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June 26, 2017

Empowering Leadership Team Transformation

Nancy Chen @June 23@ Shanghai

Leadership Coaching China/

Living is Living Pte. Ltd.

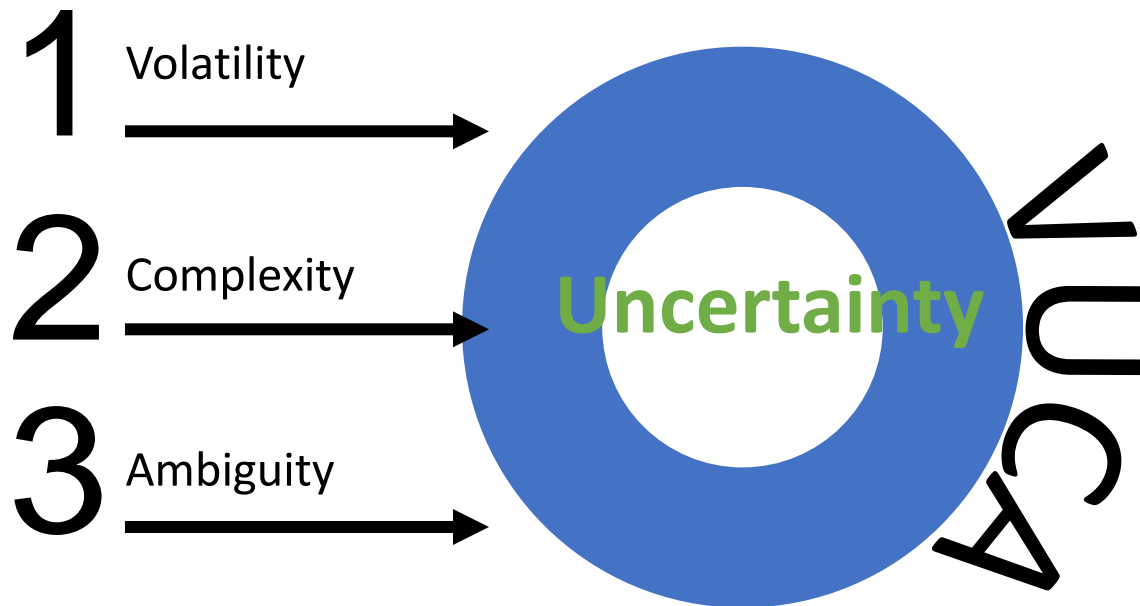
Connecting you and me

- Your name
- Your internal weather
- Your intention being here
- One curiosity about coaching
- Take a breath with me

About myself

- Nokia 17 years
- Executive coaching 5 years
- China, Finland, Singapore
- Customers: Prudential, Deloitte, Lianjia, New Hope, Mckinsey, Peter Drucker China Consulting, CKGSB, INSEAD
- INSEAD EMBA/Consulting & Coaching for Change

VUCA creates new challenges for leadership teams



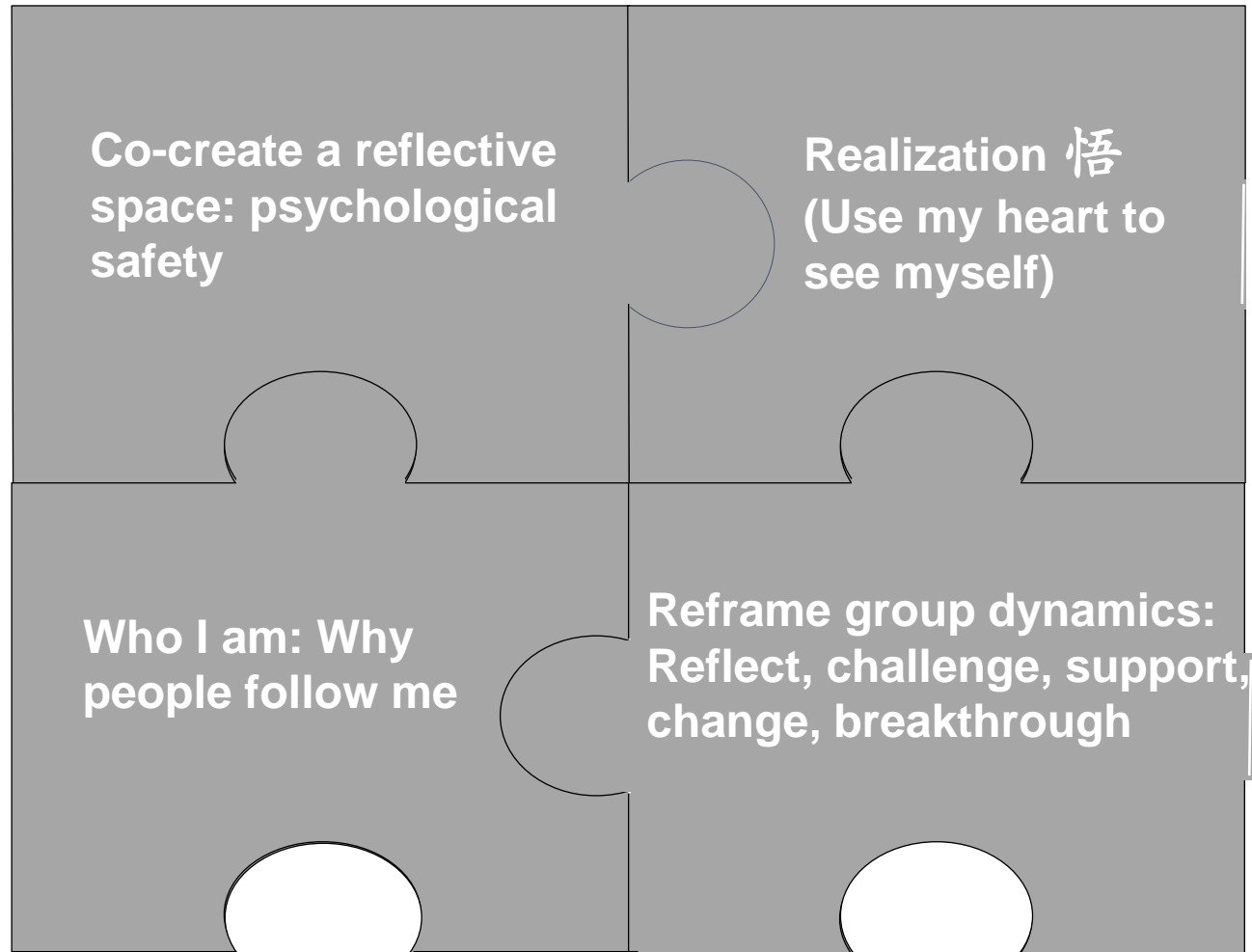
Key questions for leaders

- > How do leaders release their own pressure and recover their own energy? Physically and psychologically.
- > How could leaders engage more front line and customer feedback in decision making?
- > How could leaders embrace simplicity, agility and flexibility?

Lianjia.链家

- An O2O real estate agency, online business and organization scaled up tremendously
- Leadership development became an imperative
- CEO to confront this challenge: learn, reflect and transform
- 2015-16, rebuilt a new executive team dynamics through group coaching

INSEAD group coaching methodology



Co-create with CEO



Realization 悟



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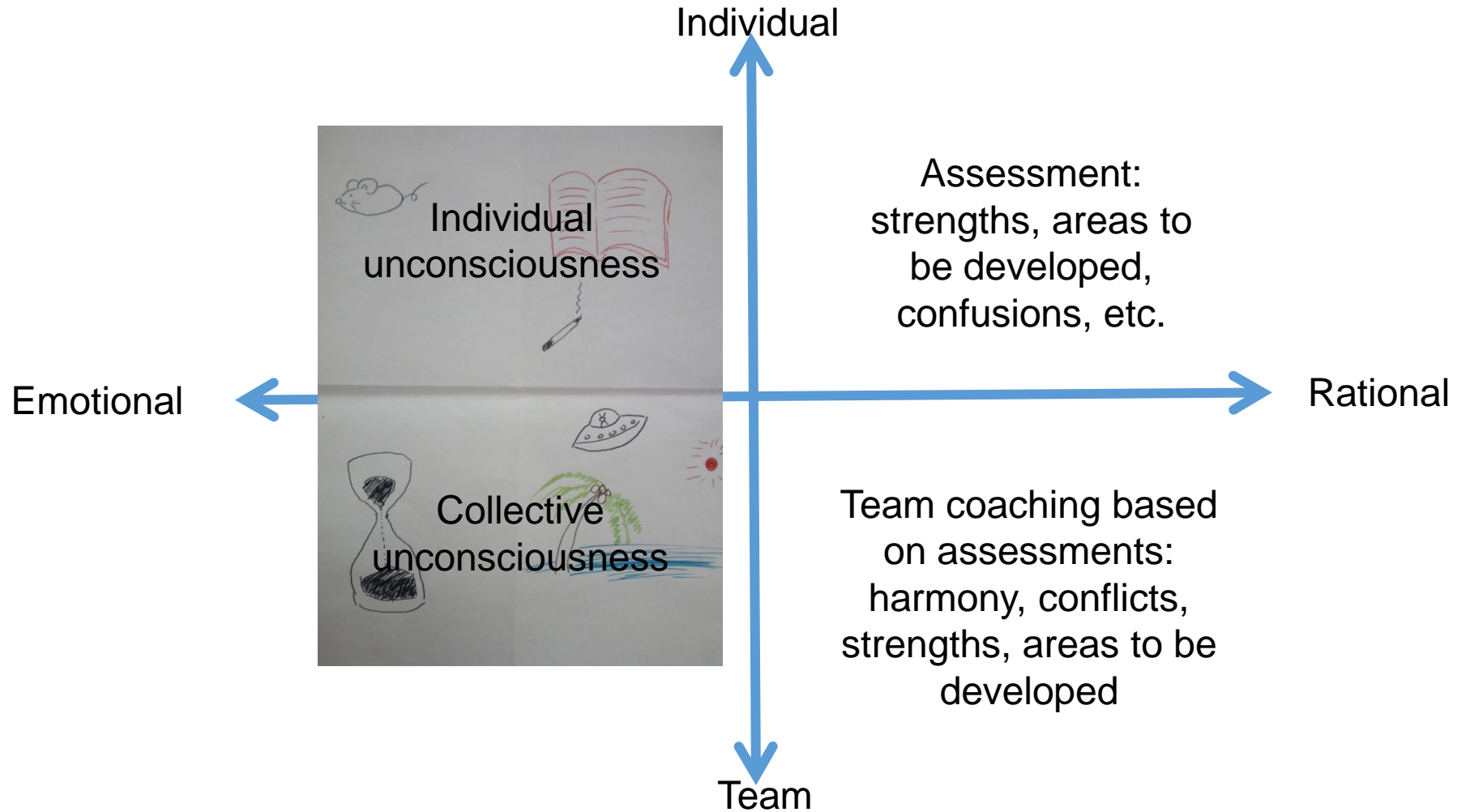
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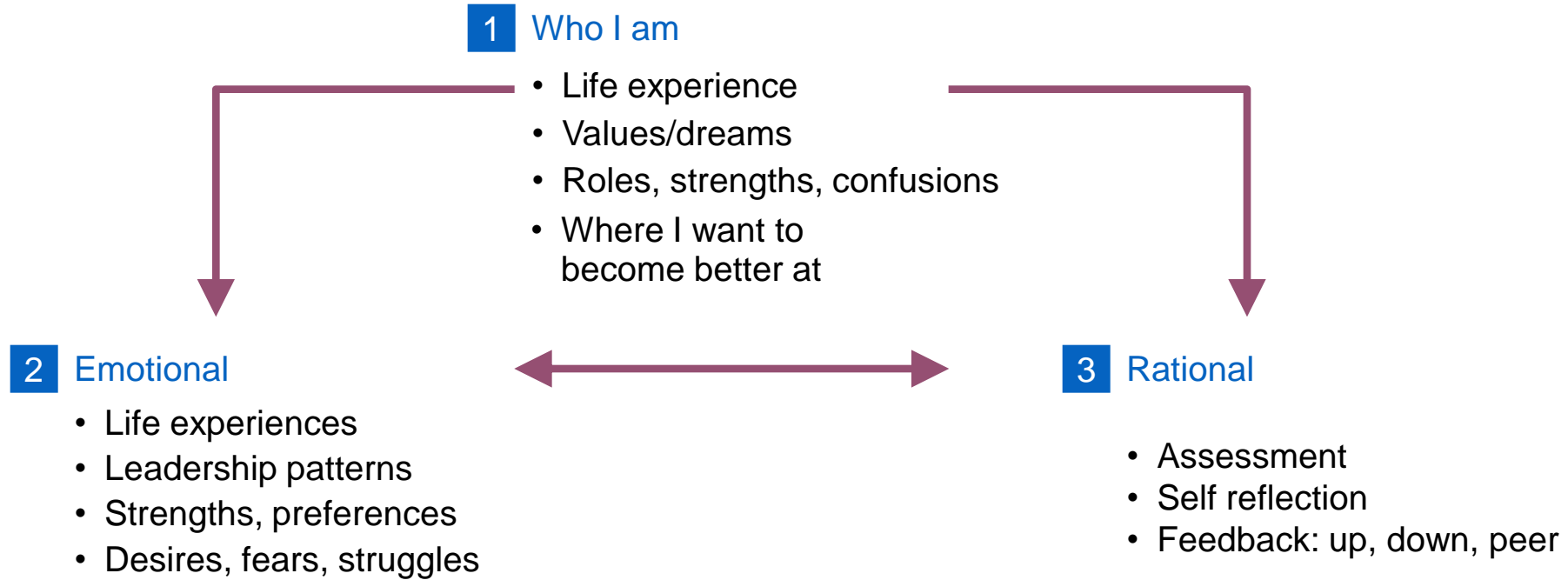
Feedback from an VP

“当一个人在职场，你的位置越高，听到的表扬和赞美就越多，往往容易让我们忽略了自己的不足之处，在领导力培训中，团队伙伴，彼此敞开心扉，当你置身其中，进入到那个场里面，我也可以直面自己的问题，说出自身的困惑，喜欢在这个“真诚的场”里面的感觉。非常感谢陈老师对于我们的引导。”

Who I am and who we are: personal and group dynamics as of now



Psychodynamics in details



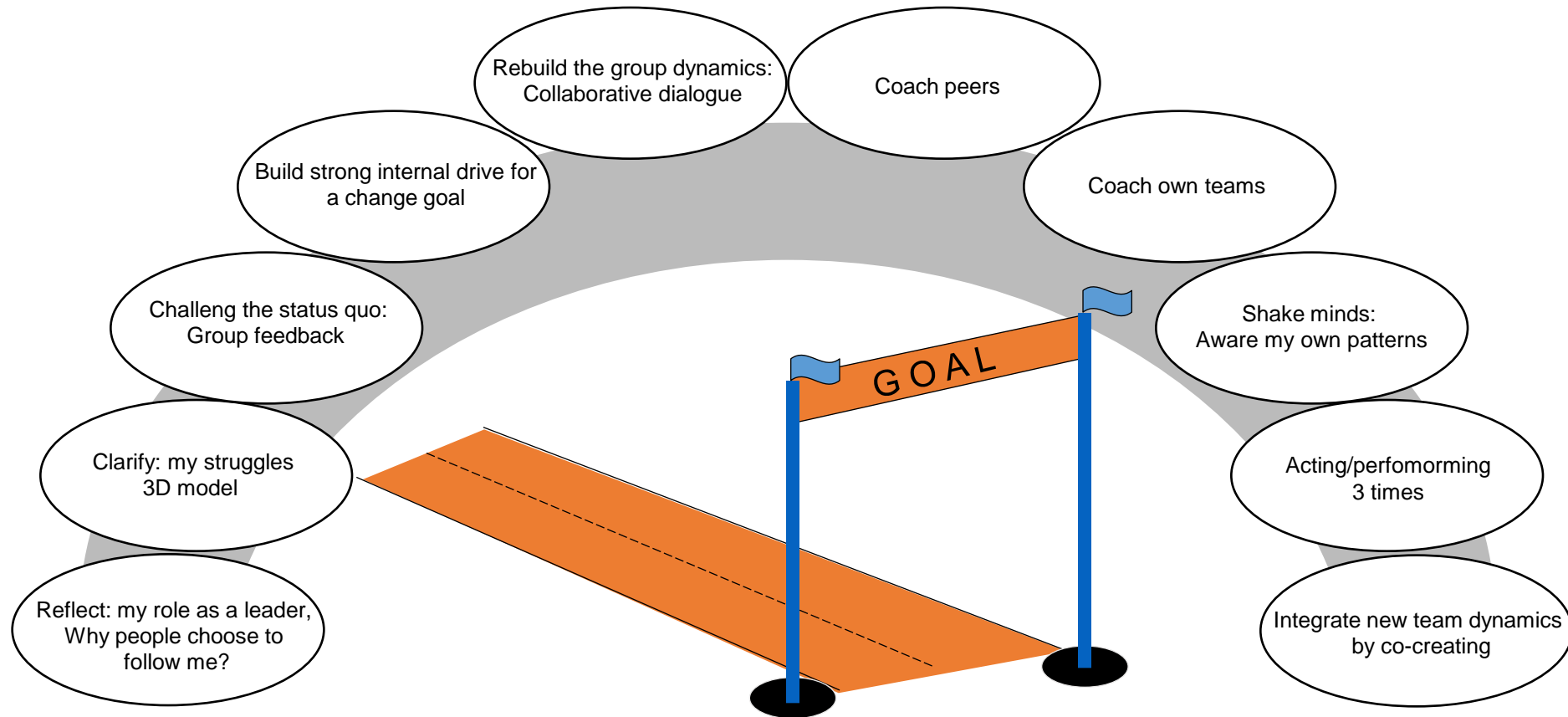
Feedback from an VP

“通过陈老师的团队领导力辅导课程，自己深深感悟到，其实一个人对于自己的认知是非常困难的事情，与能力无关，真正的是自己能不能面对自己的不足之处，当别人指出你的不足时，你是否能够虚心接受，并且有意愿去改变。在每次课程之中是对自己心灵的一次次洗礼，增强了自身的认知能力。

主要的收获：

1. 对于公司核心领导团队，大家彼此有了更深的了解，对于团队融合非常有帮助
2. 自己的认知
3. 对于领导力的深刻理解

Reframe group dynamics to achieve transformation



Some highlights

- Many moving stories: life experiences, why people follow me? appreciation and gratitude...
- Collaborative dialogue: strategy execution, cross functional communication and executive self-awareness...
- Passion: coach peers, coach teams
- Experiencing and acting

Example: 3D model



Meaning of 3D model

- 管理者置身于一个“组织”中
- 这使得唯有组织中其他的人能够利用管理者的贡献时，管理者才有效
- 管理者身处组织“内部”。在一个组织内部是不会有成果出现的；一切成果都发生于组织之外；在组织内部所产生的只有努力和成本。因而，管理者必须尽力摆脱这些束缚，自身朝向有效性发展

Feedback from a director

我在陈老师的团队及领导力辅导课程中：

感悟到了省的真谛，学会了如何发现自己和别人冰山下的世界；

感悟到了场的力量，学会了如何帮助团队成员互相理解，感恩和欣赏；

感悟到了众的智慧，学会了组织合作对话，从多角度去寻找解决问题的方法；

感悟到了听和问的妙用，学会了通过引导的方式让别人愉快地接受建议；

经历一次次的学习和实践，我的心境少了一些急躁和焦虑，多了一份耐心和平和，感谢陈老师！

Feedback from a director

参加陈老师的团队领导力辅导课程，好像突然打通任督二脉，经过系统的梳理和实践指导，感悟到人和事是同样重要的……陈老师的课程很有意思，通过游戏来还原真实的工作场景，并让我们在对场景的再次经历中反思工作的缺憾，寻求改进方法……

我带团队的方式从领跑变成了陪跑，我不再是孤单的管理者。我的团队从10多人，变成150多人，如果用我之前的管理方式，现在不是累死我，就是累死我的小伙伴们。我发现陈老师的套路很好用。

To conclude: "The whole is greater than the sum of its parts"

Project Aristotle - a tribute to Aristotle's quote

***Who* is on a team matters less than how the team members interact, structure their work, and view their contributions.**

The Google logo is displayed in its characteristic multi-colored font, with the letters 'G', 'o', 'o', 'g', 'l', and 'e' in blue, red, yellow, blue, green, and red respectively.

To conclude: There are five key dynamics that set successful teams apart from other teams at Google

- **Psychological safety:** Can we take risks on this team without feeling insecure or embarrassed?
- **Dependability:** Can we count on each other to do high quality work on time?
- **Structure & clarity:** Are goals, roles, and execution plans on our team clear?
- **Meaning of work:** Are we working on something that is personally important for each of us?
- **Impact of work:** Do we fundamentally believe that the work we're doing matters?



非常谢谢

Thank you very much

个人的成长是
通过与他人的坦诚交流
来实现的。在交流中，彼此能够自由
地表达内心的软弱

-以色列哲学家，马丁布伯

倾听使身心痊愈

如果有人倾听你，不对你评头论足，不替你担惊受怕，也不想改变你，这多美好啊……每当我得到人们的倾听和理解，我就可以用新的眼光看世界，并继续前进……这真神奇啊！一旦有人倾听，看起来无法解决的问题就有了解决方法，千头万绪的思路也会变得清晰起来

-卡尔多杰斯