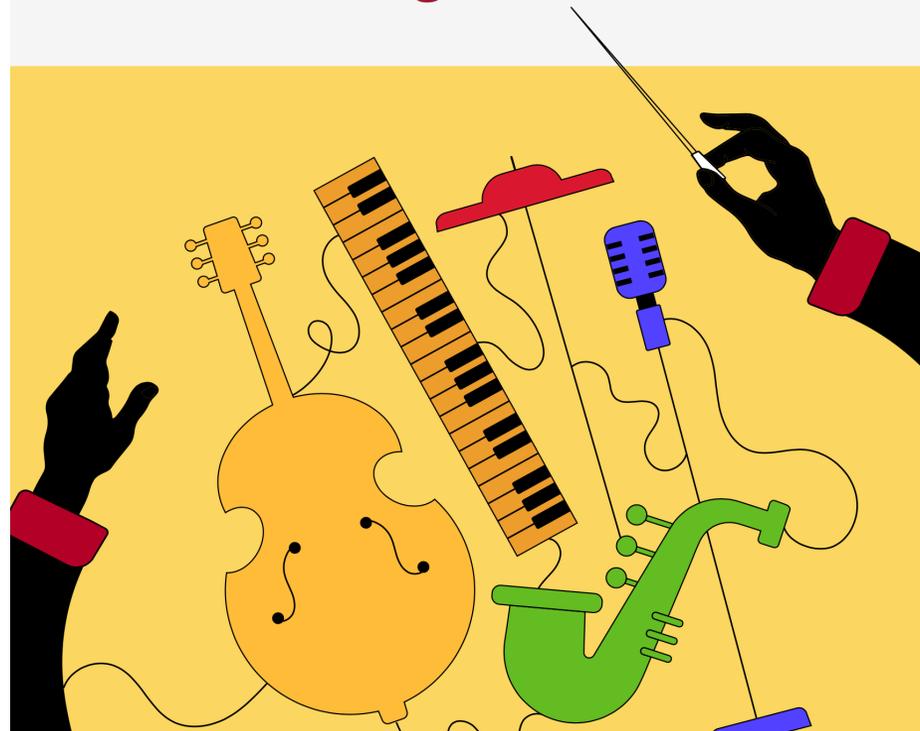


Leading with Humanity

The Future of Leadership and Coaching



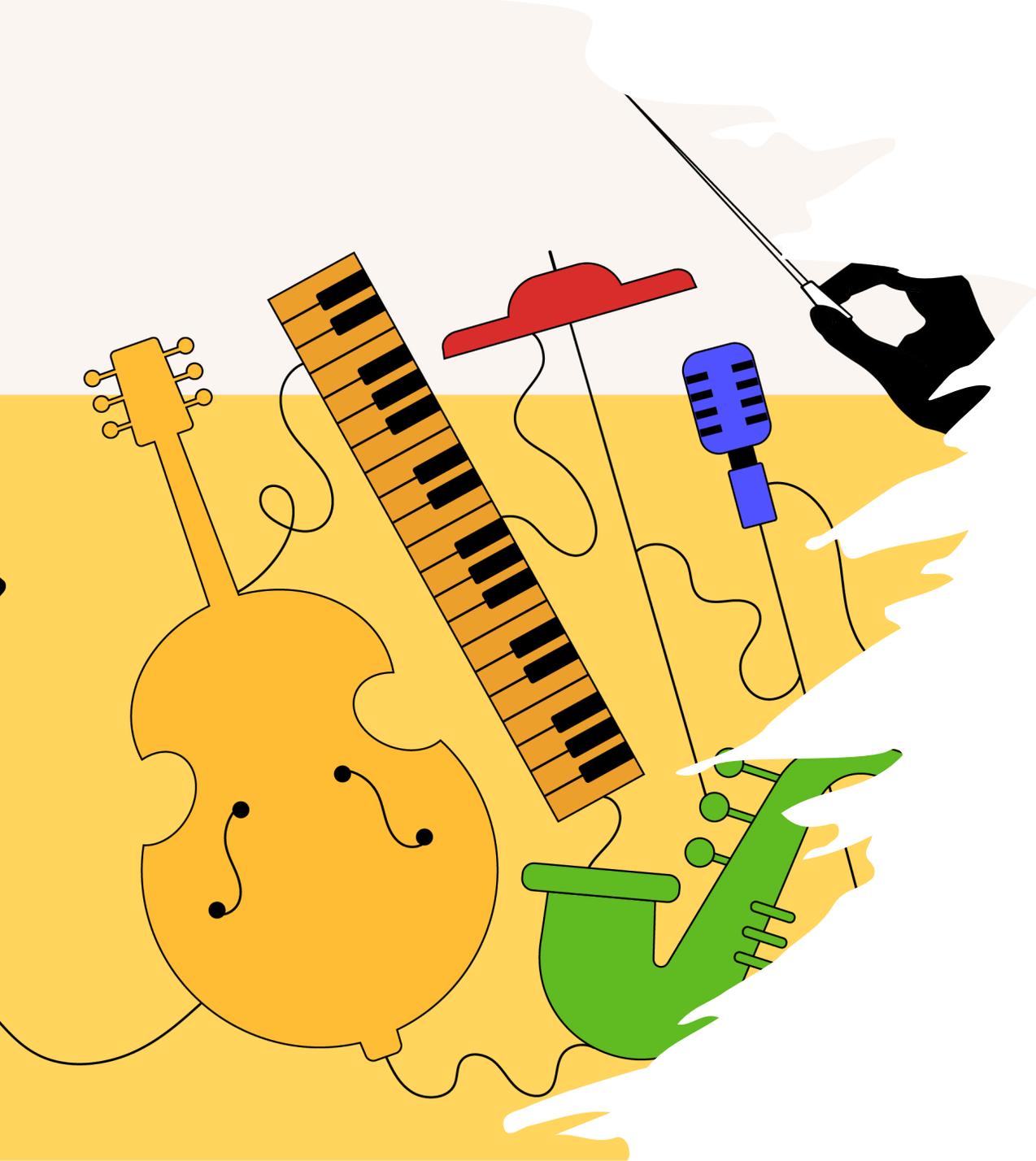
IOC study & report

- team of 24 IOC fellows and leaders
- 19 IOC fellows interviewed 33 executives
- transcripts were coded into themes
- literature search on relevant themes
- chapter teams wrote 5 chapters



**We haven't been human enough.
The pandemic is providing us with an
opportunity.**

Audit, Tax & Advisory Services,
35 years of leadership experience



leading with humanity

1. organizations meet human needs
2. leaders change their ways
3. human-centered leadership emerges
4. coaches help leaders change



organizations meet human needs

- social connection, belonging
- engagement
- autonomy
- well-being
- human-centered skills
- workplace design

**The changes were for us very obvious.
We needed to support employee health and well-being to gain their trust and help them be less resistant to large corporate changes needed in something like COVID-19.**

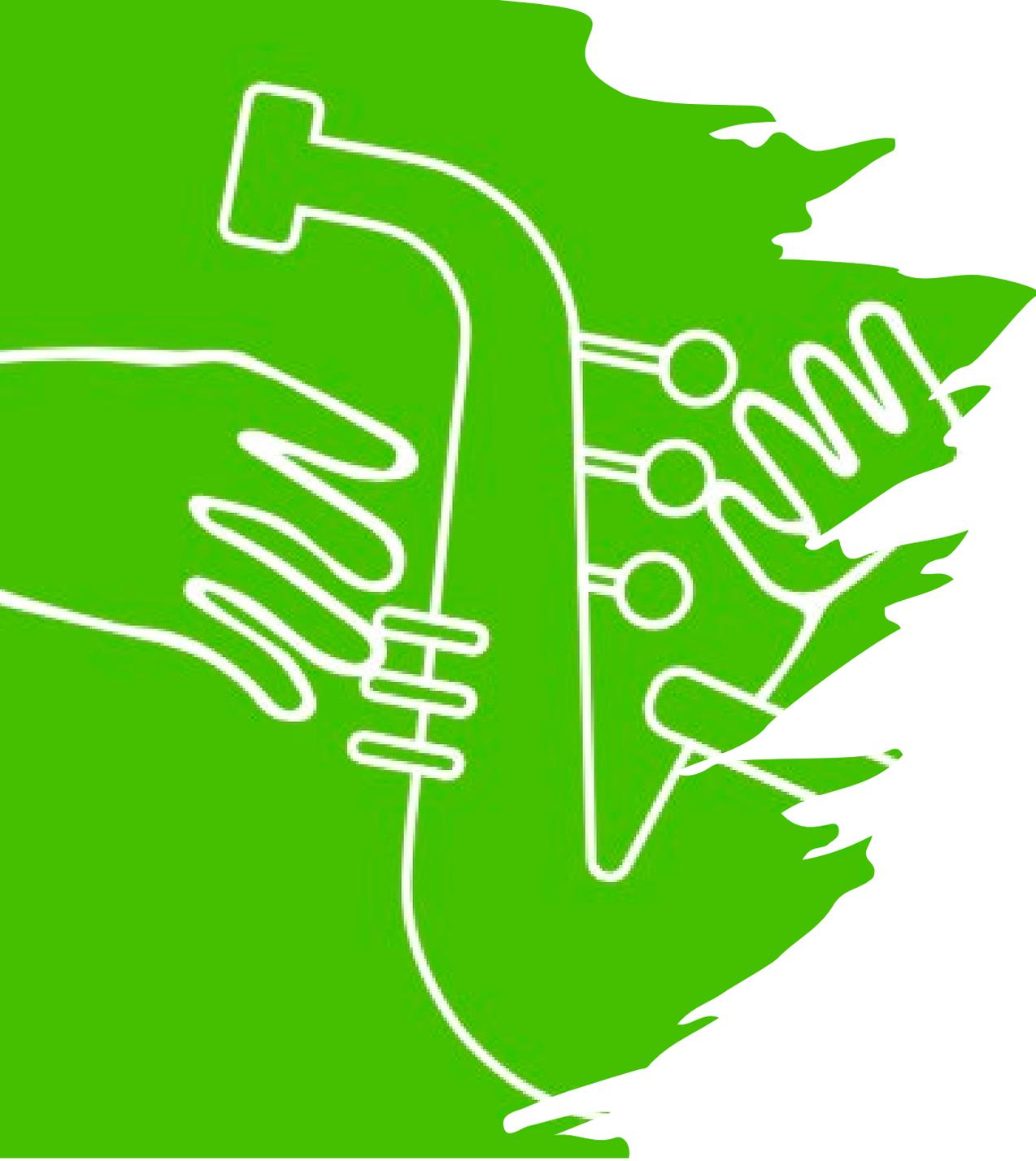
Healthcare, 20 years of leadership experience



2019 compassionate leadership study

The act of compassion can have a spill-over effect and encourage followers and other employees to act compassionately toward and with one another.

The potential effects of such leader behaviors have far-reaching effects such as building positive work cultures and enhancing learning as well as reducing dysfunctional behavior such as conflict and incivility that can have deleterious impact on work performance.



leaders change their ways

1. values shift toward benevolence and openness to change
2. ways change toward connection, listening, authenticity
3. strategy becomes iterative, responsive, collaborative
4. priorities become relationships, self-care



values-based leadership

The real secret to leadership goes back to showing empathy, building safety, building teamwork, where people can show up and be vulnerable.

The pandemic really exposed leaders who were uncomfortable doing that because if you hid behind numbers, if you hid behind management, if you were uncomfortable creating safe spaces for people to truly open up, there's no way there's any chance against COVID-19 - it exposed cultures that were based on fear.

There was no map, no protocol, no process for COVID-19. You actually had to trust each other.

Healthcare, 7 years of leadership experience



human-centered leadership

five humanity fundamentals

1. expand consciousness
2. cultivate relationships
3. support well-being
4. integrate diversity
5. develop agile cultures



human-centered

I think about how the George Floyd murder has impacted us individually and collectively across the world and how it may be what allowed us to be able to actually feel, be more empathetic, and maybe even a little bit more introspective.

I think it also has helped us in our practice of being empathetic to our employees.

Now we had another way to apply that empathy and understanding, and there's something there that's really profound.

Robotics, 3 years of leadership experience

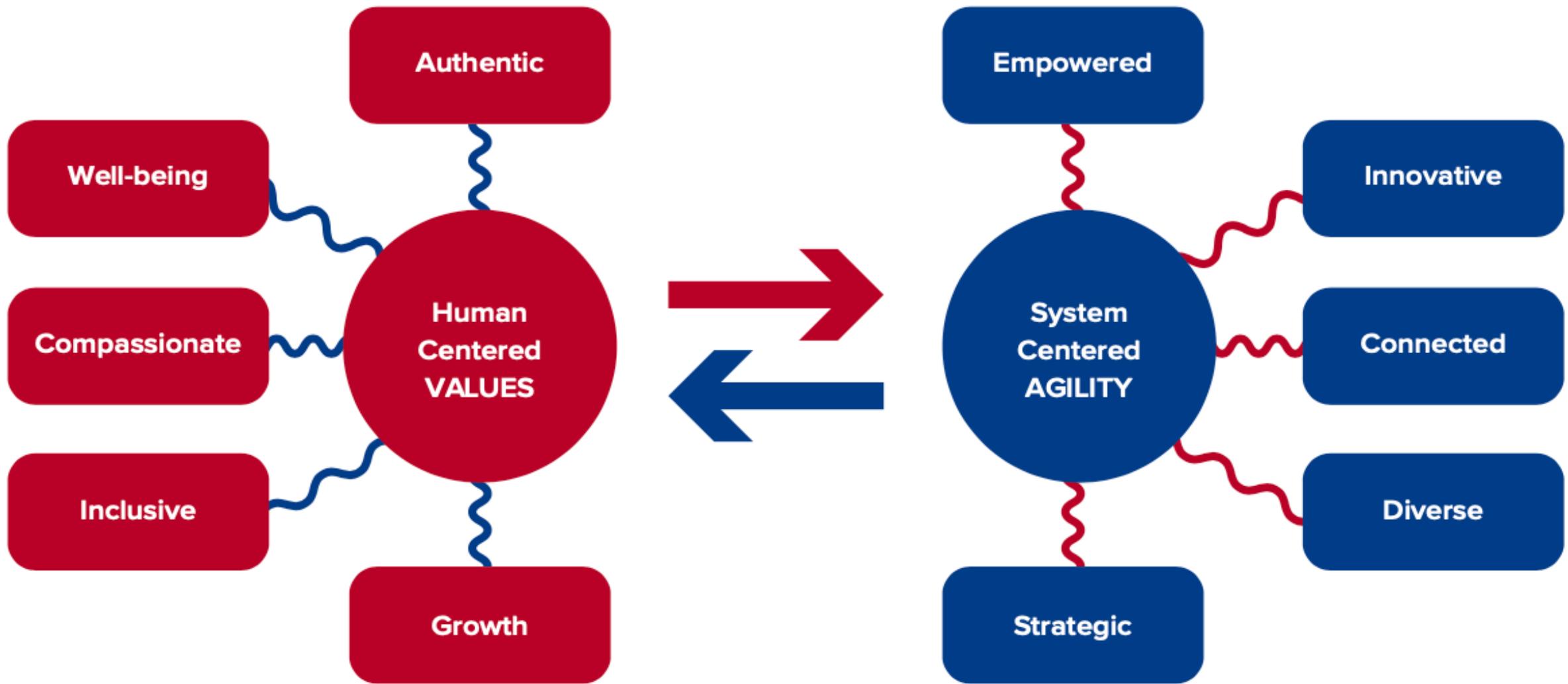


Figure 1: Human-centered leadership enables agile systems



coaches help leaders change

- safe space to ground and reflect
- navigate challenges and crises
- expand consciousness
- see and navigate blind spots and biases
- expand capacity
- enable change of thinking and behavior



self-
transformational
leadership

We first struggled with 'how do we better execute' when the real question was, 'how do we need to change?'

You know change is hard. Change is not what the leadership wants to do. Your inclination is to pedal faster.

The role of an executive coach is to help folks get out of the box that they're in and contemplate the bigger questions about the change.

Dentistry, 17 years of leadership experience



self-
transformational
leadership

The ability to simplify in the middle of complexity, inspire when there's no hope, build relationships when there is distrust, build bridges when things have fragmented, change people when people don't want to change.

All those skills are not in the technical manual.

And all those skills start with self-awareness and having very open conversations about your own derailers, your own strengths, your own opportunities.

That's where I think a formal coach on a consistent basis makes a transformational difference.

Healthcare, 7 years of leadership experience

the music

drummer beats compassion

sax plays authenticity

bass plays values

piano plays agility

voice sings change





enjoy!

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