to facilitate the **unleashing of human potential** toward **meaningful pursuits**

Leveraging various perspectives both for:

- Defining success in a broad and sustainable fashion (the *what* question) and
- For effectively enabling this success (the *how* question)

PHYSICAL PERSPECTIVE

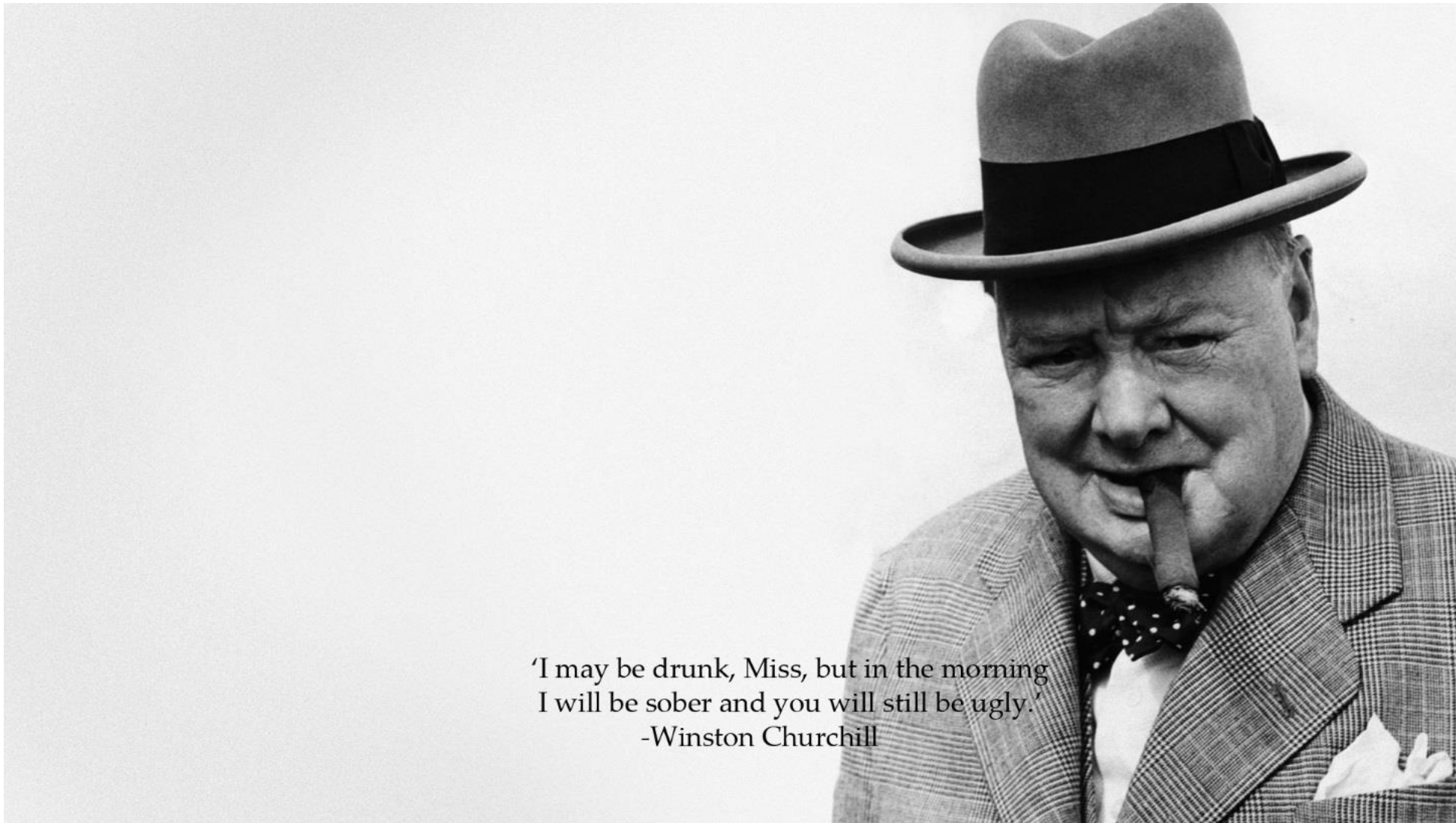
- Health & Fitness

PHYSICAL

The physical is anything related to the body.

The physical perspective aims at actively nurturing the body, our precious yet fragile foundation.

Global Coaching, Chapter 3



'I may be drunk, Miss, but in the morning
I will be sober and you will still be ugly.'
-Winston Churchill

Multiple Benefits

- Increase well-being, quality of life, happiness
- More resistant to damaging stress and illnesses
- Better able to sustain high performance levels at work
- Enhance leadership competence

but this requires a systematic and integrated approach (“corporate athlete”), in cooperation with experts, beyond “doing a little bit of exercise” and “eating five fruits & vegetables each day”

Wellness Programs in Organizations

Can help your organization achieve a return on investment that can be as high as **6 to 1**

- ✓ Increased productivity
- ✓ Reduced absences

Myth...

“Old age is a wreck.”

(Chateaubriand, *Mémoires d'outre-tombe*)



90-year old from Europe

Reality!

“**Over 50 percent** of all illness and injuries in the last third of your life can be eliminated by changing your lifestyle...**Eliminated!**”

Along with all the misery, expense and lost joy that goes with being seriously sick or badly hurt.”

(Crowley & Lodge, *Younger next year*)



101-year old from Okinawa

Robert Marchand

100 year old – 100 km bicycle

28 September 2012

4 hours 17 minutes 27 seconds



A new record at 105 years old!

4th of January 2017

Track velodrome Saint-Quentin-en-Yvelines
22 kilometers and 547 meters in one hour



Lessons from Okinawa

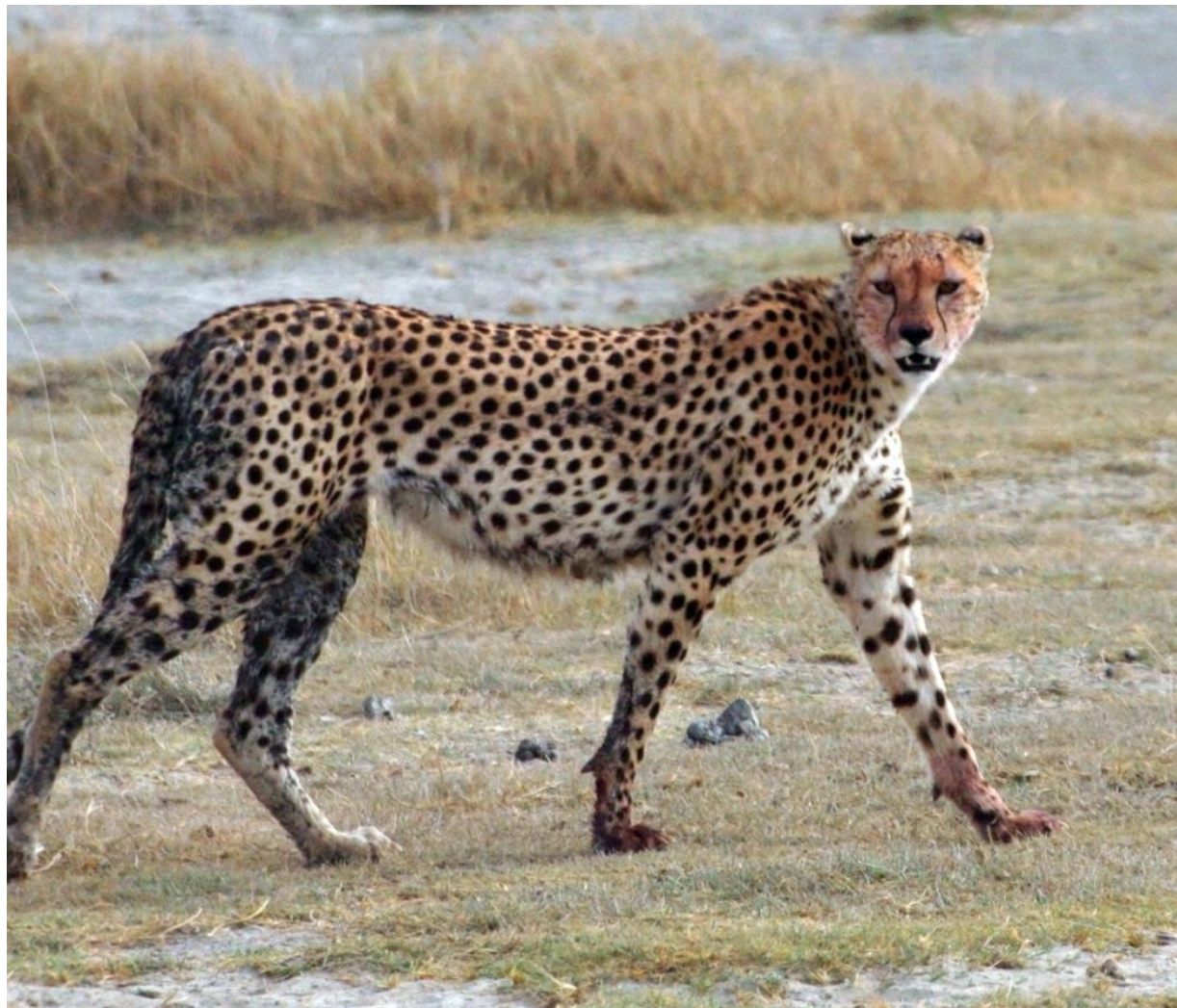
1. Nutrition
2. Physical Exercise
3. Community
4. Spirituality

1. Nutrition



- **Vegetables**
forming the basis/ the bottom of the food pyramid
- **Whole grains**

2. Physical Exercise



Integrated Approach

- Cardiovascular endurance
- Strength & power
- Flexibility
- Balance

Enjoy your physical activities! Make a difference for you and others!



August 2015: WEX team triathlon Maine



September 2016:
Biketour
Médecins du Monde
Tour des Flandres
4 days – 560 km



PSYCHOLOGICAL PERSPECTIVE

PSYCHOLOGICAL

- Emotional & Relational quality

Psychology is the study of individual personality, behaviors, emotions and mental processes.

Psychology differs from culture in that its primary focus is the individual rather than the collective.

Favor Integrated Approach –

Learn from different schools

- Behavioral & cognitive psychology
- Transactional analysis
- Neuro-linguistic programming
- Psychological profiles: MBTI, FIRO-B, etc.
- Positive psychology
- Psychodynamics (in particular: unconscious defense mechanisms)
- Etc.

Emotional intelligence

and understanding of the unconscious ego defense mechanisms

- Healthy and mature ego – OK-OK attitude
- Establish constructive, benevolent and fluid relationships
- Avoid the drama triangle, psychological games
- Recognize unconscious ego defense mechanisms, which appear as “irrational” behaviors, without necessarily being a qualified psychoanalyst!

Unconscious Ego Defense Mechanisms (Psychodynamics)

Teaching these concepts should be reserved for advanced psychological and psychiatric training.



ARGUE THAT

George Vaillant, Professor of Psychiatry at Harvard University, **DISAGREES!**

You can quickly train
unsophisticated
independent observers
to identify ego defense
mechanisms.



Unconscious ego defense mechanisms

Alter perception of both internal and external reality unconsciously

Mental distortion of reality helps reduce anxiety

Conceals our internal drives and feelings that threaten to lower self-esteem



Styles of defense (George Vaillant, *The Wisdom of the Ego*)



IV. Mature	
• Altruism	• Anticipation
• Sublimation	• Humor
• Suppression	

III. Neurotic (intermediate)	
• Displacement	• Repression
• Isolation/ Intellectualization	• Reaction formation

II. Immature	
• Projection	• Passive aggression
• Fantasy	• Acting out
• Hypochondriasis	• Dissociation

I. Psychotic	
• Delusional Projection	• Distortion
• Denial	

POLITICAL PERSPECTIVE

- Power & Service

POLITICAL

***Politics** is an activity that builds and maintains your power so that you can achieve your goals.*

***Power** is the ability to achieve your meaningful, important goals.*

***Politics** is a process. **Power** is potential, and it comes from many sources.*

Global Coaching, Chapter 6

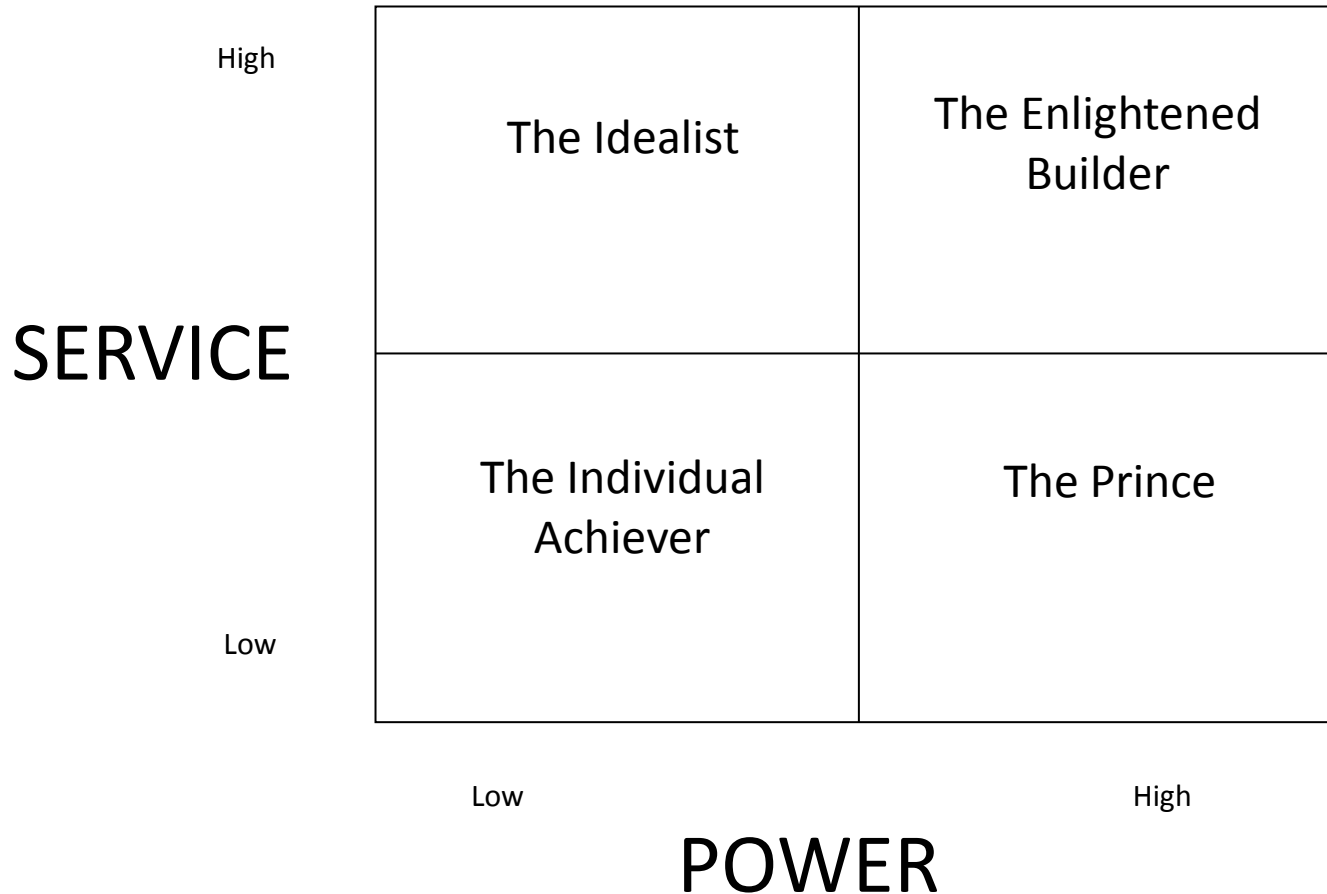
Negative Connotation



Politics in organizations has largely a negative connotation, suggesting hidden agendas, manipulation, deceit and jockeying for positions.

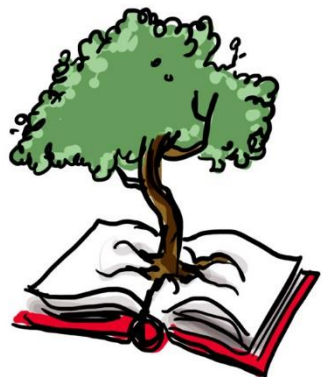
Politics is inherent to organizational life

Constructive Politics



- Organizational politics does not have to be destructive. In fact, it is fundamental, essential to having an impact as a leader.
- Politics becomes constructive when it also works in the service of others – when we attempt to understand the hopes, needs and dreams of people and to creatively seek common ground between their goals and ours.
- *Power* gives impact and leverage; *service* guides our actions.

Sources of Power



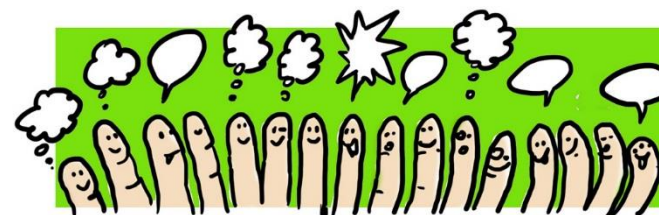
Knowledge



Credibility



Authority



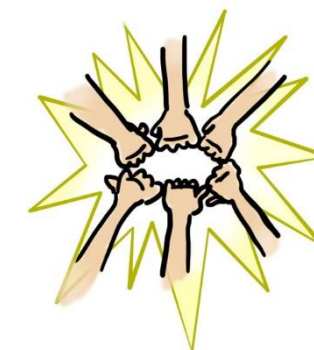
Interpersonal Skills



Intrapersonal Skills



External Allies



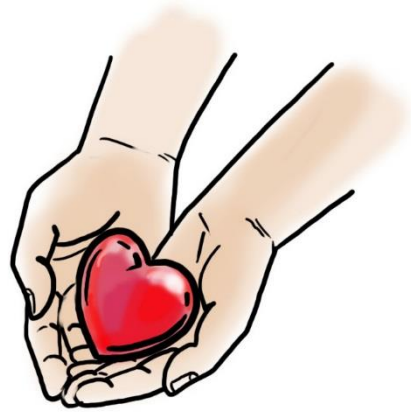
Internal Allies



Keys to Service



Respect



Care



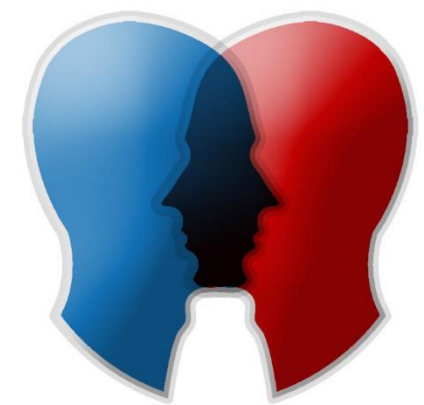
Trust



Listen



Share



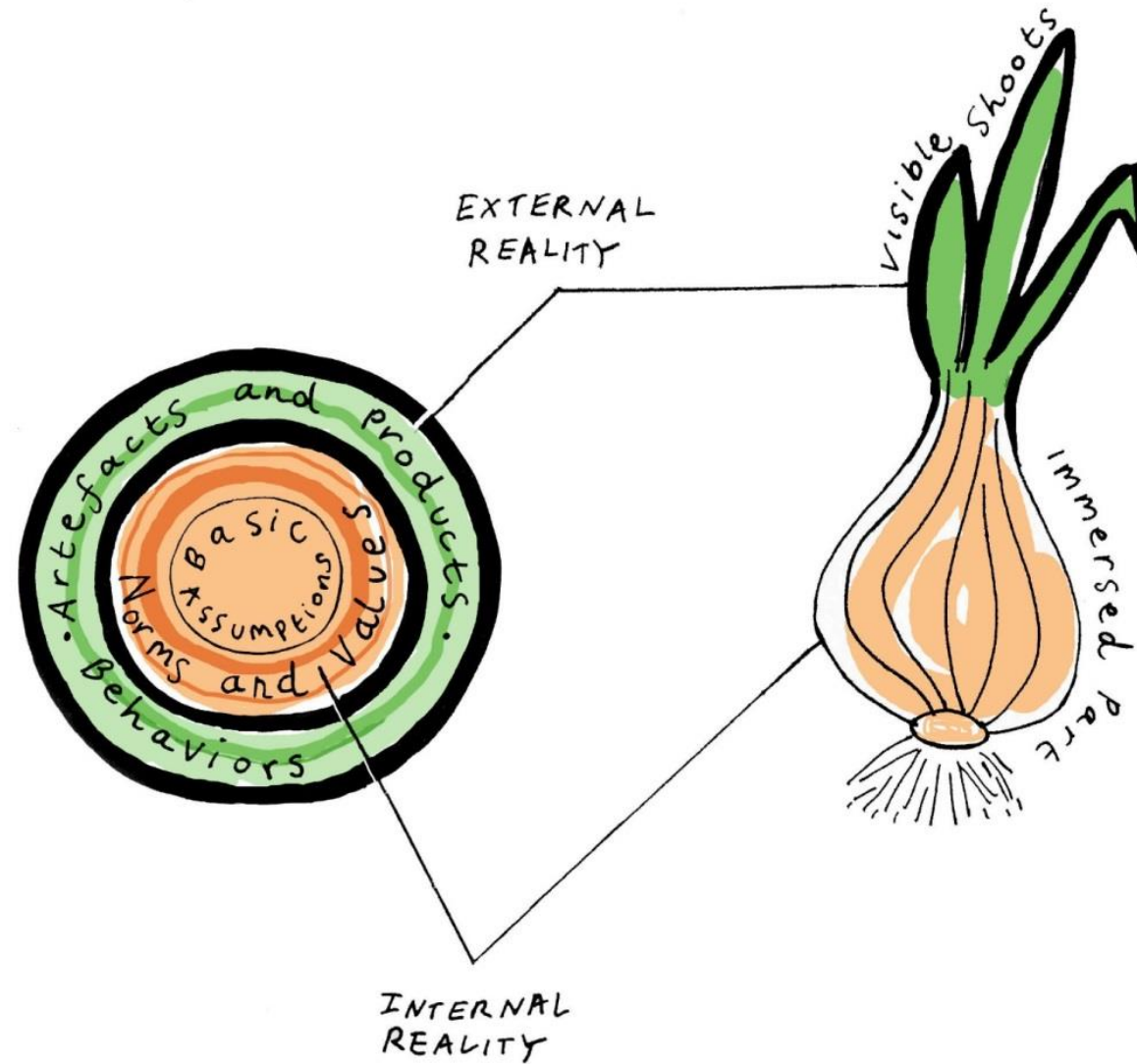
Empathy

CULTURAL PERSPECTIVE

CULTURAL

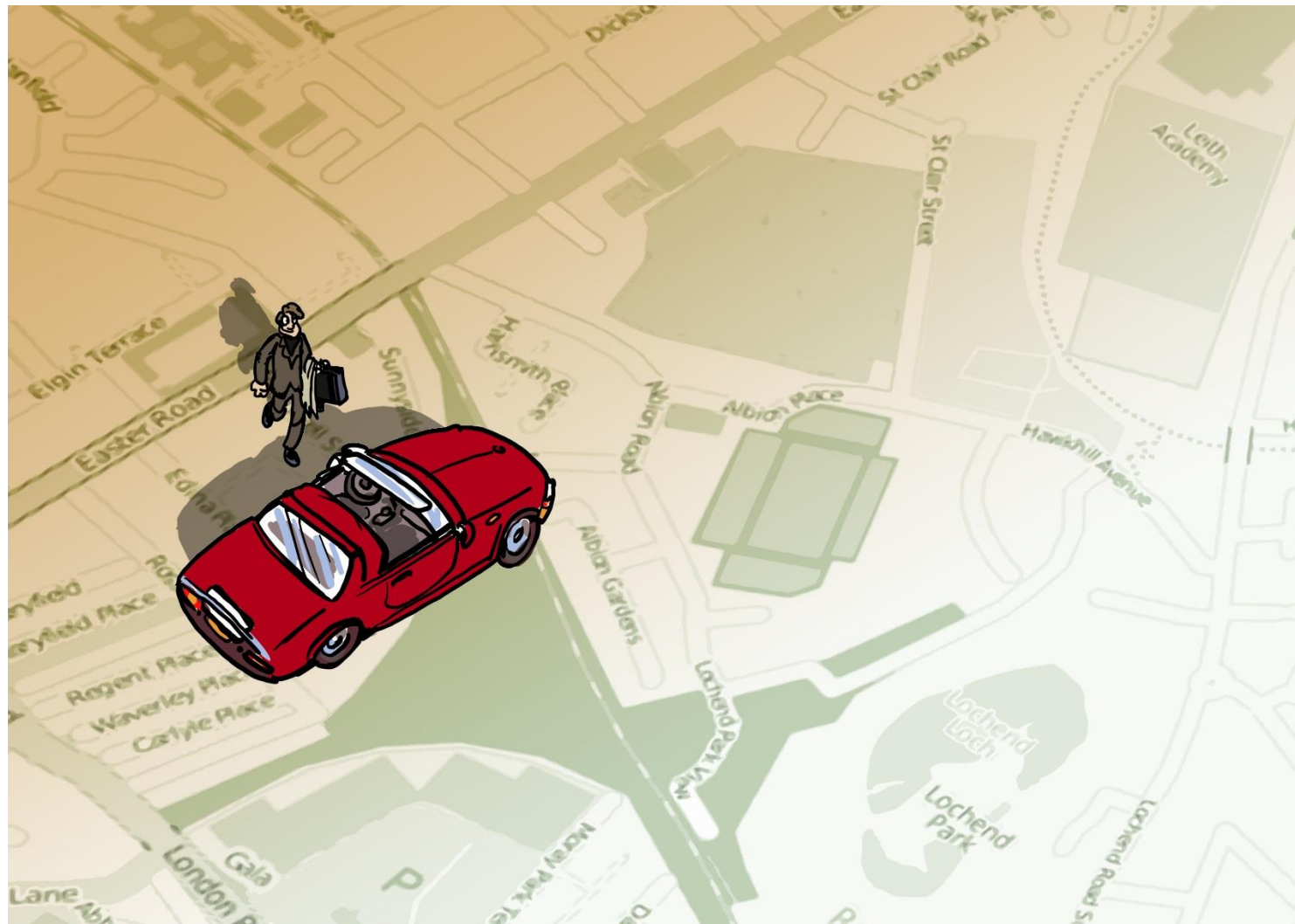
- Diversity & Creativity

A group's culture is the set of unique characteristics that distinguishes its members from another group.



CULTURE AS AN ONION

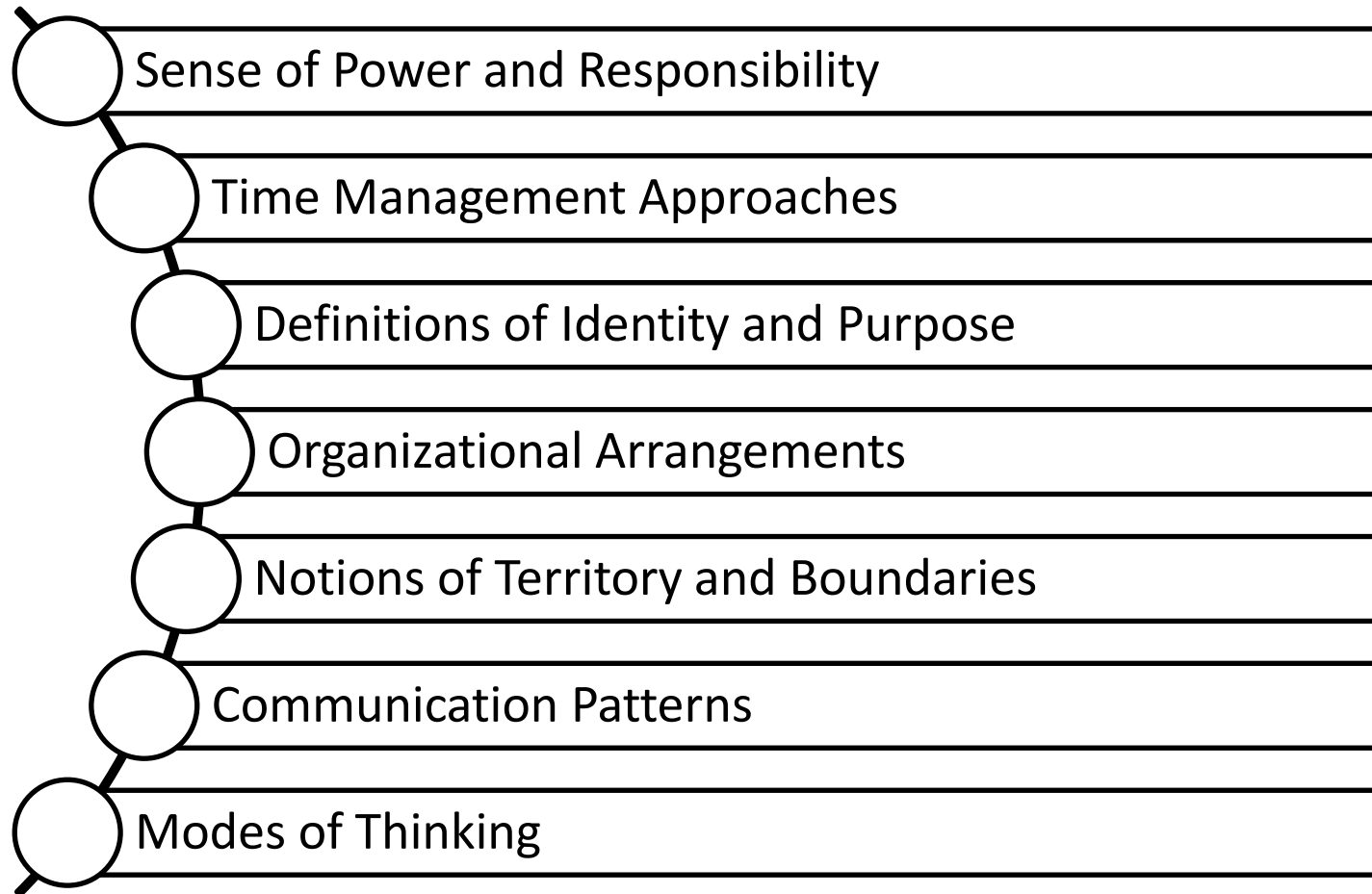
Roadmap to Navigate Cultural Terrain



Cultural Orientation

An inclination to think, feel or act in a way that is culturally determined, or at least influenced by culture

Cultural Orientations Framework- Categories



Cultural Orientations Framework- Categories & Dimensions

CATEGORY	DIMENSION
Sense of Power & Responsibility	Control – Harmony – Humility
Time Management Approaches	Scarce – Plentiful
	Monochronic – Polychronic
	Past – Present – Future
Definitions of Identity & Purpose	Being– Doing
	Individualistic – Collectivistic
Organizational Arrangements	Hierarchy – Equality
	Universalist– Particularist
	Stability – Change
	Competitive– Collaborative

CATEGORY	DIMENSION
Notions of Territory & Boundaries	Protective – Sharing
Communication Patterns	High-Context – Low-Context
	Direct – Indirect
	Affective – Neutral
	Formal – Informal
Modes of Thinking	Deductive – Inductive
	Analytical – Systemic

ORIENTATION
(WHAT YOU PREFER)

ABILITIES
(WHAT YOU ARE CAPABLE OF)

SENSE OF POWER AND RESPONSIBILITY

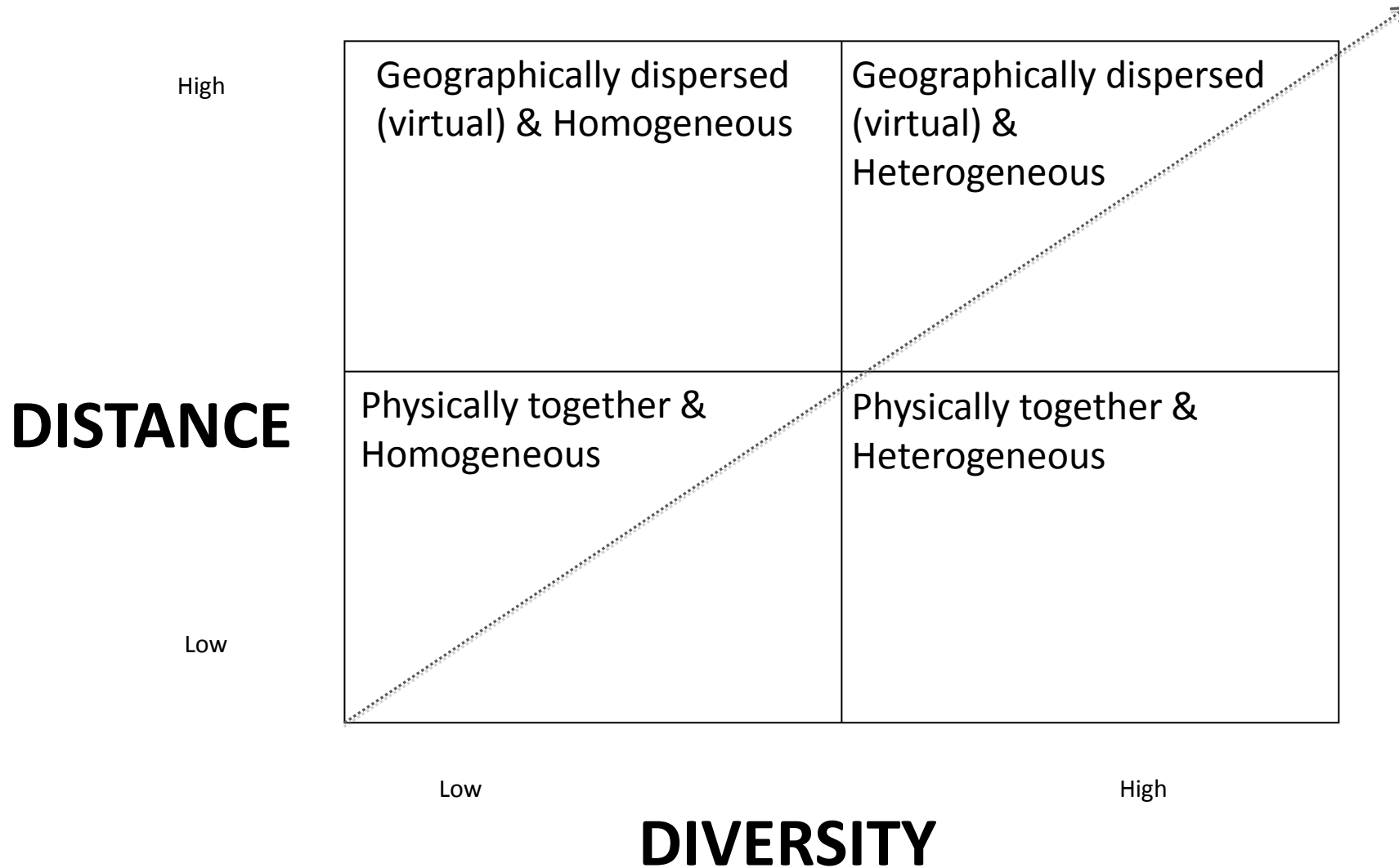
CONTROL / HARMONY / HUMILITY



Individual

- Self coaching (intrapersonal)
- One-to-one coaching (interpersonal)

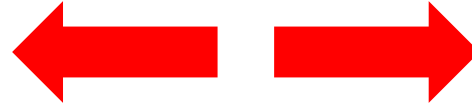
using the Cultural Orientations Framework (COF) assessment



Team

Addressing the additional complexity due to *diversity* possibly augmented by *distance*

Polarization



Journal of Personality and Social Psychology
1979, Vol. 37, No. 11, 2098-2109

Biased Assimilation and Attitude Polarization: The Effects of Prior Theories on Subsequently Considered Evidence

Charles G. Lord, Lee Ross, and Mark R. Lepper
Stanford University

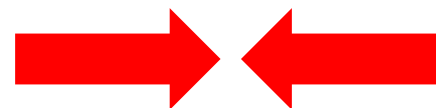
People who hold strong opinions on complex social issues are likely to examine relevant empirical evidence in a biased manner. They are apt to accept “confirming” evidence at face value while subjecting “disconfirming” evidence to critical evaluation, and as a result to draw undue support for their initial positions from mixed or random empirical findings. Thus, the result of exposing contending factions in a social dispute to an identical body of relevant empirical evidence may be not a narrowing of disagreement but rather an increase in polarization. To test these assumptions and predictions, subjects supporting and opposing capital punishment were exposed to two purported studies, one seemingly confirming and one seemingly disconfirming their existing beliefs about the deterrent efficacy of the death penalty. As predicted, both proponents and opponents of capital punishment rated those results and procedures that confirmed their own beliefs to be the more convincing and probative ones, and they reported corresponding shifts in their beliefs as the various results and procedures were presented. The net effect of such evaluations and opinion shifts was the postulated increase in attitude polarization.

Confirmation bias

Because of the potential for misunderstanding, miscommunication, and conflict, poorly managed intercultural teams can become the least productive teams in an organization (Matveev & Nelson, 2004)

The group dynamics in an intercultural team may be complex and time-consuming, adversely affecting the team’s productivity. Communication issues such as information overload and geographic distance between team members are challenges to team performance (Gillam & Oppenheim, 2006; Jarvenpaa & Leidner, 1998)

Pressures to Conform



Groupthink

by William H. Whyte Jr.



thing has been taking
ry—and almost without
s a country where “in-
pendence and self-reli-
-tchword for three cen-
s now coming to be ac-

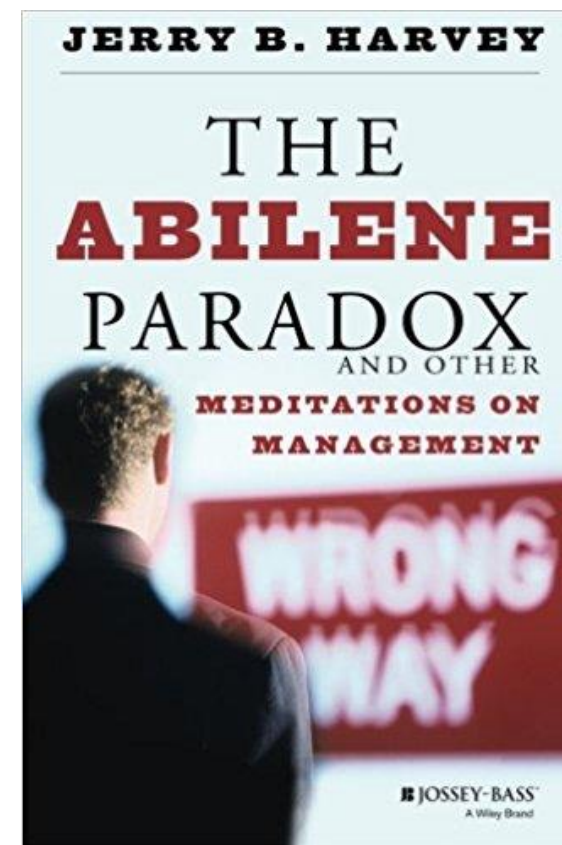
phenomena: recent public-opinion polls,
slick-magazine fiction, current best-sellers,
all document the same trend. Groupthink
is becoming a national philosophy.

Groupthink being a coinage—and, ad-
mittedly, a loaded one—a working defini-

Huxley's *Brave New W*
well's *Nineteen Eighty-*
danger, however, is some
It is not that the layma
around by the social org
he will become one him;

“When all think alike, then no one is thinking.”

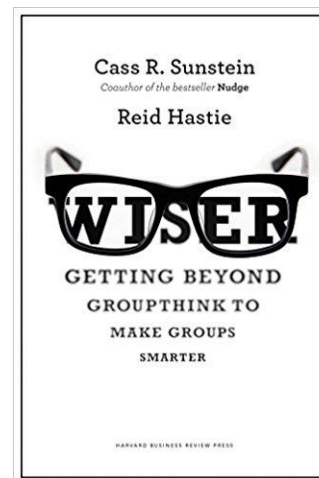
Walter Lippmann



Cultural diversity, when leveraged, promotes creativity and innovation

- “One of our central themes is the immense importance of diversity, not necessarily along demographic lines, but in terms of ideas and perspectives. We are speaking above all of **cognitive diversity**.”
- One of the particular advantages of diversity and dissent is that they promote two things that institutions need: **creativity and innovation**.

Cass Sunstein (Harvard University Professor) and Reid Hastie - "Wiser - Getting beyond groupthink to make groups smarter" (2015)



Leveraging cultural diversity



Philippe Rosinski

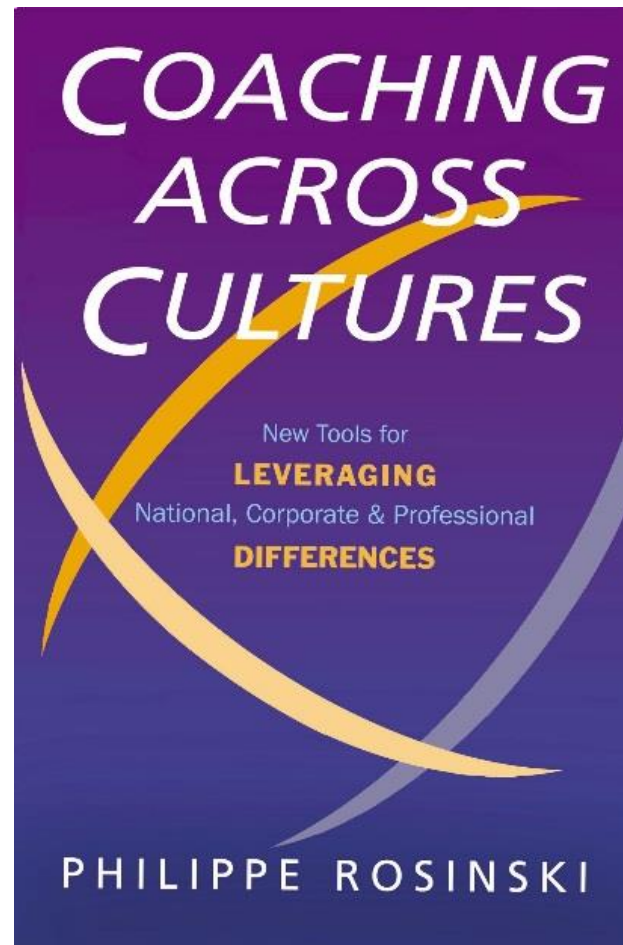
Post-Con 2: Coaching Across Cultures : Understanding and Leveraging Cultural Differences

Cultural orientations are a composite of many factors: national, regional, religious, professional, corporate. Culture plays an essential role in shaping people's behaviours, norms, values and basic beliefs. In a global environment in particular, it becomes essential for executives and executive teams to understand and leverage cultural differences.

In this session, delegates will learn a framework which integrates some of the best research in cross-cultural management and communication (including Trompenaars, Hofstede, Hall, etc.) to help you:

- Understand key cultural differences in areas of practical value to international business people
- Discover how you can leverage cultural differences for personal, team and organisational development
- Adopt a cultural perspective to enhance your coaching practice

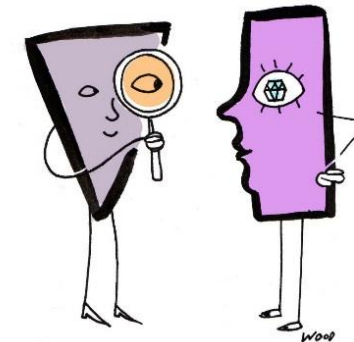
Philippe Rosinski is considered an expert in team and executive coaching. He is working with senior executives from premier organizations such as Unilever, Chubb Insurance and Baxter Healthcare. His recent articles, *Leading for Joy* and *Constructive Politics* provide fresh perspectives on coaching and leadership development. He is the Director of Custom Programs for the Center for Creative Leadership in Europe.



COACHING ACROSS CULTURES

New Tools for
LEVERAGING
National, Corporate & Professional
DIFFERENCES

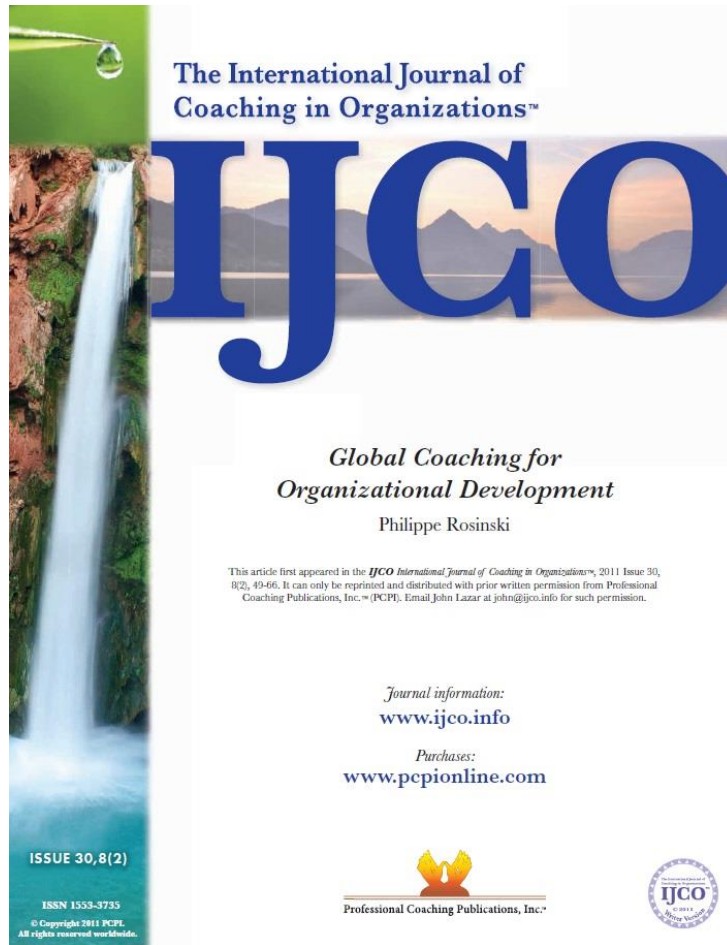
PHILIPPE ROSINSKI



Proactively look for gems in different cultures

Second Annual
The Coaching & Mentoring Conference 99
EUROPE
27-30 SEPTEMBER, 1999

Working at multiple levels




[Explore this journal >](#)

Research Article

Learning more by crossing levels: evidence from airplanes, hospitals, and orchestras

J. Richard Hackman 

First published: 17 November 2003 [Full publication history](#)

DOI: 10.1002/job.226 [View/save citation](#)

Cited by (CrossRef): 138 articles [Check for updates](#) | [Citation tools](#) ▼

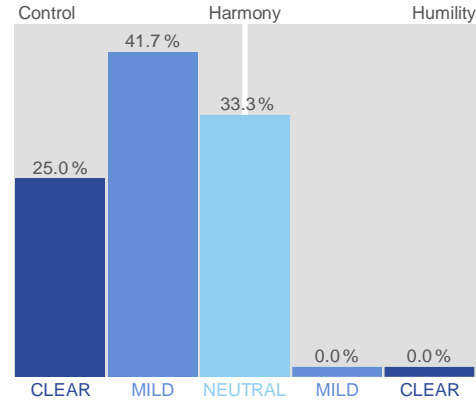


[View issue TOC](#)
Volume 24, Issue 8
December 2003
Pages 905-922

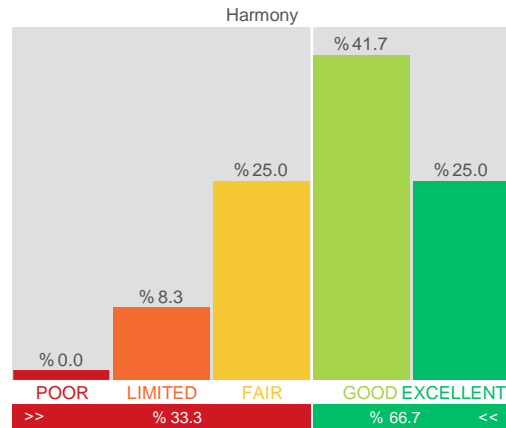
Abstract

Scholars generally conduct research at a single level of analysis (such as the individual, the group, or the organization level), although they often turn to the next-lower level for explanatory mechanisms. I suggest that robust understanding of social and organizational dynamics requires attention to higher as well as lower levels of analysis. The benefits of research and theory that 'brackets' one's focal phenomenon by attending to constructs at both higher and lower levels of analyses are illustrated with findings from research on aircraft cockpit crews, hospital patient care teams, and professional musical ensembles. Copyright © 2003 John Wiley & Sons, Ltd.

ORIENTATION



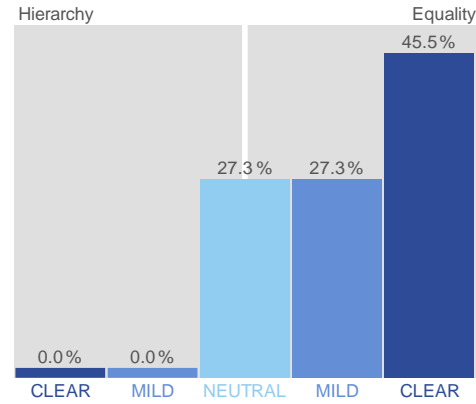
ABILITIES



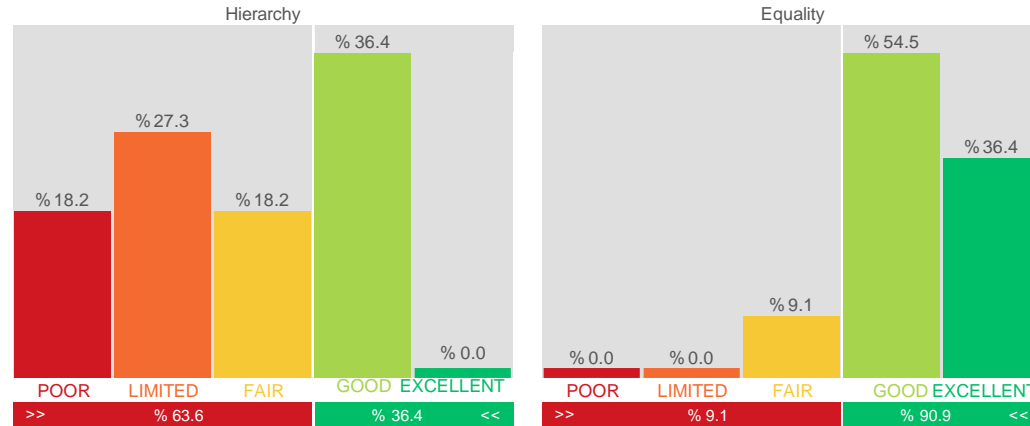
Coaching of a senior international European team

Participant count: 12

ORIENTATION



ABILITIES



Coaching of an international executive team

Participant count: 11

Living the richness in cultural diversity



SPIRITUAL PERSPECTIVE

SPIRITUAL

- Meaning & Unity

Spirituality is an increased awareness of a connection with self, others, nature, with the immanent and transcendent “divine”.

It is also the ability to find meaning, derive purpose and appreciate life.

Adopting the Sunflower Strategy



Resolutely turning
toward the light—
noticing and being
grateful for the miracles
of the day

Adopting the Sunflower Strategy



Viktor Frankl



Sisyphus by Titian, 1549

Man's Search For Meaning

1. The active life of creation (cf COF Doing)
2. The passive life of enjoyment (cf COF Being)
3. The courageous life of accepting suffering with dignity (when suffering cannot be avoided)

Explore Your Deeper Purpose

- What is your purpose? What is truly important to you? What is the legacy you want to leave behind?
- Artistic activities (collages, drawings, etc.) to help uncover that deeper purpose (letting the more intuitive “right brain” speak up)



Collage Activity

Uncover your individual purpose

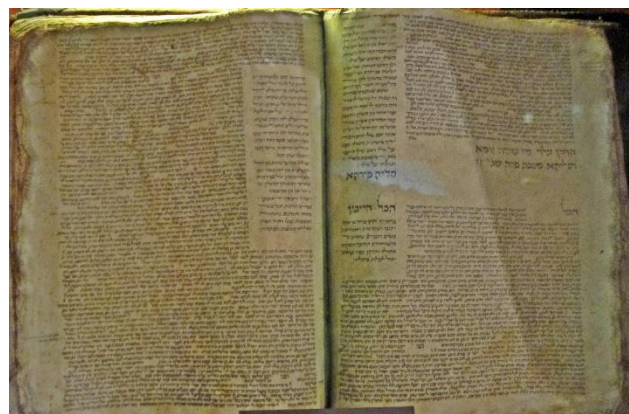


Existential exploration



Learning from the great philosophers to address the ultimate concerns of the human condition – Irvin Yalom

1. Death
2. Freedom
3. Isolation
4. Meaninglessness



Possible themes


- Mindfulness
- Sunflower strategy (Kabbalah)
- Search for meaning
- Dealing with hardship
- Existential exploration – notably learning from the great philosophers to address the ultimate concerns of the human condition
- Clarifying our position vis-à-vis societal issues and ethical dilemna
- Raising our level of consciousness



and all the related questions concerning us...

Training plus coaching based on Global Coaching: powerful combination to make a real difference in leadership development

WEX Integrated Leadership Development Program



PLUS DE VIDÉOS

0:58 / 7:22

View Source

WEX Integrated Leadership Development Program

Philippe Rosinski has helped WEX, Inc. to design a tailored integrated leadership development curriculum and to deliver programs based upon his books *Global Coaching* and *Coaching Across Cultures*, focusing on six interconnected perspectives (physical, managerial, psychological, political, cultural and spiritual). <http://www.globalcoaching...> See more

Soine-Norris says that early impact measures of the ILDP programme are very positive. The number of graduates who have been moved, promoted or transferred since attending outpaces those who have not been on the programme by three to one. The company repeated the Campbell Leadership Index 360 assessment for ILDP graduates one year after the programme, and across the board, assessments showed improvements in all areas with ratings from subordinates and managers markedly higher than the baseline scores. There is anecdotal evidence that quieter leaders have become more assertive and individuals are delegating more effectively.

COACHING IN ACTION: HOW WEX DEVELOPS LEADERS

US coach **Sherry Harsch-Porter** describes an in-depth leadership programme that helped US-based company WEX face the challenges of a growing global workforce and leverage cultural diversity.

If you've used an online service to book travel or a card to buy fuel, you may have been touched by a company called WEX and not even know it. As a global leader in corporate payment solutions, WEX's goal is to simplify the complexities of payments across continents and industries – including Fleet, Travel and Health. Founded in 1983 in the state of Maine (USA), WEX has grown rapidly to serve customers in 200 countries with offices in Australia, Brazil, France, Germany, Italy, New Zealand, Norway, Singapore, the United Kingdom and the United States.

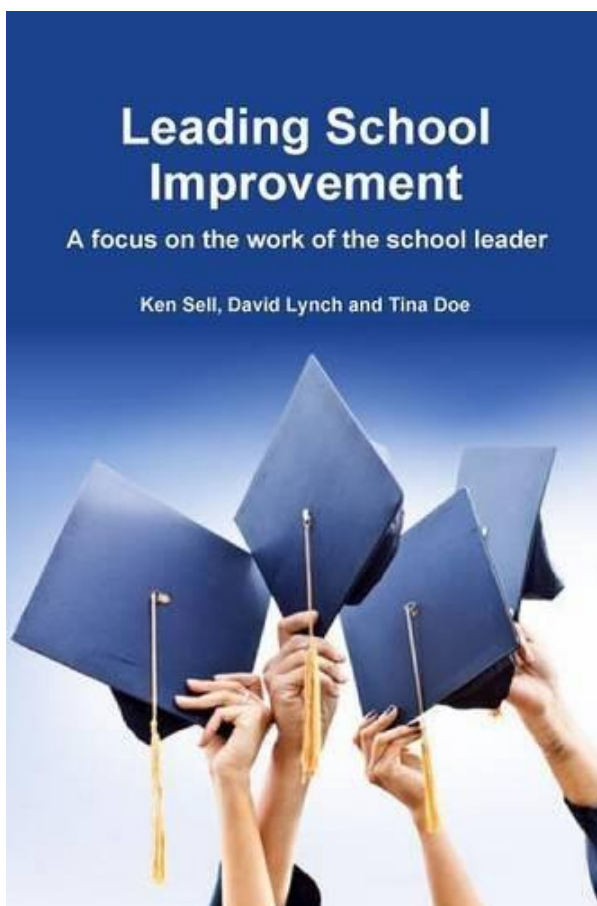
and fiercely proud to be WEXers. But it knew that more was needed to sustain its global success. WEX wanted to build on its 'people-first' culture in a measurable, methodical way. Alison Soine-Norris, WEX's Director Global Learning & Organization Development, describes the organisation's previous leadership development as a patchwork quilt of on-the-job learning, off-site courses for high-potential employees, and informal mentoring. This was effective, but did not knit together the various regions, functions and lines of business to allow leaders to build broad networks and learn together. Nor did it prepare leaders for the challenges they would encounter in a more complex and competitive global environment. With the aim of building a workforce of strategic thinkers who were results-focused, culturally competent, globally mobile and able to manage the complex relationships of a matrixed organization, they engaged consultants Rosinski & Company to conduct a needs analysis. WEX wanted a programme that would give managers the skills and tools they needed to drive their career forward; build cultural competency; and deliver measurable outcomes for the company. Further, the company wanted to build the skills needed to sustain learning in a coaching culture.

WEX's CEO and President, Melissa Smith, has publicly described the company's strategic objectives as follows: accelerate growth, make targeted investments, and scale. Since going public in 2005, WEX's growth has been exponential both in terms of revenue and people, expanding from 650 to more than 2,500 employees. To support scaling at this level, WEX needed to develop a steady pipeline of ready-now leaders with a global perspective. The company knew that its employees were smart, driven



Alison Soine-Norris

Global Coaching promising in Education



July 22nd, 2016
Aoba-Japan International School

Aoba-Japan International School to hold the
“Tokyo International Education Conference” (Aug 9th to 11th)
With Business Breakthrough University and Southern Cross University

Aoba-Japan International School (Located in Nerima ward, Tokyo. “A-JIS”) will hold a conference, the “Tokyo International Education Conference”, on Aug 9th to 11th 2016, at the A-JIS Higarigaoka Campus. The theme of this conference, which realized in association with Business Breakthrough University (Japan, BBTU) and Southern Cross University (Australia, SCU), is “Global Leadership: Leading Positive Change in the Education World”.

This is the first of, what we hope to be, an annual conference and although primarily held in English, it is our intent to grow the conference into a truly bilingual event in the coming years.

The conference title: Global Leadership: Leading Positive Change in the Education World is a deliberate attempt to bring a focus on the research that supports reflective practitioners in their quest to change schools and education institutions for the better. In Japan, educational change is partly driven by the government’s policy to introduce the IB into Japanese schools. We are committed to supporting this national agenda and the forthcoming conference is just one of many initiatives we are implementing to this end.

The conference Key Note speakers include:

- Professor Philippe Rosinski: World renowned expert in Global Leadership and Coaching. Kenichi Ohmae Graduate School of Business, Tokyo.
- Professor David Lynch: Expert in teacher education supported by extensive publications in the field. Southern Cross University, Australia.
- Dr Jake Madden : Expert in leading school improvement. Head of School at Dar Al Marefa Private School, Dubai.
- Adjunct Professor Ken Sell : Expert in teacher education and the role of professional capital in school renewal. Head of School at Aoba-Japan international school, Tokyo.

For the conference Program, please visit

<http://www.tokyoiec.org/index.php/about-us>

For further information, please visit <http://www.tokyoiec.org/>



10 Crucial Global Leadership Qualities

1. Multiple-perspectives outlook
2. Doing well by doing good
3. Authenticity
4. Health and fitness
5. Results-orientation
6. Emotional and relational competences
7. Political know-how
8. Cultural inclusiveness
9. Spiritual awakening
10. Deep interconnectedness

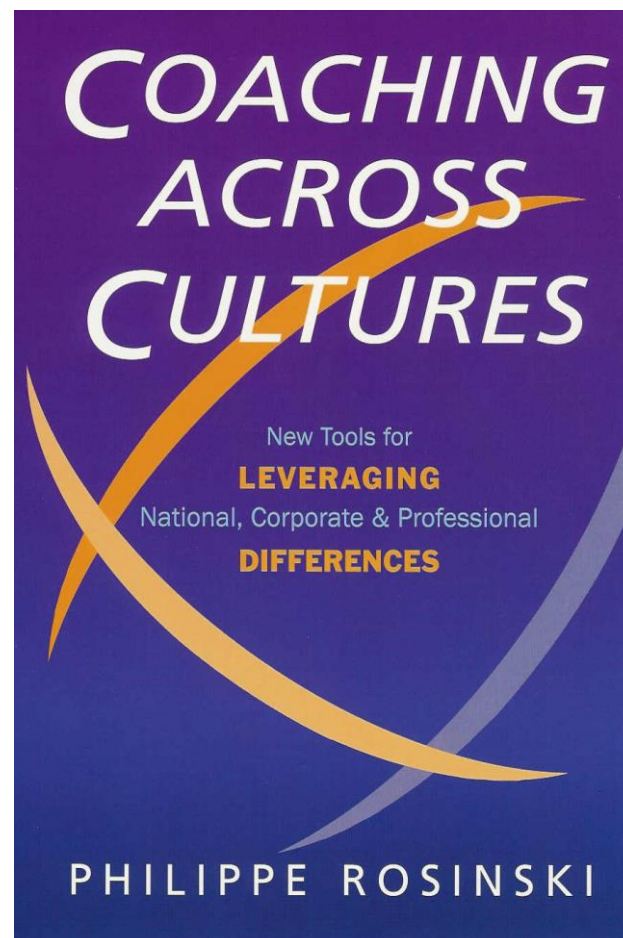
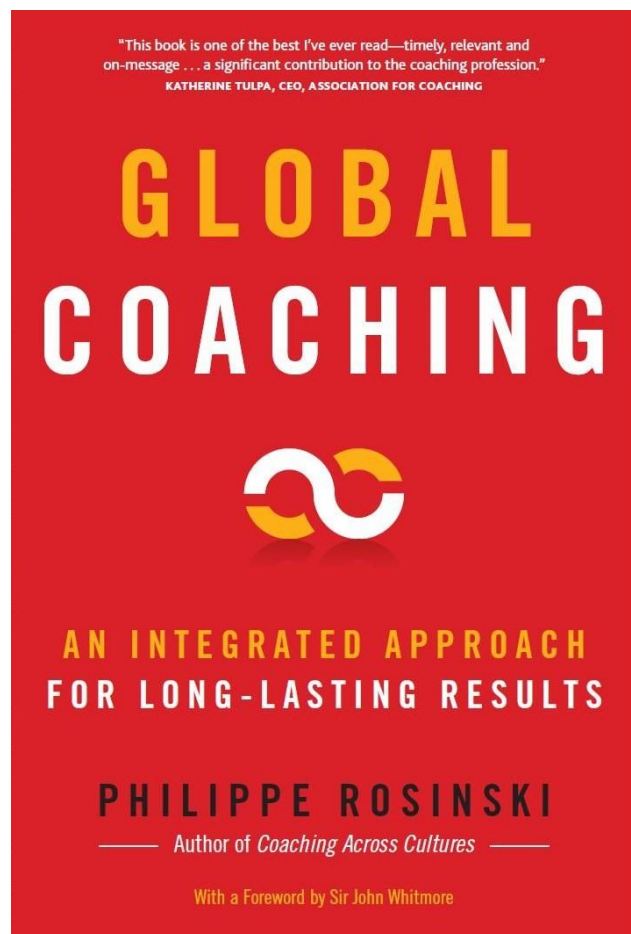
Yesterday I was clever so I
wanted to change the world.

Today I am wise so I want to
change myself.



Djalâl ad-Dîn Rûmî

Thank you!



www.philrosinski.com

www.GlobalCoaching.pro

www.COFassessment.com

www.facebook.com/globalcoachingpro

www.linkedin.com/in/philippe-rosinski-b9b5025