

The Ultimate Leadership Coaching Book List

26 coaches from the HFL Coaching Network contribute their 34 'most recommended' leadership books.

Highly recommended reading.

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Credits

HFL would like to thank all members of our coaching network for generously contributing their time and considerable experience to the production of this book list.

HFL

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THE BOOKS

Blue Ocean Strategy,
 W. Chan Kim & Renee Mauborgne

BrainWise Leadership: Practical Neuroscience to Survive and Thrive at Work, Connie Henson & Pieter Rossouw

Built to Last, Jim Collins & Jerry I. Porras

Business Stripped Bare, Richard Brandon

Changing on the Job: Developing Leaders for a Complex World, Jennifer Garvey Berger

Core Beliefs: Harnessing the Power, Peter Burrow

Crucial Conversations: Tools for Talking When Stakes are High, Kerry Patterson

Drive, Dan Pink

Execution: The Discipline of Getting Things Done, Larry Bossidy & Ram Charan

Executive Stamina: How to Optimize Time, Energy, and Productivity to Achieve Peak Performance, Marty Seldman & Joshua Seldman

Fierce Conversations, Susan Scott

From Good to Great, Jim Collins

Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher & William Ury

Innovation Leaders: How Senior Executives Stimulate, Steer and Sustain Innovation, Jean Philippe Deschamps

Intelligent Leadership, Alistair Mant

It Starts with Passion, Keith Abraham

It's Your Ship, Captain D. Michael Abrashoff

Leading Change, Jon. P. Kotter

Learned Optimism, Martin K. P. Seligman

Primal Leadership: Unleashing the Power of Emotional Intelligence, Daniel Goleman, Richard Boyatzis & Annie McKee

Solution-Focusing Coaching: Managing People in a Complex World, Jane Greene & Anthony M. Grant

Start With Why: How Great Leaders Inspire Everyone to Take Action, Simon Sinek

The Definite Book of Body Language, Allan & Barbara Pease

The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It, Michael E. Gerber

The First 90 Days, Michael D. Watkins

The Five Dysfunctions of a Team, Patrick Lencioni

Theory U: Leading from the Future as it Emerges, C. Otto Scharmer

The Power of Full Engagement, Jim Loehr & Tony Schwartz

The Servant as Leader, Robert Greenleaf

The Tao of Coaching, Max Landsberg

The World Café, Juanita Brown with David Isaacs

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey

Your Brain at Work, David Rock

Your Next Move, Michael D. Watkins

Introduction

Earlier this year, **HFL** decided to refresh all of the biographies of our **HFL** coaching network.

To add a little spice, we decided to ask coaches for a variety of additional information – including the book they most often recommend to their coachees (and why!). The book list nominated by our coaching network was so broad and rich we thought there was only one thing to do: share it.

Throughout this document, we have also included quotes from coachees about the value they have received from coaching. These quotes were provided to us in a major anonymous survey among coachees who had been in the **HFL** system (some 140 respondents) on the benefits of coaching which was conducted in 2012. For a copy of this research report please contact us.

But it doesn't end here. We are interested to hear from you, through our website, on the books you think should have also made the list and why.

Join the conversation and enjoy your future reading list.

And if you need a highly qualified, very experienced, executive coach for any level within your organisation, we hope you'll think of using the **HFL** coaching network.

Alistair Gordon

“Coaching provides an opportunity to further explain and discuss teachings of the workshops. Also provides an independent, neutral, and non-biased contact to run thoughts, experiences, problems, and potential solutions past.”

QUOTE FROM THE 2012 **HFL** COACHING SURVEY

The HFL Coaching Network



Blue Ocean Strategy

W. Chan Kim and Renee Mauborgne

Nominated by HFL Coach Alistair Gordon

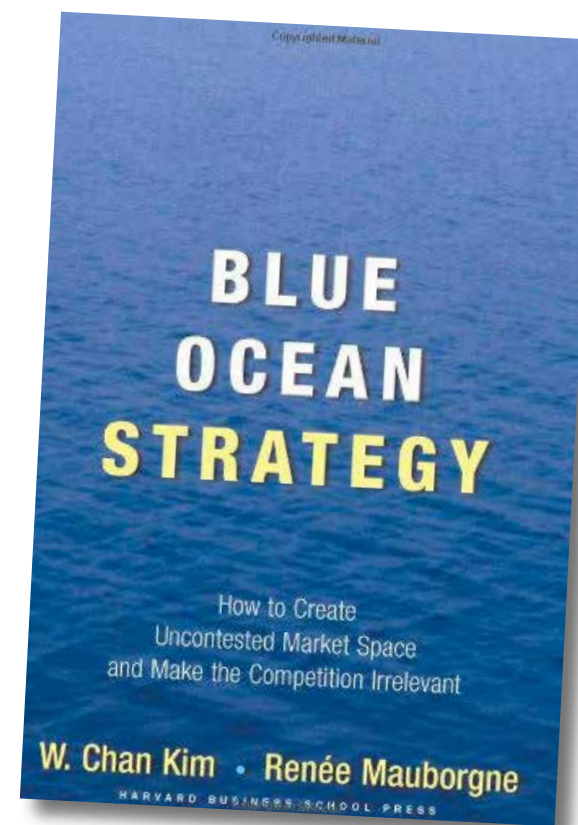


It is a great text for helping good people managers become smart business managers. It provides a strategic context for competitive advantage, customer intimacy, and positioning, and helps teams quickly understand the market dynamics that are impacting – and perhaps providing opportunity – for their organisations.

AMAZON.COM REVIEW

Written by the business world's new gurus, *Blue Ocean Strategy* continues to challenge everything you thought you knew about competing in today's crowded market place.

Based on a study of 150 strategic moves spanning more than a hundred years and thirty industries, authors W. Chan Kim and Renee Mauborgne argue that lasting success comes from creating 'blue oceans': untapped new market spaces ripe from growth. And the business world has caught on - companies around the world are skipping the bloody red oceans of rivals and creating their very own blue oceans. With over one million copies sold worldwide, *Blue Ocean Strategy* is quickly reaching 'must read' status among smart business readers. Have you caught the wave?



“Coaching has been an outstanding experience. As part of a program which includes coach, mentor, and training courses, this is by far the most beneficial component for me.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

Business Stripped Bare

Richard Branson

Nominated by HFL Coach David Morley



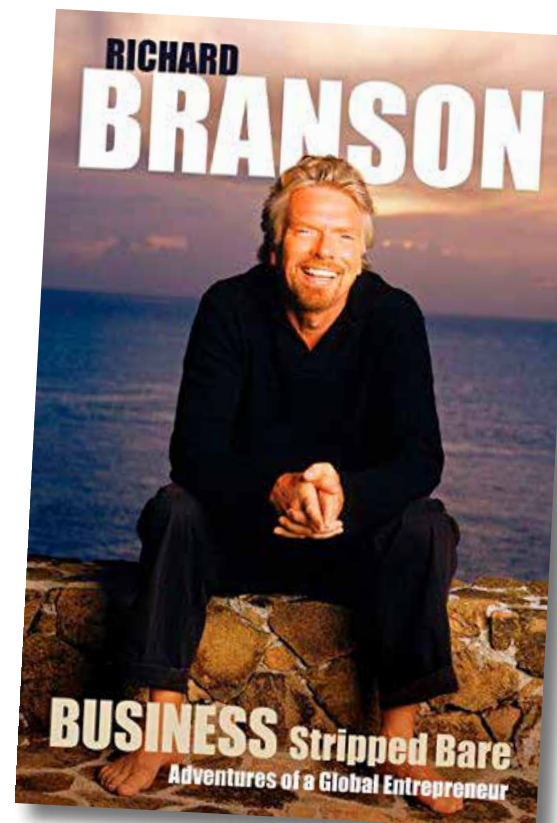
“The more you free your people to think for themselves, the more they can help you. You don’t have to do this all on your own.”

When reading *Business Stripped Bare* you soon realise that the key take away is more to do with understanding how connected and disruptive leadership compliments the more traditional approaches to leading a business. This is the book I recommend when a leader is looking to make what is often considered the most difficult: to let go of a rigid and heavily structured style, relax, and be comfortable with who they are as a leader, and therefore become more engaging with their people.

AMAZON.COM REVIEW

Richard Branson is an iconic entrepreneur and the founder of Virgin Airways, Virgin Records, and many other Virgin businesses around the world. Now he shares the inside track on his life in business and reveals the incredible truth about his most risky, brilliant, and audacious deals. Combining invaluable advice with remarkable, and candid stories of Virgin’s greatest achievements, as well as some of its setbacks, this is a dynamic, inspirational, and truly original guide.

Whether you are an executive, an entrepreneur, or are just starting out, Branson strips business down to show how you can succeed and make a difference.



Changing on the Job: Developing Leaders for a Complex World

Jennifer Garvey Berger

Nominated by HFL Coach Gail Hackett

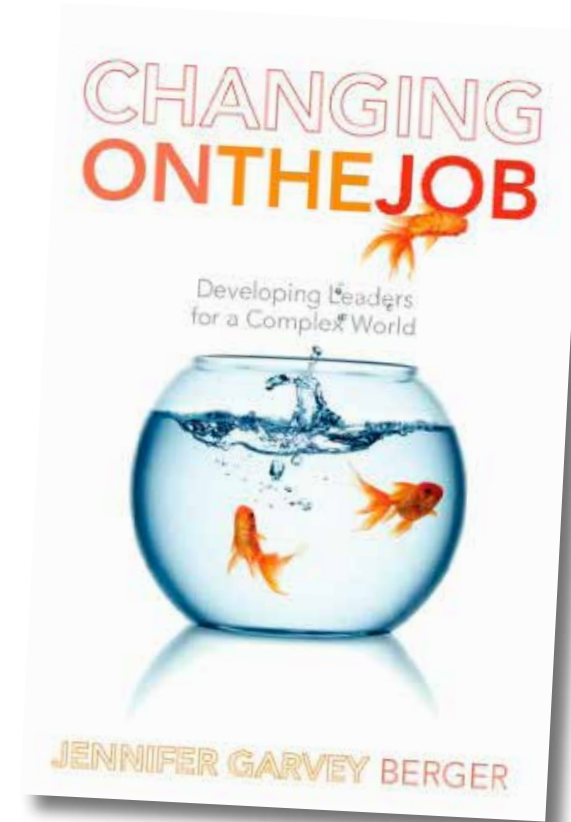


AMAZON.COM REVIEW

Listen to people in every field and you'll hear a call for more sophisticated leadership - for leaders who can solve more complex problems than the human race has ever faced. But these leaders won't simply come to the fore; we have to develop them, and we must cultivate them as quickly as is humanly possible.

Changing on the Job is a means to this end. As opposed to showing readers how to play the role of a leader in a 'paint by numbers' fashion, *Changing on the Job* builds on theories of adult growth and development to help readers become more thoughtful individuals, capable of leading in any scenario. Moving from the theoretical to the practical, and employing real-world examples, author Jennifer Garvey Berger offers a set of building blocks to help cultivate an agile workforce while improving performance.

Coaches, HR professionals, thoughtful leaders, and anyone who wants to flourish on the job will find this book a vital resource for developing their own capacities and those of the talent that they support.



“With the workload I have, it can be hard to make time for one more thing. Making time for coaching sessions is like making time for the gym – you feel much better for doing it.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

Crucial Conversations: Tools for Talking When Stakes are High

Kerry Patterson

Nominated by HFL Coach Jen Scott



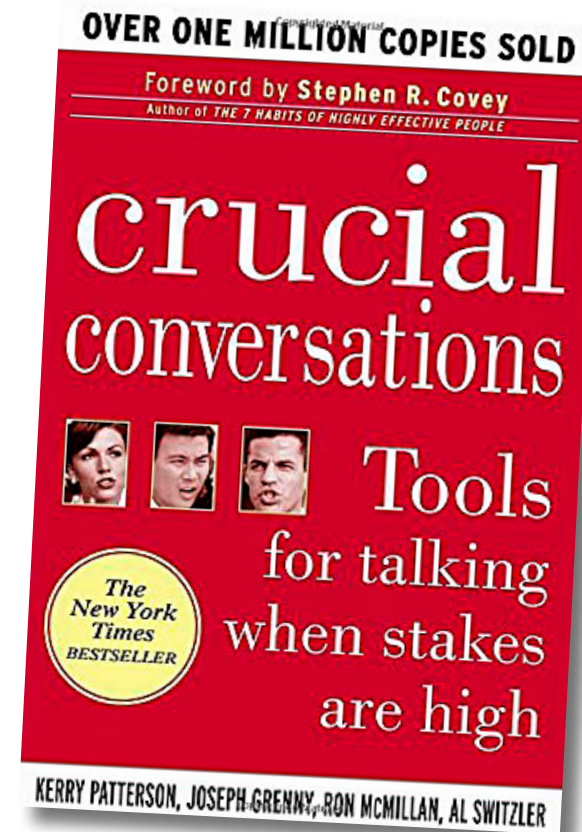
“The void created by the failure to communicate is soon filled with poison, drivel and misrepresentation [C. N. Parkinson]”.

This book helps us all prepare and execute effective conversations that matter most – being persuasive not abrasive, turning conversations into action and results.

AMAZON.COM REVIEW

When stakes are high, opinions vary, and emotions run strong, you have three choices: avoid a crucial conversation and suffer the consequences; handle the conversation badly and suffer the consequences; or read *Crucial Conversations* and discover how to communicate best when it matters most. *Crucial Conversations* gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want.

Whether they take place at work or at home, with your neighbours or your spouse, crucial conversations can have a profound impact on your career, your happiness, and your future. With the skills you learn in this book, you'll never have to worry about the outcome of a crucial conversation again.



The Definitive Book of Body Language

Allan and Barbara Pease

Nominated by HFL Coach Barbara Wallace



Being perceptive means being able to spot the contradictions between someone's words and their body language. This book provides leaders with the knowledge and technique to gain greater understanding and insight into the people that they work with that make the difference between success and failure.

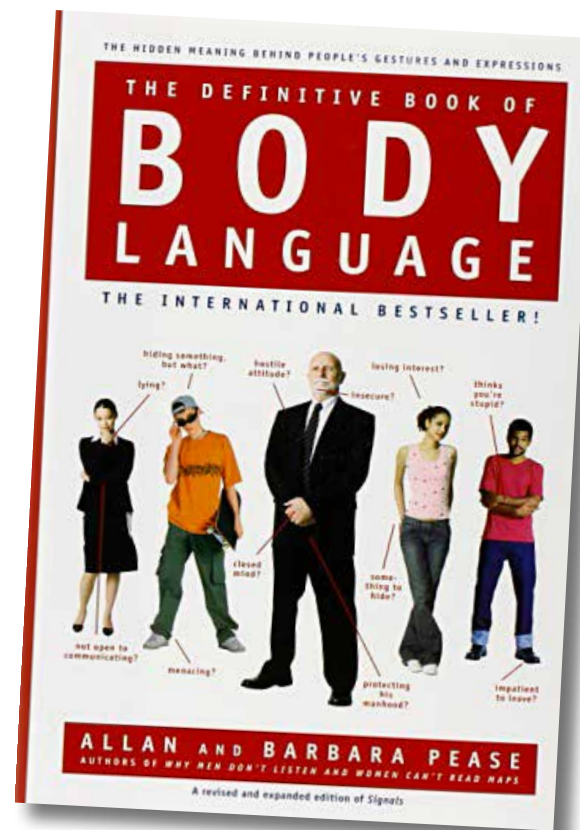
AMAZON.COM REVIEW

This international bestseller reveals the secrets of nonverbal communication to give you confidence and control in any face-to-face encounter – from making a great first impression and acing a job interview to finding the right partner.

It is a scientific fact that people's gestures give away their true intentions. Yet most of us don't know how to read body language – and don't realise how our own physical movements speak to others. Now the world's foremost experts on the subject share their techniques for reading body language signals to achieve success in every area of life.

Drawing upon more than thirty years in the field, as well as cutting-edge research from evolutionary biology, psychology, and medical technologies that demonstrate what happens in the brain, the authors examine each component of body language and give you the basic vocabulary to read attitudes and emotions through behaviour.

Filled with fascinating insights, humorous observations, and simple strategies that you can apply to any situation, this intriguing book will enrich your communication with and understanding of others – as well as yourself.



BrainWise Leadership: Practical Neuroscience to Survive and Thrive at Work

Connie Henson and Pieter Rossouw

Nominated by HFL Coach Tim Fitzgerald



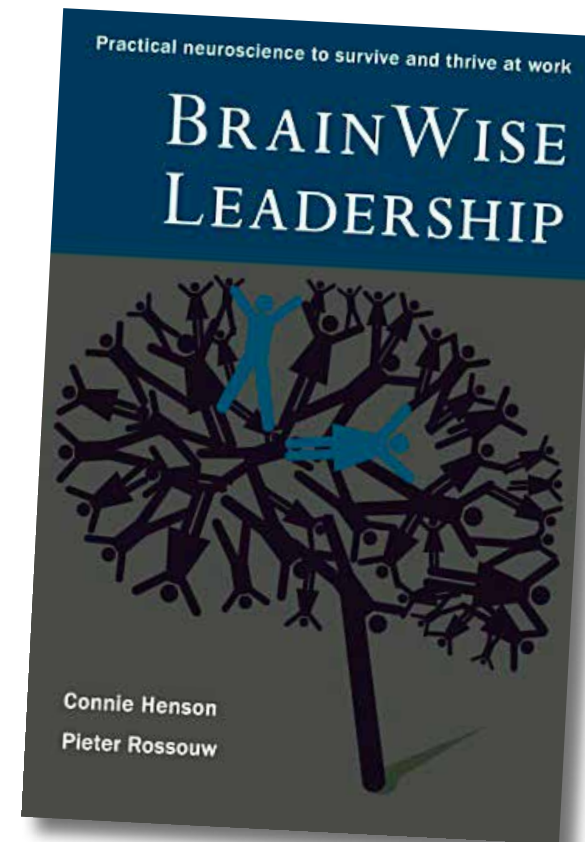
I'm part of an extended network of Sydney University coaching graduates and most of us are currently reading this book. *BrainWise Leadership* presents a layman's version of how applied neuroscience can improve workplace performance by increasing individual brain 'fitness', creating healthy relationships at work, and by enabling a culture that's conducive to people 'thinking together'.

AMAZON.COM REVIEW

The challenge confronting today's leaders and their teams is making effective decisions in a marketplace where the goal posts continuously keep changing.

Using lessons from the latest neuroscience, *BrainWise Leadership* offers powerful insights and practical techniques that leaders can use to avoid common thinking traps and improve performance.

The authors translate complex neuroscientific concepts into layman's terms and provide real-life case studies to demonstrate how leaders can use the new techniques to best effect. The book is essential reading for both senior leaders and professionals involved in their development.



“The coaching has allowed me to address my development opportunities in a safe and comfortable environment. The ability to discuss the ways in which I can capitalise on these opportunities has been greatly beneficial.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

Built to Last

Jim Collins and Jerry I. Porras

Nominated by HFL Coach Rod Andersen



Built to Last is a philosophical blueprint based on research into the development of some of the United States' most successful corporations that have prospered over a century.

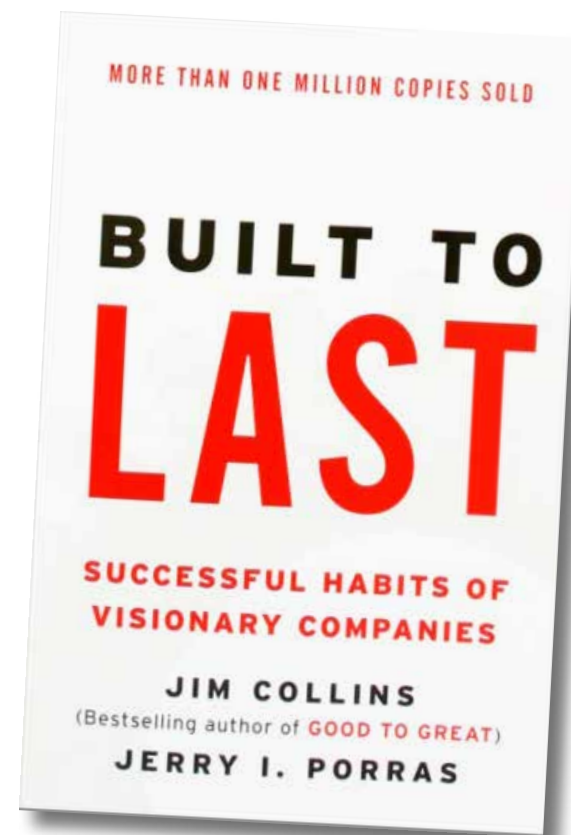
I chose *Built to Last* because I am always fascinated in evidence based examination of what produces success in organisations and in particular, what can leaders do to promote sustainable success.

Built to Last outlines the trait that we can all learn from to not only create success, but how to make success enduring. By defining and preserving the very soul or ideology of our businesses, and using this as a basis for stimulating progress, is a very profound model for us to all learn from other's success. *Built to Last* allows us to stand on the shoulders of industry giants.

AMAZON.COM REVIEW

Drawing upon a six-year research project at the Stanford University Graduate School of Business, James C. Collins and Jerry I. Porras took eighteen truly exceptional and long-lasting companies and studied each in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day – as start-ups, as midsize companies, and as large corporations. Throughout, the authors asked: "What makes the truly exceptional companies different from the comparison companies and what were the common practices these enduringly great companies followed throughout their history?"

Filled with hundreds of specific examples and organised into a coherent framework of practical concepts that can be applied by managers and entrepreneurs at all levels, *Built to Last* provides a master blueprint for building organisations that will prosper long into the 21st century and beyond.



Core Beliefs: Harnessing the Power

Peter Burow

Nominated by HFL Coach Toni Scoble



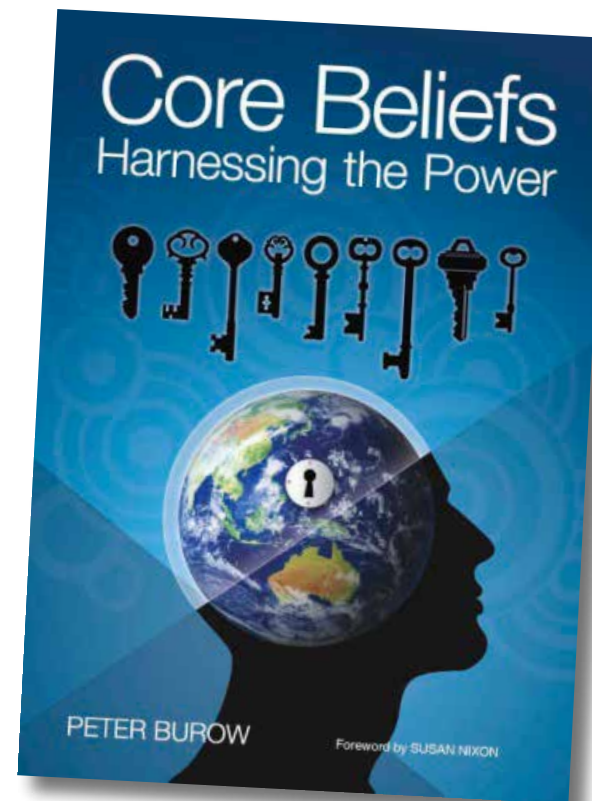
Core Beliefs is a great book to help you understand your own motivation, and that of others, and how core beliefs impact our work life; influencing every decision we make in whatever role we might have in an organisation.

AMAZON.COM REVIEW

Core beliefs are deep-seated perceptions that everyone has about the world in which we live, work and play. Core beliefs impact how we think, feel and behave as well as how we interact with other people and our general view of the world.

They influence everything we do from the type of car we buy and the sort of house we live in through to the life partner we choose. They also impact our work life, influencing every decision we make in whatever role we may fulfil.

This book explains their formation and how to use them to communicate your message. Falling foul of these unconscious perceptual filters will result in your communication strategy being ineffective. The rules through which core beliefs are formed and how to use them are contained in this book.



"I have thoroughly enjoyed my coaching experience... It has had a significant positive experience on me and my career. It is the best thing my company has done for me."

QUOTE FROM THE 2012 HFL COACHING SURVEY

Drive

Dan Pink

Nominated by HFL Coach Alistair Gordon



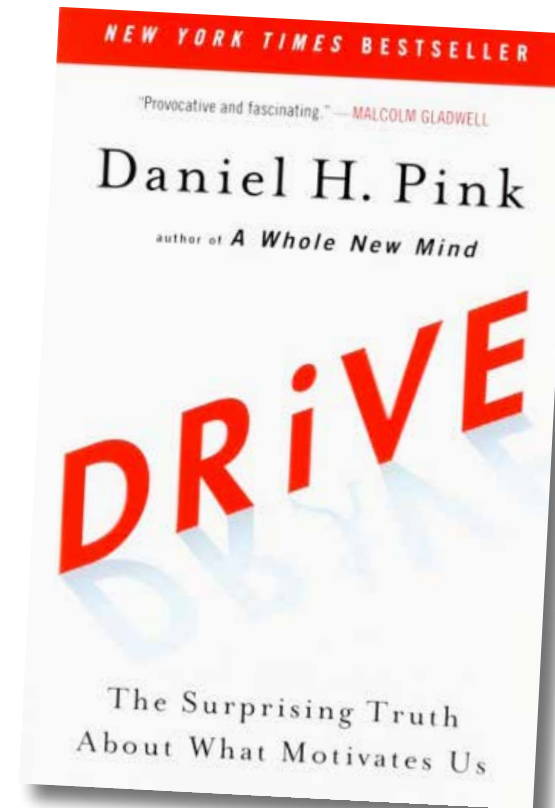
In *Drive*, Dan Pink describes the transition many more traditional managers need to make from being motivation 1.0 thinkers, to being motivation 2.0 thinkers.

This book beautifully brings to life the many things traditional managers do that actually de-motivates their team; and describes the ways in which if as leaders we make the effort to properly understand our team members, and get out of their way, then our team will be highly motivated and highly effective.

AMAZON.COM REVIEW

Most people believe that the best way to motivate is with rewards like money – the carrot-and-stick approach. That’s a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction – at work, at school, and at home – is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world.

Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does – and how that affects every aspect of life. He examines the three elements of true motivation – autonomy, mastery, and purpose – and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.



The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It

Michael E. Gerber

Nominated by HFL Coach Paul Matthews



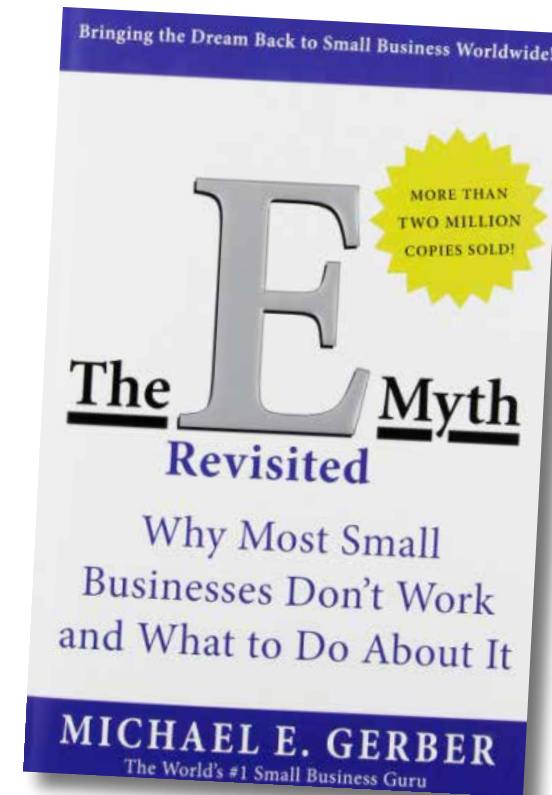
Personal: Your business is part of who you are.

Holistic: You can create the critical business systems you need to get control of your cash, your time, and your customer experience.

Profitable: The right systems lead to growth – clients who've built the key foundations are 59% more likely to hit their profit targets.

AMAZON.COM REVIEW

In this first new and totally revised edition of the 150,000-copy underground bestseller, *The E-Myth*, Michael Gerber dispels the myths surrounding starting your own business and shows how commonplace assumptions can get in the way of running a business. He walks you through the steps in the life of a business from entrepreneurial infancy, through adolescent growing pains, to the mature entrepreneurial perspective, the guiding light of all businesses that succeed. He then shows how to apply the lessons of franchising to any business whether or not it is a franchise. Finally, Gerber draws the vital, often overlooked distinction between working on your business and working in your business. After you have read *The E-Myth Revisited*, you will truly be able to grow your business in a predictable and productive way.



“Coaching forces you to take time out to focus on development which would otherwise not happen due to a busy work schedule.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

Execution: The Discipline of Getting Things Done

Larry Bossidy and Ram Charan

Nominated by HFL Coach Michael Holmes



“Unless you translate big thoughts into concrete steps for action, they’re pointless (p.19) ... [and] an organisation can only execute if the leader’s heart and soul are immersed in the company (p.24).”

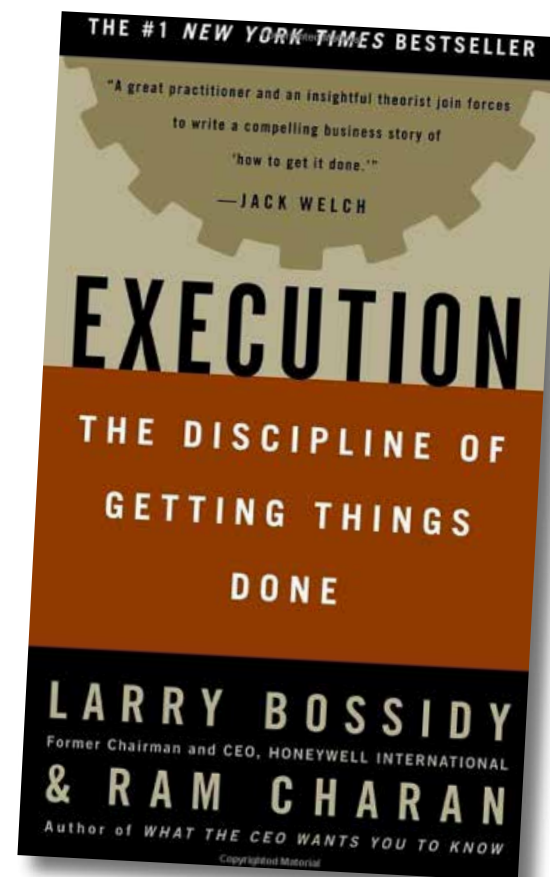
AMAZON.COM REVIEW

The book that shows how to get the job done and deliver results... whether you’re running an entire company or in your first management job.

Larry Bossidy is one of the world’s most acclaimed CEOs, a man with few peers who has a track record for delivering results. Ram Charan is a legendary advisor to senior executives and boards of directors, a man with unparalleled insight into why some companies are successful and others are not. Together they’ve pooled their knowledge and experience into the one book on how to close the gap between results promised and results delivered that people in business need today.

Bossidy and Charan show the importance of being deeply and passionately engaged in an organisation and why robust dialogues about people, strategy, and operations result in a business based on intellectual honesty and realism.

The leader’s most important job – selecting and appraising people – is one that should never be delegated. With the right people in the right jobs, there’s a leadership gene pool that conceives and selects strategies that can be executed. People then work together to create a strategy building block by building block, a strategy in sync with the realities of the marketplace, the economy, and the competition. Once the right people and strategy are in place, they are then linked to an operating process that results in the implementation of specific programs and actions and that assigns accountability. This kind of effective operating process goes way beyond the typical budget exercise that looks into a rearview mirror to set its goals. It puts reality behind the numbers and is where the rubber meets the road.



Executive Stamina: How to Optimize Time, Energy, and Productivity to Achieve Peak Performance

Marty Seldman, PhD and Joshua Seldman

Nominated by HFL Coach Rod Andersen



The Seldmans combine the wisdom and methodology of the best executive coaching with the cutting-edge training techniques of world-class athletes to help busy, stressed-out executives achieve peak performance.

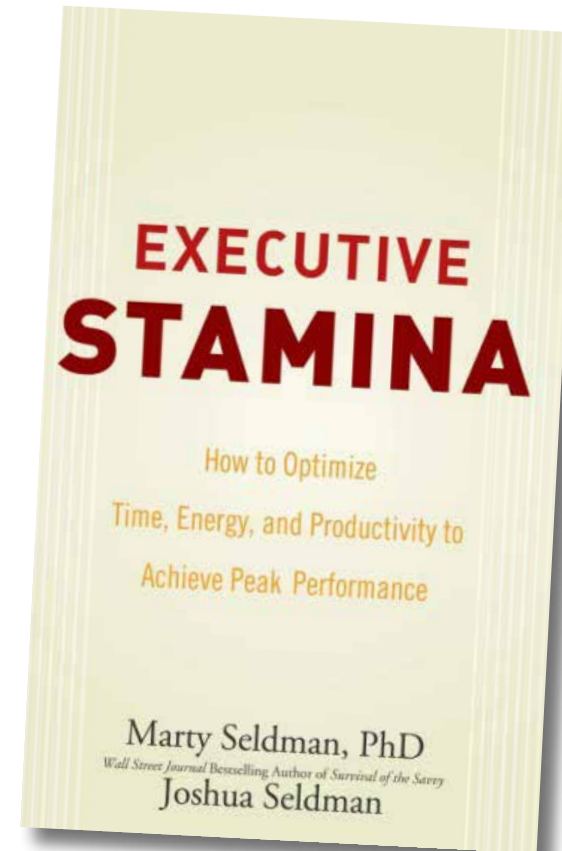
AMAZON.COM REVIEW

What does stamina have to do with executive success? Consider the following: stamina gives you the ability to remain consistently focused on and energised about the task at hand. Being overworked, overstressed, and exhausted increases your chances of making career-damaging mistakes. With e-mail, cell phones, and Blackberry devices increasingly blurring the line between work and personal life, stamina is no longer simply an asset for executives; it's an absolute necessity.

In *Executive Stamina*, you'll learn all the skills, techniques, and positive practices needed to create a sustainable path to achieve your full career potential. Renowned executive coach Marty Seldman and endurance coach Joshua Seldman will introduce you to the revolutionary training system they've used with great success on top executives and endurance athletes. You'll find hundreds of tips and tools that will help you maximise your career potential, while maintaining your health, staying in touch with your values, and avoiding costly tradeoffs in your personal life.

It starts by learning how to align your career ambitions with your core values, commitments, current priorities, and long-term goals. You'll learn to determine what is most important to you, whether your schedule is actually aligned with your priorities, and how to find your career sweet spot.

Whether you're trying to make it through a gruelling project in one piece or planning for a lifetime of repeated success, *Executive Stamina* is your key to developing and maintaining the physical, mental, and emotional power needed to come out on top.



Fierce Conversations

Susan Scott

Nominated by HFL Coach Glen Hancox
and Coach Steve Shepherd



“The conversation IS the relationship.”

This is a book I refer to all of the time in my coaching sessions and recommend to my coachees, because everyone has to deal with difficult people and those hard to have conversations. Feedback and difficult conversations are a universal theme in leadership and the ability to have them sets the effective leaders apart.

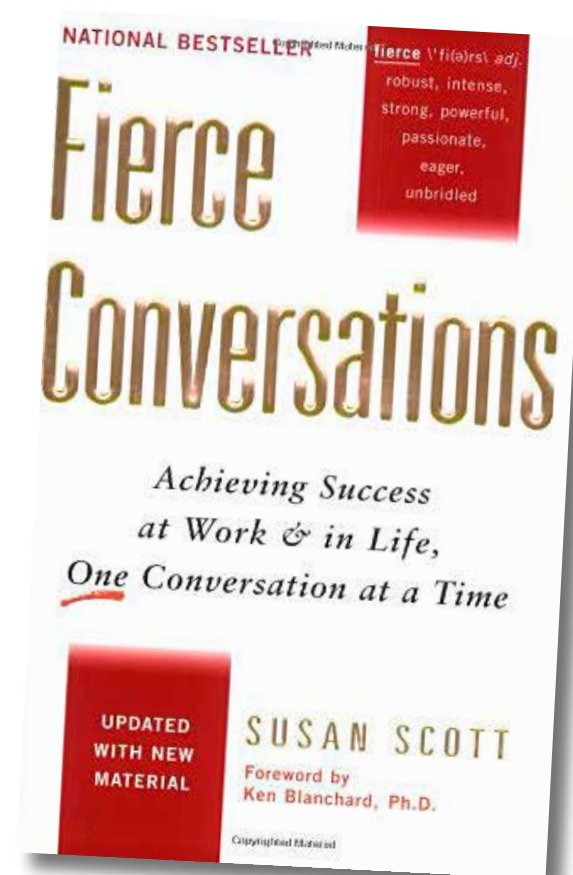
What I like about this book is it highlights the importance and benefits of having these conversations, that the conversations are the relationship and its possible to have them while enriching, not wrecking, the relationships we have with others. I particularly like the practical frameworks the book provides so that you can prepare for and have the confidence and structure to have those ‘fierce’ conversations. *Coach Glen Hancox*

If you read only one book... this should be it. *Coach Steve Shepherd*

AMAZON.COM REVIEW

The master teacher of positive change through powerful communication, Susan Scott, wants her readers to succeed. To do that, she explains, one must transform everyday conversations employing effective ways to get the message across. In this guide, which includes exercises and tools to take you step by step through the Seven Principles of Fierce Conversations, Scott teaches readers how to:

- Overcome barriers to meaningful communication;
- Expand and enrich conversations with colleagues, friends, and family;
- Increase clarity and improve understanding;
- Handle strong emotions – on both sides of the table.



“I really valued the ability to raise actual work experiences and gain further insight on how to manage a situation.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

The First 90 Days

Michael D. Watkins

Nominated by HFL Coach Jen Scott, Coach Lyanne Coley, Coach Max Edwards



Quickly reach the 'breakeven point: the point at which your organisation needs you as much as you need the job'. *Coach Jen Scott*

It's hard to know where to start when moving into a leadership role, particularly for the first time. Michael Watkins' book tackles the opportunities and challenges that leaders face moving into these new positions and provides guidelines on how to be set up for success in the critical first three months. *Coach Lyanne Coley*

Managing up is as important as managing down, especially when you are starting a relationship with a new boss. *Coach Max Edwards*

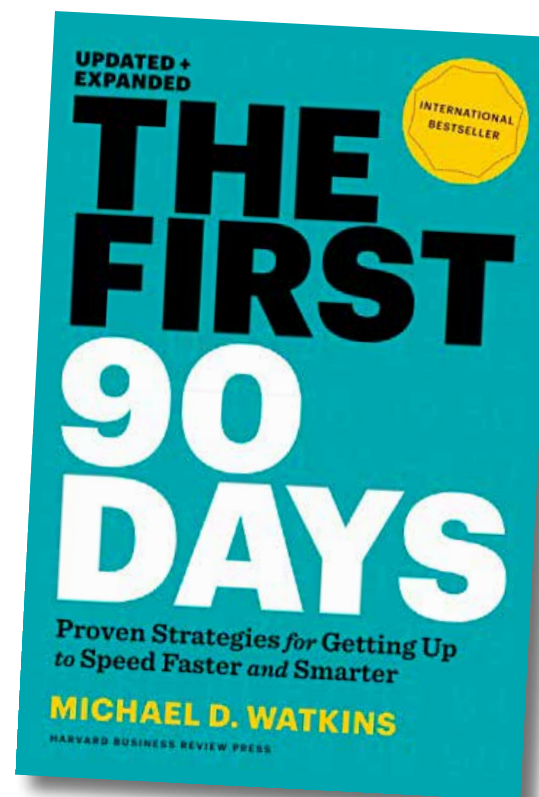
AMAZON.COM REVIEW

Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organisation, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardise or even derail your success.

In this updated and expanded version of the international bestseller *The First 90 Days*, Michael D. Watkins offers proven strategies for conquering the challenges of transitions – no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organisations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs.

By walking you through every aspect of the transition scenario, Watkins identifies the most common pitfalls new leaders encounter and provides the tools and strategies you need to avoid them. You'll learn how to secure critical early wins, an important first step in establishing yourself in your new role. Each chapter also includes checklists, practical tools, and self-assessments to help you assimilate key lessons and apply them to your own situation.

Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.



The Five Dysfunctions of a Team

Patrick Lencioni

Nominated by HFL Coach Linda Bisnette



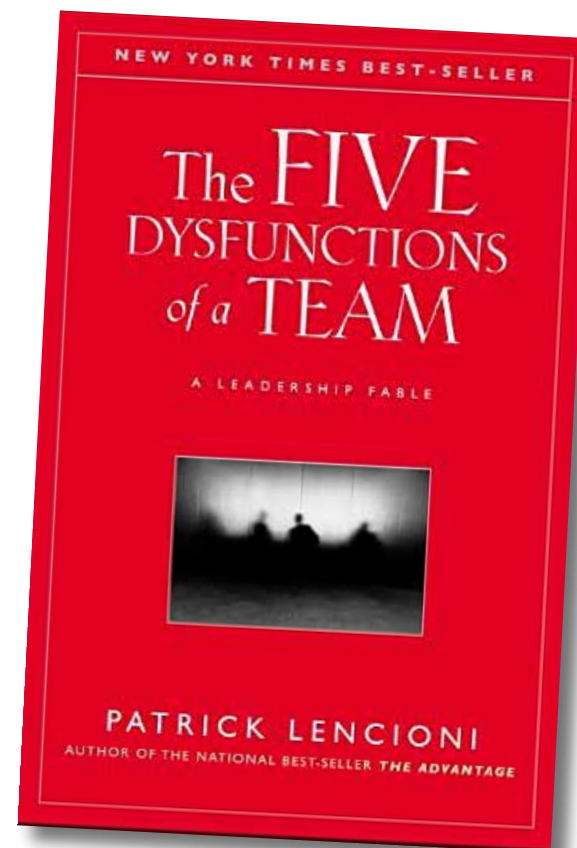
Understanding the derailers of a senior team and how to take the steps to focus members on the whole business.

AMAZON.COM REVIEW

In The Five Dysfunctions of a Team, Patrick Lencioni once again offers a leadership fable that is as enthralling and instructive as his first two best-selling books, *The Five Temptations of a CEO* and *The Four Obsessions of an Extraordinary Executive*. This time, he turns his keen intellect and storytelling power to the fascinating, complex world of teams.

Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. Will she succeed? Will she be fired? Will the company fail? Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight.

Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams – even the best ones – often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.



From Good to Great

Jim Collins

Nominated by HFL Coach Elizabeth Burke,
Coach Linda Bisnette and Coach Rod Andersen



The combination of humility and perseverance as core leadership competencies demonstrates that the best leaders don't need to change their personality; rather they need to modify their behaviours and strategies at times to achieve high-level organisational outcomes. *Coach Elizabeth Burke*

It helps leaders understand the importance of fierce resolve and humility. *Coach Linda Bisnette*

Good to Great - a best seller by James C. Collins that aims to describe how companies transition from being average companies to great companies and what are the associated leadership styles.

Good to Great builds on Collins work with *Built to Last* as he then outlines what it takes to not only be successful but to perform well above industry standards for prolonged periods. The real fascination for me was how Collins outlined that the leadership style used to guide these outstanding businesses was not what we expected. Collins provides the evidence to challenge the charismatic styles that we would normally expect of great leaders and replaces it with leadership styles that were still absolutely focused on achievement but with a high level of humility. These great leaders subordinated themselves to the brand and the teams that worked with the leader and thereby did not create dependent followers. The enduring success of the business was therefore not reliant on the leader. *Coach Rod Andersen*

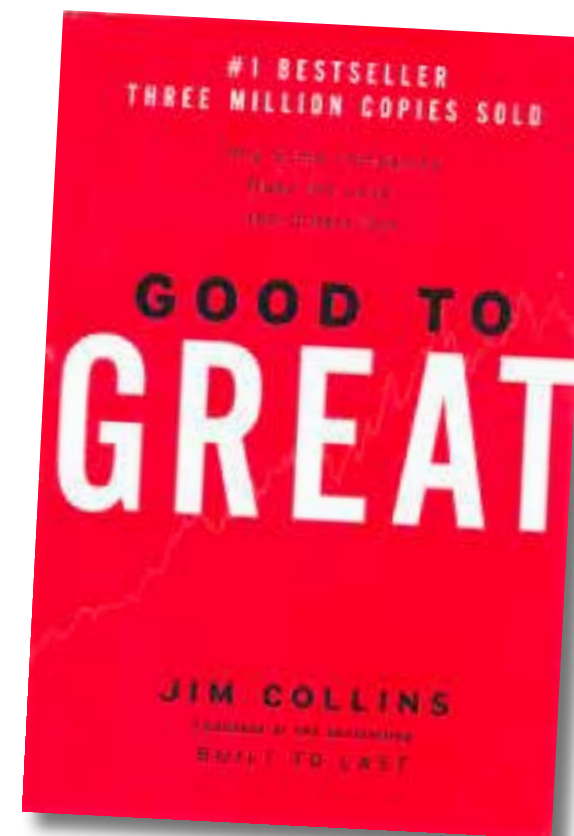
AMAZON.COM REVIEW

The Challenge: *Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning.

But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness?

The Study: For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great?

The Standards: Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck.



The Comparisons: The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good?

Over five years, the team analysed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness – why some companies make the leap and others don't.

Getting to Yes: Negotiating Agreement Without Giving In

Roger Fisher and William Ury

Nominated by HFL Coach Glen Hancox

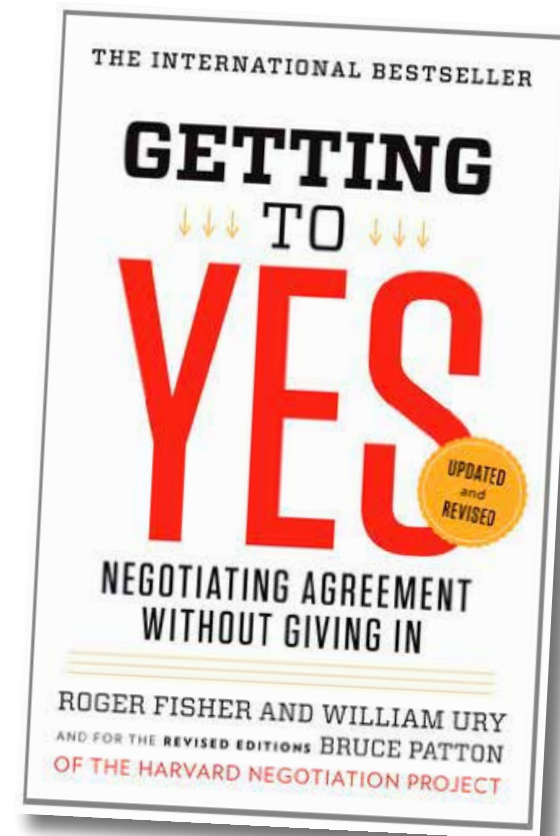


This book is useful in all areas where there are differences or conflicts, not just in negotiations. Its theme is 'principled negotiation', not manipulation or learning how to be 'hard', and this is what appeals to me. This approach focuses on mutual benefit, exploring the why or interests behind people's positions and how you can explore these interests, understand others, generate options and come to an outcome that satisfies all parties and builds relationships over the long-term.

AMAZON.COM REVIEW

Since its original publication nearly thirty years ago, *Getting to Yes* has helped millions of people learn a better way to negotiate. One of the primary business texts of the modern era, it is based on the work of the Harvard Negotiation Project, a group that deals with all levels of negotiation and conflict resolution.

Getting to Yes offers a proven, step-by-step strategy for coming to mutually acceptable agreements in every sort of conflict. Thoroughly updated and revised, it offers readers a straight-forward, universally applicable method for negotiating personal and professional disputes without getting angry-or getting taken.



"My coach is my personal advocate who is on my team - objective and wants me to succeed. Not guided by any politics or anyone else's agenda - completely objective. A fantastic sounding board."

QUOTE FROM THE 2012 HFL COACHING SURVEY

Innovation Leaders: How Senior Executives Stimulate, Steer, and Sustain Innovation

Jean-Philippe Deschamps

Nominated by HFL Coach Jolyon Bone



Jean-Philippe Deschamps, Professor at the IMD Business School in Lausanne, Switzerland, has been hailed by 'The Economist' as one of Europe's most influential innovation management thinkers; his book is a pragmatic and practical approach to innovation management, and throughout, addresses innovation as a leadership issue. Highly process driven, Deschamps divides the job of innovation management into key imperatives and management objectives that can be turned into actions within any business seeking to improve its innovation performance.

AMAZON.COM REVIEW

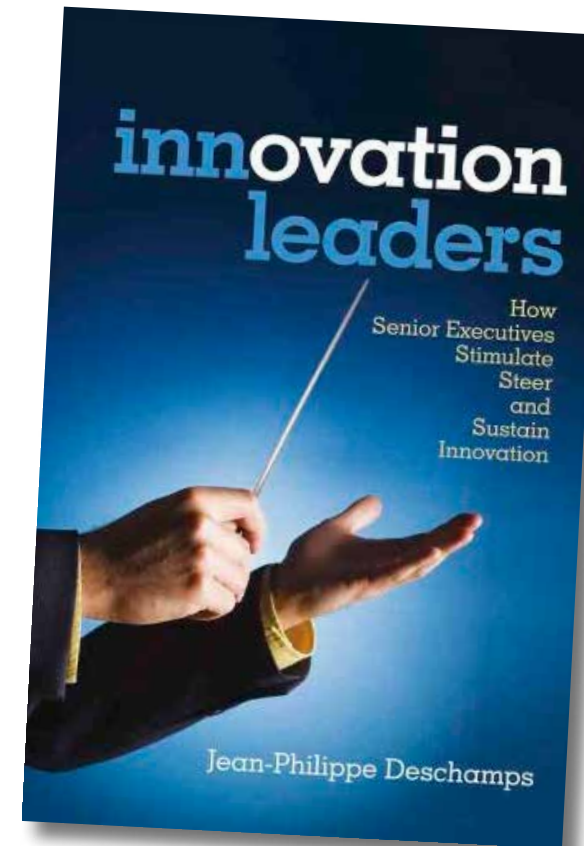
Innovation leaders promote and address the innovation agenda in their company. Through personal conviction or competitive necessity they are obsessed with providing superior value to customers through innovation. They know how to mobilise their staff behind concrete innovation initiatives and do not hesitate to personally coach innovation teams.

For innovation to occur leadership has to be collective. To create a momentum for innovation in their company, leaders from different functions need to team up, to build innovation networks. Innovation leadership is not just an innate talent that can be selected at the hiring level. It can be developed within an appropriate company culture through careful leadership development, typically achieved through career management and coaching. Innovation leaders also need to stay on board and it is the responsibility of the top management team to create an attractive climate to develop and keep its innovation leaders.

There are plenty of books that deal with innovation, or with new product development, or with leadership; this is different in its focus on the specifics of innovation leadership – that particular form of leadership that stimulates and sustains innovation.

This book maps the broad territory of innovation leadership and contributes new thinking on the focus of the emerging leadership role of the CTO; distinction between 'front end' and 'back end' innovation leaders; the concept of aligning leadership styles with strategy; and the chain of leadership concept.

Combining practice-based and empirical research-based observations with simple conceptual frameworks, illustrated by many company examples and case stories from a broad range of industries in the US and Europe, this is a systematic presentation of innovation drivers and their implications in terms of what leaders need to do to make it work.



Intelligent Leadership

Alistair Mant

Nominated by HFL Coach Des Kalisch



At a time when people are beginning to seek more innovative ideas about how things are run, Mant is a voice worth heeding, raved The Canberra Times.

We work in increasingly complex organisations and need new ideas on how to lead intelligently. A really well written book that will generate many ideas and insights.

AMAZON.COM REVIEW

'Mant is refreshing because of his understanding of real people and their use of multiple intelligences, and his humane and cooperative view of organisational life. This is a book about and for leaders in all kinds of enterprises: and that means all of us!' *Des Griffin, Director, Australian Museum*

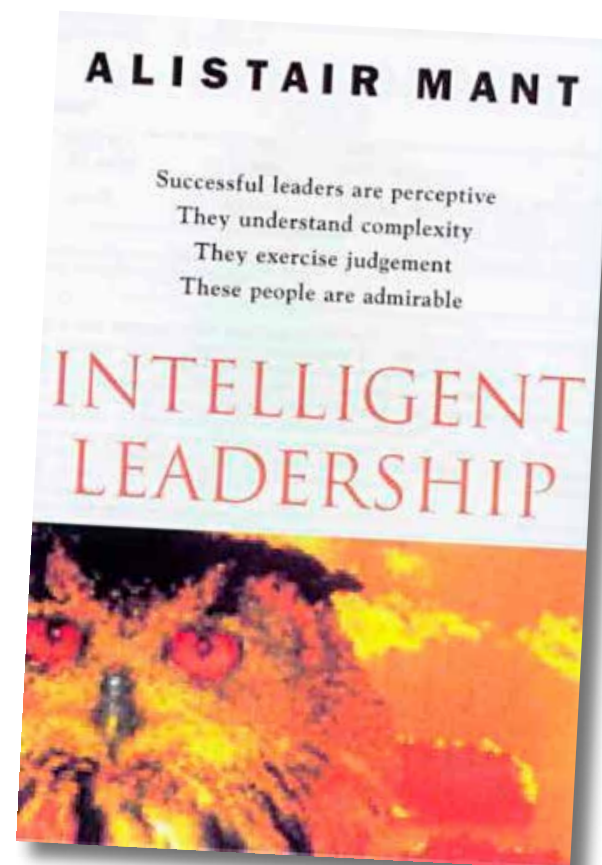
'...acuity on genuine leadership and sensitivity to the Australian predicament ...' *Robyn Williams, Science Unit, ABC Radio National*

'...enlightening, interesting and just plain entertaining.' *Cheryl Kernot MP*

'I could not put the book down, and when I had to I could not wait until I got back to it. It is not only the best book on the subject that I have ever read, it is by far the most captivating. A masterpiece!' *Russell L Ackoff, Professor Emeritus of Management Science, The Wharton School*

In this remarkable book, Alistair Mant brings alive the two qualities which count most toward successful lives, enterprises and communities - leadership and intelligence. *Intelligent Leadership* is an irresistibly perceptive journey. It is also a great read, full of inspirational stories of unexpected leaders, the shock of spectacular blunders, arresting metaphors and connections to make sense of them all, and a brimming sense of fun.

You'll understand why some such leaders succeed, and others are stifled by their own institutions. And you'll discover how to develop intelligent leadership in practice, while meeting the twin demands of operational competitiveness and human dignity.



It Starts With Passion

Keith Abraham

Nominated by HFL Coach Kym Roberts



Keith Abraham sums up all we, as coaches, try to instil and that is *It Starts with Passion*.

Being passionate about improvement in whatever we undertake is the key to success and I can think of no more appropriate attitude when it comes to helping others to achieve.

AMAZON.COM REVIEW

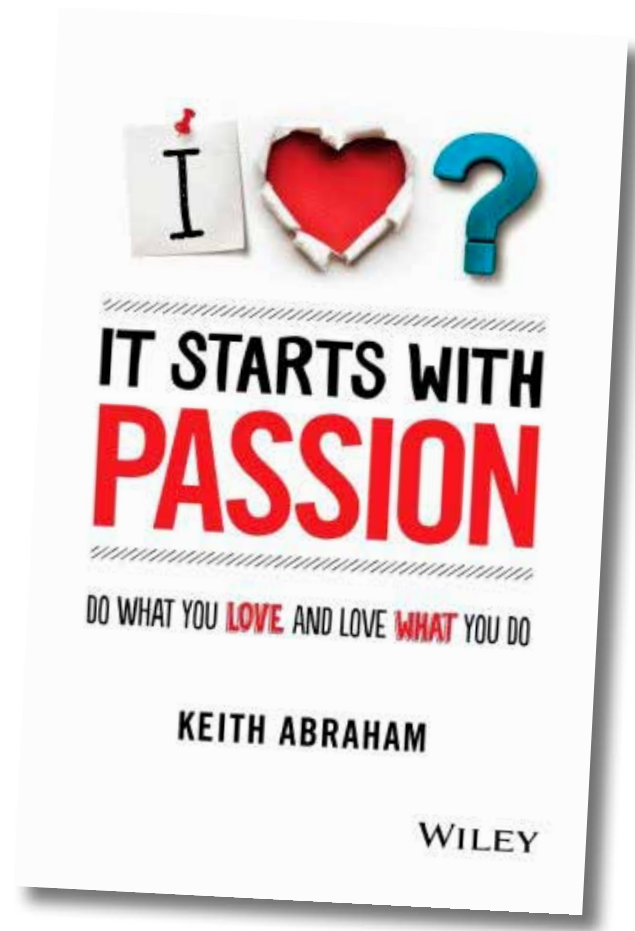
No matter what you want to achieve in life, the secret to doing it is passion. For people to be happy, they need to find meaning in what they do and in the roles they play in their lives, careers, and communities. When we identify the personal passions that drive us, the by-product is focus, satisfaction, and achievement. But it's not always easy to find our passions.

In this book, Keith Abraham shows you how to ignite the passion in your life, as well as in the lives of your colleagues, employees, and associates. He includes in-depth research, easy-to-understand concepts, inspirational stories, and clear visual models to show you how to find out what's meaningful to you and pursue it with passion and energy. In the process, Abraham shows you what you can achieve when you align your purpose, passion, and personal goals. Offers effective advice on how to inspire passion and purpose in yourself, your colleagues, and your employees.

Written by a Certified Speaking Professional and bestselling author of self-help titles.

Ideal for business owners and managers who want to inspire better performance in their teams.

When you understand the 'why' of what you're doing, the 'how' becomes the easy part. This handy, enlightening guide shows you how to find your 'why' so you can make your 'how' happen.



It's Your Ship

Captain D. Michael Abrashoff

Nominated by HFL Coach Tracey McGrath



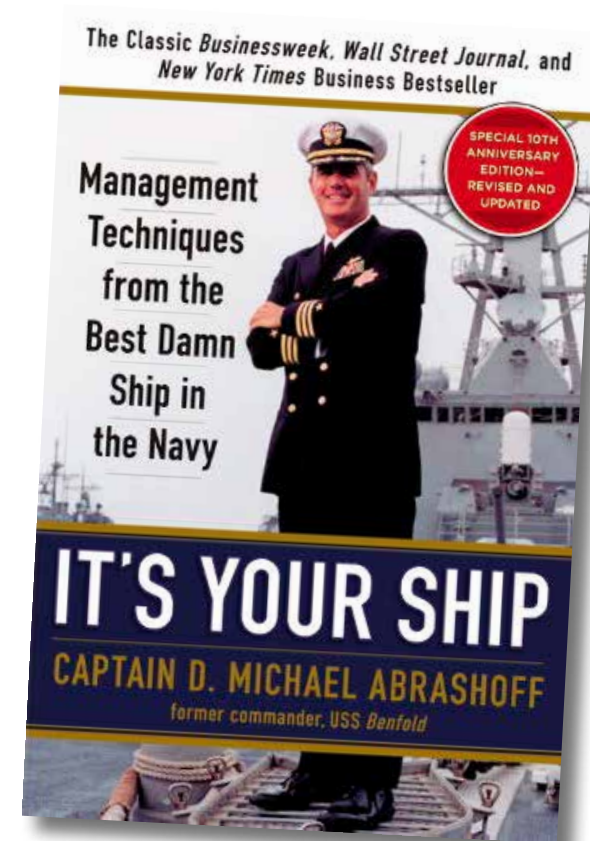
It's great for those who are looking to develop a more collaborative leadership style. Fun to read, too!

AMAZON.COM REVIEW

The story of Captain D. Michael Abrashoff and his command of USS Benfold has become legendary inside and outside the Navy. Now Abrashoff offers this fascinating tale of top-down change for anyone trying to navigate today's uncertain business seas.

When Captain Abrashoff took over as commander of USS Benfold, a ship armed with every cutting-edge system available, it was like a business that had all the latest technology but only some of the productivity. Knowing that responsibility for improving performance rested with him, he realised he had to improve his own leadership skills before he could improve his ship.

Within months he created a crew of confident and inspired problem-solvers eager to take the initiative and take responsibility for their actions. The slogan on board became "It's your ship," and Benfold was soon recognised far and wide as a model of naval efficiency. How did Abrashoff do it? Against the backdrop of today's United States Navy-Benfold was a key player in our Persian Gulf fleet-Abrashoff shares his secrets of successful management.



"The best benefit was the ability to reflect and discuss business related issues with someone independent of the business who can view issues from an arm's length perspective."

QUOTE FROM THE 2012 HFL COACHING SURVEY

Leading Change

John P. Kotter

Nominated by HFL Coach Des Kalisch



This is an extremely useful text when looking at strategies for leading change. John Kotter is widely acknowledged as an expert in this challenging aspect of executive management. In this acclaimed text he takes a personal, informed look at the subject in an inspiring, clear headed and practical manner.

The methods leaders utilise in their attempts to transform their companies into strong competitors often fall short because they fail to alter behaviour.

Leading Change identifies an eight step process that companies need to go through to achieve their goals – and where and how people, good people, often derail.

Highly recommended!

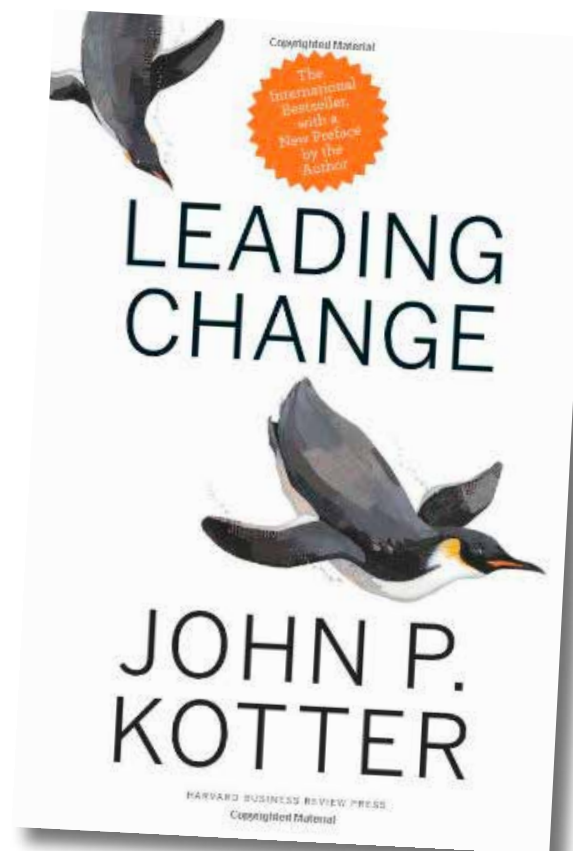
AMAZON.COM REVIEW

Millions worldwide have read and embraced John Kotter's ideas on change management and leadership.

From the ill-fated dot-com bubble to unprecedented M&A activity to scandal, greed, and ultimately, recession – we've learned that widespread and difficult change is no longer the exception. It's the rule. Now with a new preface, this refreshed edition of the global bestseller *Leading Change* is more relevant than ever.

John Kotter's now-legendary eight-step process for managing change with positive results has become the foundation for leaders and organisations across the globe. By outlining the process every organisation must go through to achieve its goals, and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work. *Leading Change* is widely recognised as his seminal work and is an important precursor to his newer ideas on acceleration published in Harvard Business Review.

Needed more today than at any time in the past, this bestselling business book serves as both visionary guide and practical toolkit on how to approach the difficult yet crucial work of leading change in any type of organisation. Reading this highly personal book is like spending a day with the world's foremost expert on business leadership. You're sure to walk away inspired – and armed with the tools you need to inspire others.



Learned Optimism

Martin K. P. Seligman

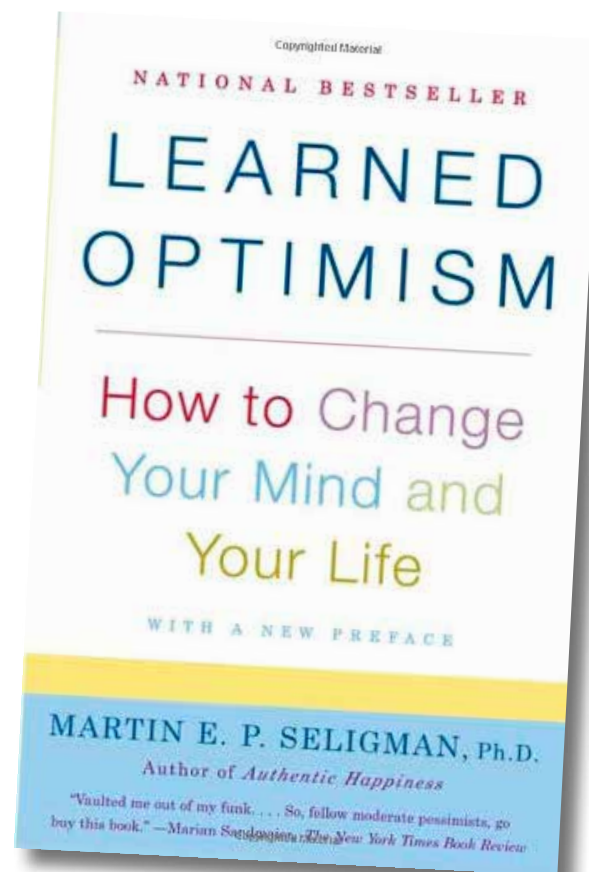
Nominated by HFL Coach Patrea O'Donoghue



Too often we use words with little thought. *Learned Optimism* presented a consistently strong case for greatly respecting the power of words. The chapter on health imprinted in my mind, if for no other reason, that being mindful of our use of words has very tangible benefits. I'm a convert and want to bring as many others with me as I can!

AMAZON.COM REVIEW

Known as the father of the new science of positive psychology, Martin E.P. Seligman draws on more than twenty years of clinical research to demonstrate how optimism enhances the quality of life, and how anyone can learn to practice it. Offering many simple techniques, Dr. Seligman explains how to break an 'I-give-up' habit, develop a more constructive explanatory style for interpreting your behaviour, and experience the benefits of a more positive interior dialogue. These skills can help break up depression, boost your immune system, better develop your potential, and make you happier... With generous additional advice on how to encourage optimistic behaviour at school, at work and in children, *Learned Optimism* is both profound and practical – and valuable for every phase of life.



"I perceive the biggest benefit of business coaching is awareness of my contribution towards the team, my clients, the company and me."

QUOTE FROM THE 2012 HFL COACHING SURVEY

The Power of Full Engagement

Jim Loehr and Tony Schwartz

Nominated by HFL Coach Toni Scoble



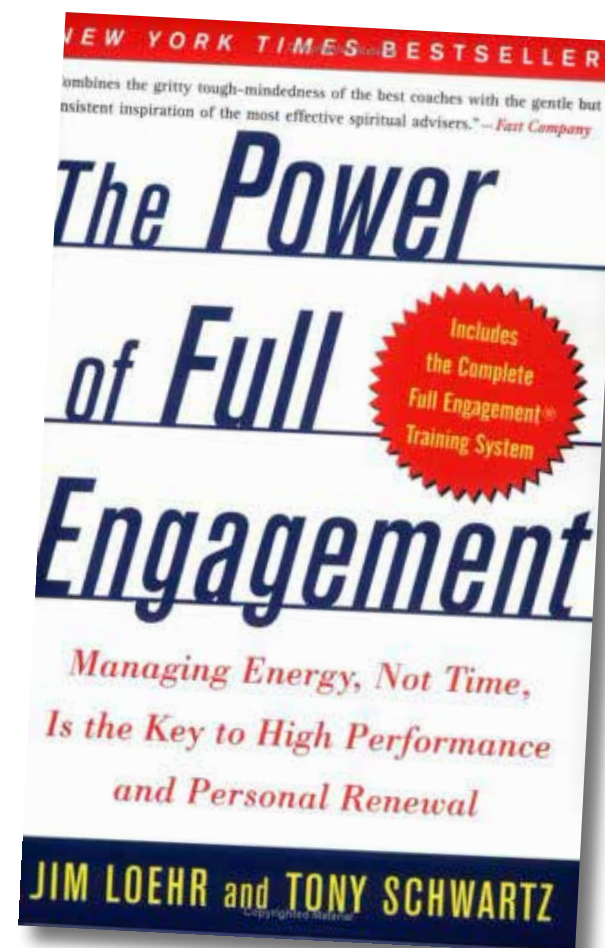
It is an outstanding guide to managing energy rather than time as the key to great performance, health, and balance.

AMAZON.COM REVIEW

The number of hours in a day is fixed, but the quantity and quality of energy available to us is not. This fundamental insight has the power to revolutionise the way you live.

As Jim Loehr and Tony Schwartz demonstrate in their groundbreaking New York Times bestseller, managing energy, not time, is the key to enduring high performance as well as to health, happiness, and life balance. Their Full Engagement Training System is grounded in twenty-five years of working with great athletes – tennis champ Monica Seles and speed-skating gold medallist Dan Jansen, to name just two – to help them perform more effectively under brutal competitive pressures.

The Power of Full Engagement is a highly practical, scientifically based approach to managing your energy more skilfully. It provides a clear road map to becoming more physically energised, emotionally connected, mentally focused, and spiritually aligned – both on and off the job.



Primal Leadership: Unleashing the Power of Emotional Intelligence

Daniel Goleman, Richard Boyatzis and Annie McKee

Nominated by HFL Coach Toni Binstead



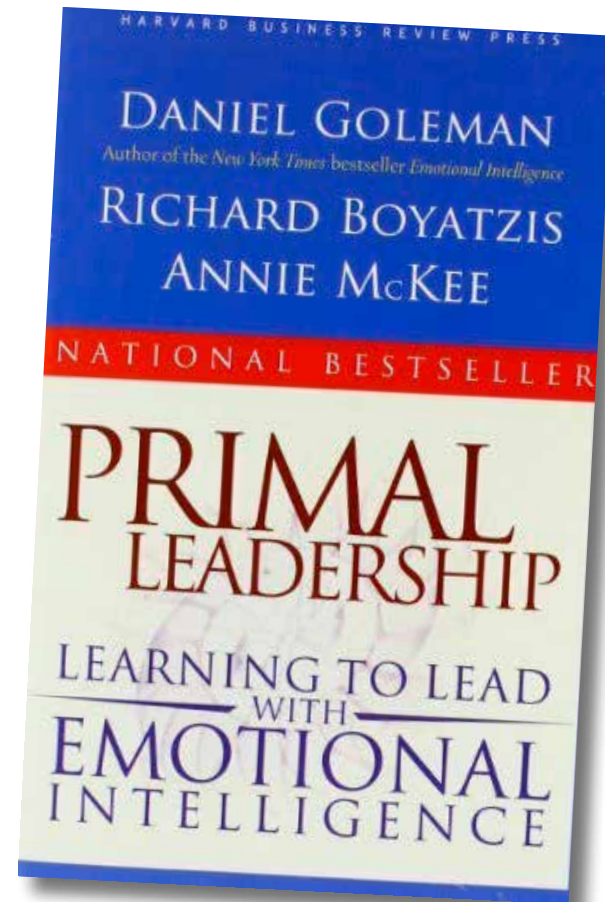
This is the book that established 'emotional intelligence' in the business lexicon – and made it a necessary skill for leaders.

AMAZON.COM REVIEW

Managers and professionals across the globe have embraced *Primal Leadership*, affirming the importance of emotionally intelligent leadership. Its influence has also reached well beyond the business world: the book and its ideas are now used routinely in universities, business and medical schools, and professional training programs, and by a growing legion of professional coaches.

This refreshed edition, with a new preface by the authors, vividly illustrates the power – and the necessity – of leadership that is self-aware, empathic, motivating, and collaborative in a world that is ever more economically volatile and technologically complex. It is even timelier now than when it was originally published.

From bestselling authors Daniel Goleman, Richard Boyatzis, and Annie McKee, this groundbreaking book remains a must-read for anyone who leads or aspires to lead.



The Servant as Leader

Robert Greenleaf

Nominated by HFL Coach Dianne Stewart

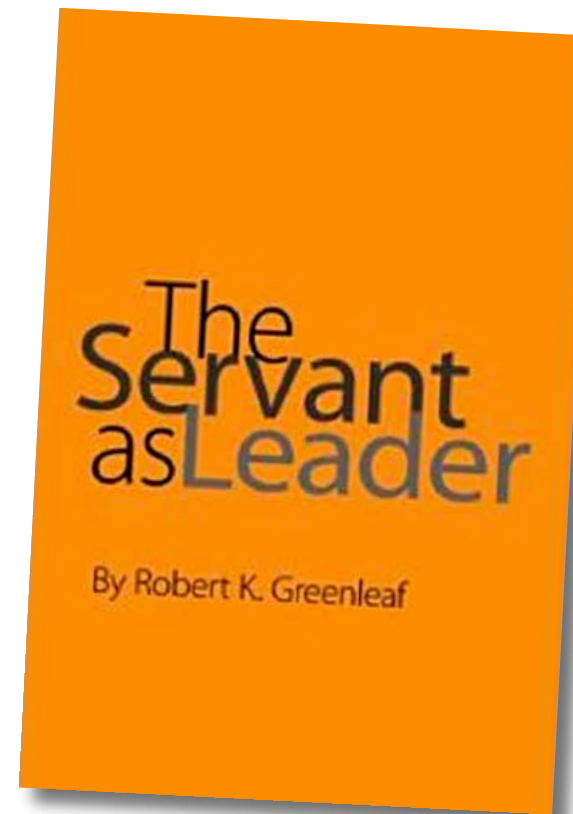


Encompasses the powerfully constructive connotations of serving and leading in complex times.

AMAZON.COM REVIEW

This is the essay that started it all. Powerful, poetic and practical. *The Servant as Leader* describes some of the characteristics and activities of servant-leaders, providing examples which show that individual efforts, inspired by vision and a servant ethic, can make a substantial difference in the quality of society.

Greenleaf discusses the skills necessary to be a servant-leader; the importance of awareness, foresight and listening; and the contrasts between coercive, manipulative, and persuasive power. A must-read



“I got most value out of learning how to deal with difficult situations, taking the emotion out of the ‘event’ and thinking strategically about a solution.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Stephen R. Covey

Nominated by HFL Coach Dominic Johnson

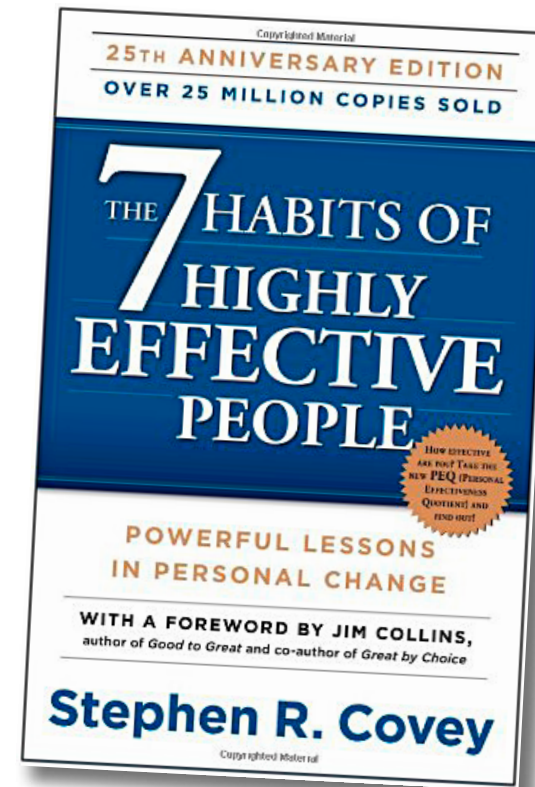


Having worked with the Covey organisation in the UK for many years, I still find this to be a seminal text; a constant source of wisdom and inspiration for those I coach.

AMAZON.COM REVIEW

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change was a groundbreaker when it was first published in 1990, and it continues to be a business bestseller with more than 10 million copies sold. Stephen Covey, an internationally respected leadership authority, realises that true success encompasses a balance of personal and professional effectiveness, so this book is a manual for performing better in both arenas. His anecdotes are as frequently from family situations as from business challenges.

Before you can adopt the seven habits, you'll need to accomplish what Covey calls a 'paradigm shift' – a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your 'proactive muscles' (acting with initiative rather than reacting), and much more.



Solution-Focused Coaching: Managing People in a Complex World

Jane Greene and Anthony M. Grant

Nominated by HFL Coach Des Kalisch



It's simple to say, but not so simple to do: to be a successful manager you will have to be successful with people. To be a good manager you have to be a good coach and be able to get the best from your people, to help them to find and deliver their personal best.

The soft stuff is often the hard stuff. No matter how good you are at your job, and no matter how great your products and services are, unless you know how to get the best from your people you will never be fully able to optimise your bottom line.

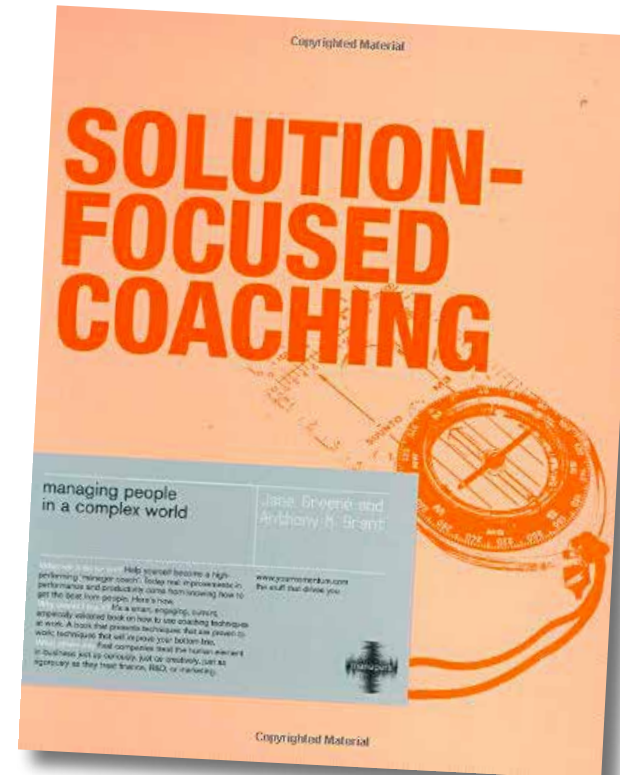
Dr Grant established and is currently the Director of the Coaching Psychology Unit at the University of Sydney. In conjunction with Greene, he has put together a text that will equip you with usable, effective, proven techniques for improving collaboration at work. An insightful and practical guide that can lead to great results.

AMAZON.COM REVIEW

To be successful at work you have to be successful with people. As stress takes an ever bigger toll on people, so the successful organisation is the one that enables its workforce to manage and even harness that stress into productivity and satisfaction. Balance, clear goals and responsibility become more and more important.

The book examines the challenges that the furious pace of change in today's world have brought and provides every manager with strategies to facilitate a successful, dynamic, creative, effective workforce. Backed by sound, up-to-the minute psychological theory, this book is also highly practical and is packed with validated tools and techniques for enhancing life experience and work performance.

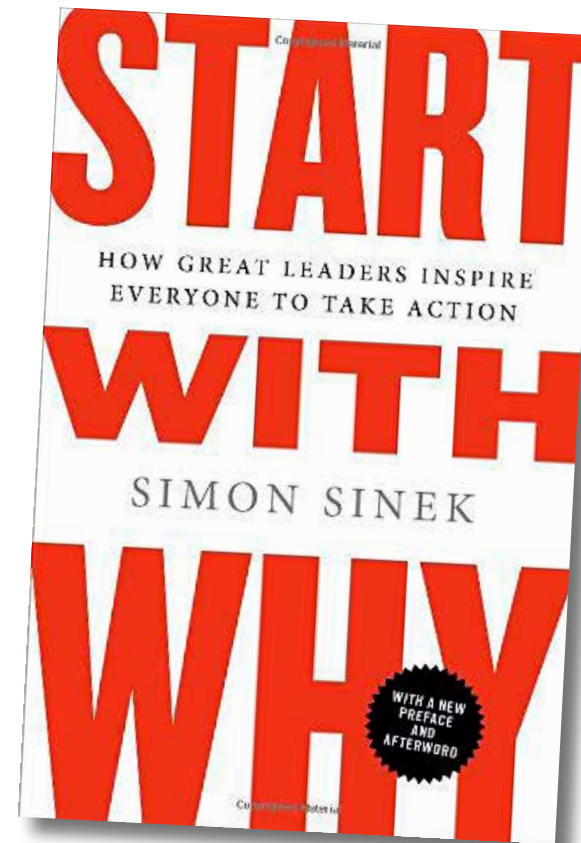
This book will equip the reader with usable, effective, proven techniques for improving, communication, collaboration and co-operation at work. It will teach the reader how to become a 'manager coach' and to lead themselves and their team with confidence.



Start With Why: How Great Leaders Inspire Everyone to Take Action

Simon Sinek

Nominated by HFL Coach Patrea O'Donoghue



Key take-aways: the why, how, and what we communicate is crucial.

AMAZON.COM REVIEW

Why are some people and organisations more innovative, more influential, and more profitable than others? Why do some command greater loyalty?

In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they all think, act, and communicate in the exact same way – and it's the complete opposite of what everyone else does. People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all started with why.

Drawing on a wide range of real-life stories, Sinek weaves together a clear vision of what it truly takes to lead and inspire.

The Tao of Coaching

Max Landsberg

Nominated by HFL Coach Glen Hancox



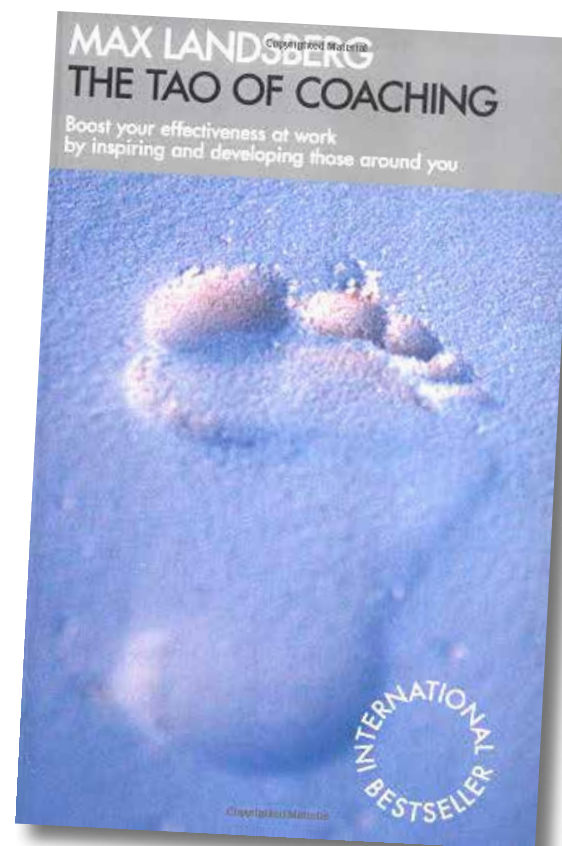
While a small book and a simple read, it not only covers the theory of coaching and the GROW model, it also puts it into context by using an ongoing case study which gives the reader practical application. The book also demonstrates how to approach different situations and provides 'quick fix' models to deal with problems and coach in the moment. So what I like about it is that it demonstrates theory in action for coaching and developing others.

AMAZON.COM REVIEW

A bestselling business title on how to unlock the potential of people by applying the techniques of coaching.

Coaching is the key to realising the potential of your employees, your organisation and yourself. The good news is that becoming a great coach requires nurturing just a few simple skills and habits. This bestselling and classic business book, now revised and relaunched, takes you through the stages needed to implement coaching to maximum effect.

Easy to read and apply, the book provides the techniques and tools of coaching that are vital for anyone who wants to develop a team of people who will perform effectively and who will relish working with you. Since its publication in 1996, it has become the bible for the coaching manager.



“My coaching sessions are an objective meeting which stretches your mind and encourages you to think about alternative options.”

QUOTE FROM THE 2012 HFL COACHING SURVEY

Theory U: Leading from the Future as it Emerges

C. Otto Scharmer

Nominated by HFL Coach Campbell Forsyth



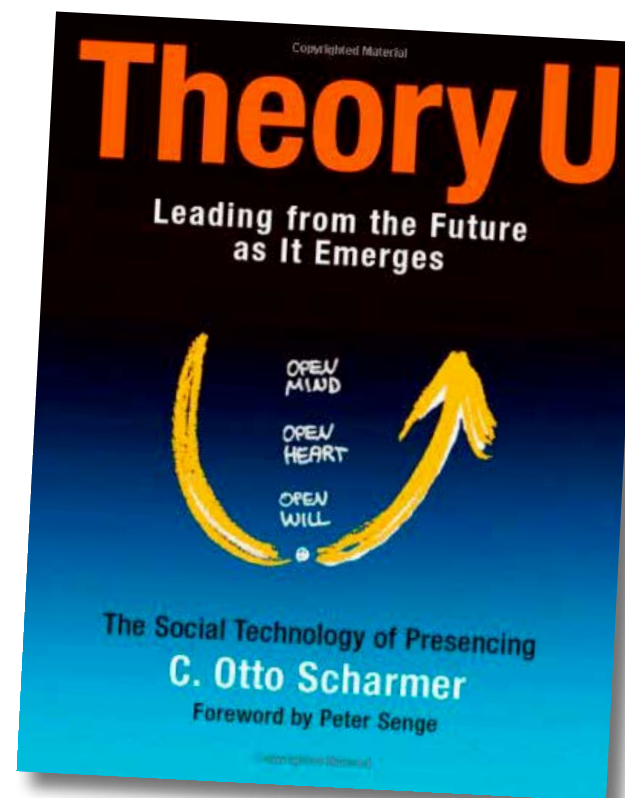
We know a great deal about what leaders do and how they do it. But we know very little about the inner place, the source from which they operate.

AMAZON.COM REVIEW

In this ground-breaking book, C. Otto Scharmer invites us to see the world in new ways.

What we pay attention to and how we pay attention is the key to what we create. What often prevents us from 'being present,' is what Scharmer calls our blind spot, the inner place from which each of us operates. Becoming aware of our blind spot is critical to bringing forth the profound systemic changes so needed in business and society today.

First introduced in *Presence*, the U methodology of leading profound change is expanded and deepened in *Theory U*. By moving through the 'U' process we learn to connect to our essential Self in the realm of 'presencing' – a term coined by Scharmer. When 'presencing' we are able to see our own blind spot and pay attention in a way that allows us to experience the opening of our minds, our hearts, and our wills. Through this process we are able to shift our awareness to allow us to connect with our best future possibility – and to realise it.



The World Café

Juanita Brown with David Isaacs

Nominated by HFL Coach Des Kalisch



The World Café is a flexible, easy to use process for fostering collaborative dialogue, sharing mutual knowledge, and discovering new opportunities for action. Based on living systems thinking, this innovative approach creates dynamic networks of conversation that can catalyse an organisations or community's collective intelligence around its most important questions.

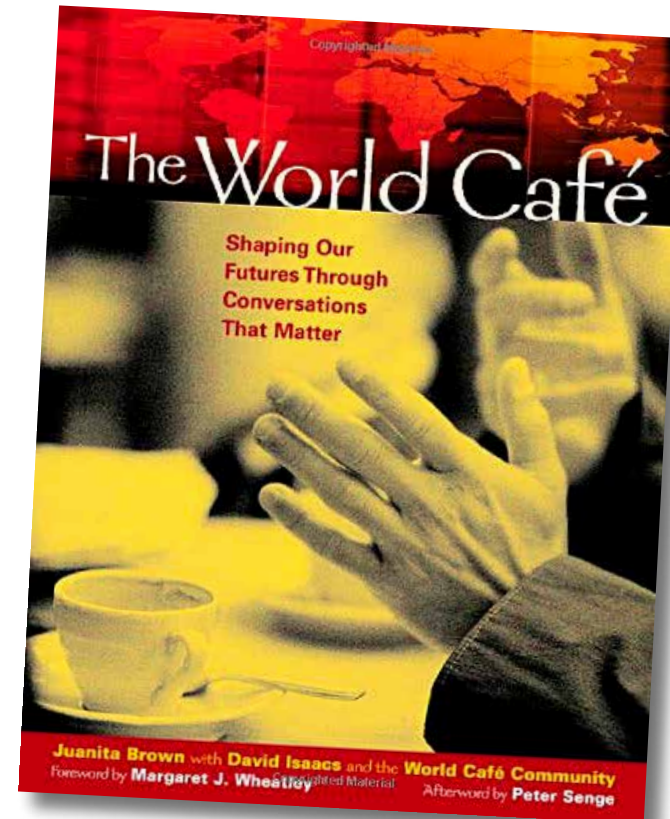
I have found this approach particularly useful in forums with large or small groups in community and corporate settings. The outcomes are strengthened by the opportunity the process gives to address the questions people have, and need to process, and in giving people a structure where they are heard and their inputs are valued. It has also proven to be an effective methodology where feelings are high and opinion is divided.

AMAZON.COM REVIEW

The World Café process has been used by tens of thousands of people around the world to tackle real-life issues. Based on seven key principles, it begins with small, intimate conversations at café-style tables; these gatherings then link and build on each other as people move between groups and cross-pollinate ideas. In this way, Café learning enables even very large groups to think together creatively in a single, connected conversation.

This complete resource explains the Café concept and provides readers with the tools they need to get started. Each chapter opens with stories from business, education, government, and community organisations, each a dramatic example of how leaders are using this process in the real world. Such stories underline the Café's immediate, practical implications for meeting and conference design, strategy formation, knowledge creation, and large-scale systems change.

The book includes a foreword by best-selling author Margaret J. Wheatley, an afterword by author Peter Senge, and real-world stories of the Café process in action at Hewlett-Packard, the nation of Singapore, and the University of Texas.



Your Brain at Work

David Rock

Nominated by HFL Coach Frosso Mathews

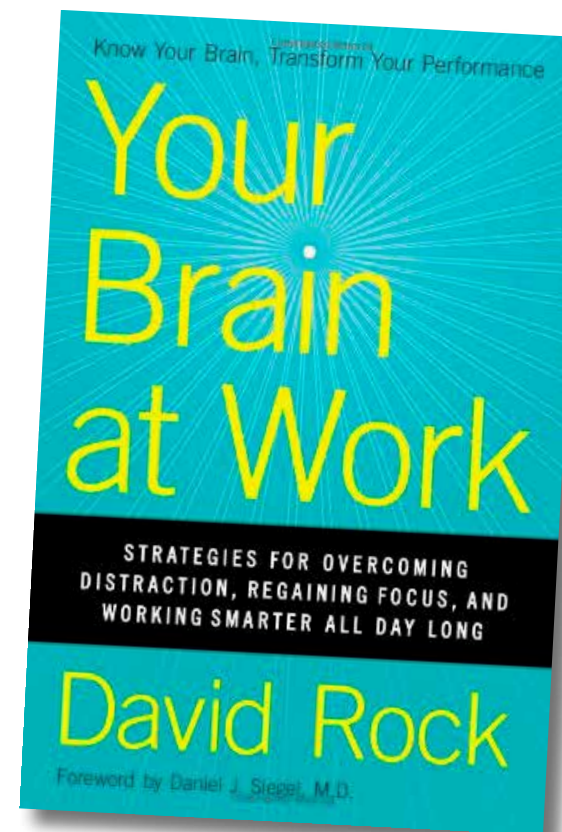


Work smarter by understanding the way the brain is designed to work. It's amazing how much of what we do is counter-intuitive to how our brain operates.

AMAZON.COM REVIEW

Meet Emily and Paul: The parents of two young children, Emily is the newly promoted VP of marketing at a large corporation while Paul works from home or from clients' offices as an independent IT consultant. Their lives, like all of ours, are filled with a bewildering blizzard of emails, phone calls, yet more emails, meetings, projects, proposals, and plans. Just staying ahead of the storm has become a seemingly insurmountable task.

In this book, we travel inside Emily and Paul's brains as they attempt to sort the vast quantities of information they're presented with, figure out how to prioritise it, organise it and act on it. Fortunately for Emily and Paul, they're in good hands: David Rock knows how the brain works – and more specifically, how it works in a work setting. Rock shows how it's possible for Emily and Paul, and thus the reader, not only to survive in today's overwhelming work environment but succeed in it – and still feel energised and accomplished at the end of the day.



"The biggest advantage I got out of my coaching was getting a third party perspective. It broadens your approaches."

QUOTE FROM THE 2012 HFL COACHING SURVEY

Your Next Move

Michael D. Watkins

Nominated by HFL Coach Maria Leske

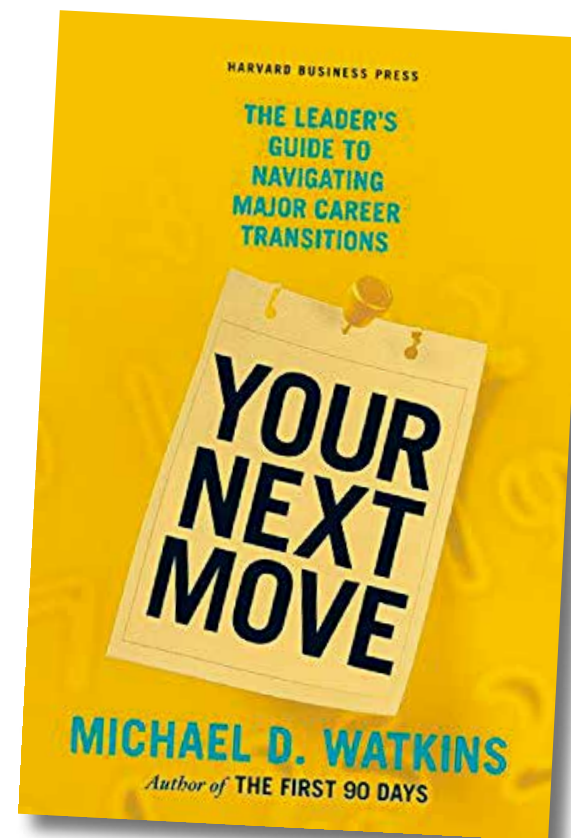


I have a particular passion in coaching leaders to transition into more senior, complex roles where the scope and scale of what they do is also greatly enhanced. As such this is one of my favourite books.

AMAZON.COM REVIEW

“Whether you’re going for that promotion, looking to jump ship, or change careers entirely, Michael Watkins’ *Your Next Move* is a book you’ll want to read.” So starts the positive review of *Your Next Move* on the influential 800 CEO Read website. It’s true that all leaders – no matter how seasoned – need guidance through the professional changes that define a career. In fact, transitions into new roles are the crucibles in which leaders get their toughest tests, and they’re the defining factor in professional careers today. Yet far too often, leaders fail to transition effectively into new roles. The resulting costs are high, for individual careers and for organisations.

In *Your Next Move*, leadership-transition guru Watkins shows how you can survive and thrive in all the major transitions you will face during your career – including promotions, leading former peers, on-boarding into a new organisation, making an international move, or turning around or realigning an organisation. With real-life examples and case studies, Watkins illustrates the defining hurdles associated with each type of transition. He then provides the insights, strategies, and tools you’ll need to accelerate through these crucial turning points and continue moving up in your career.



About the HFL Coaching Network

Comprehensive, High Quality, Executive Coaching Services

Why and What Coaching

Coaching is one of the most effective leadership development options for most leaders, and is particularly useful for emerging leaders and senior executives. Sessions can address individual development needs. In the case of senior leaders, this can be achieved in a safe, private, and confidential environment; where blind spots can be exposed without the senior leaders feeling that their career or status is compromised.

There are a range of coaching applications:

- Part of a leadership development program, supporting other learning events;
- A stand-alone intervention to help an individual at a particular time in their leadership career;
- Remedial intervention, where one or two major derailleurs are getting in the way of a leader progressing/performing well;
- Transition coaching, supplied in a more intensive manner during a leader transitioning from one role to another, often a significant promotion; and
- Group coaching, where an executive coach assists the manager of a team or the whole team in working more effectively together.

HFL provides solutions of each of these development applications, and has been doing so successfully for many clients since 2003. **HFL** has a fully accredited coaching panel comprising over 50 coaches across Australia, New Zealand, South East Asia, China and Japan. Many of these coaches have been working with us for many years.

HFL's approach to effective executive coaching interventions centres around four golden rules:

- Deploying the right coaches – **HFL** undertakes a detailed examination of every coach's credentials and experience, style and approach prior to adding that professional to our list. We also survey all coachees and their managers every 24 months to check on quality and outcomes.
- Getting the set up of the coaching assignment right – proper briefings, clear objectives, successful 'chemistry' meetings, agreed check-in points.
- Appropriate 'illumination' – undertaking appropriate assessments (perhaps psychometrics, leadership styles, 360 surveys etc) and a clear understanding of issues/behaviours that are to be developed, and why, clarity of mandate and what is in it for the coachee.
- Clear accountabilities – roles, responsibilities, and accountabilities clearly defined for the coachee, the coach, and the coachee's manager.

All systems and processes are fully documented. For example, both the coachee and their manager receive **HFL** Coaching Guides prior to the commencement of the assignment. **HFL** believes support and commitment from the manager is a critical success factor, and the manager's guide provides context and advice to the manager on how to support the coachee through the coaching process.

We have a comprehensive briefing document for clients covering our range of coaching services, our coaching methodology, and our coaching processes including how **HFL** manages all of the project management for our clients. To arrange to receive a copy and a briefing, please contact us.

Transition Coaching

How Role Transitions Can Lead to 'Leadership Leaps'

Transition coaching is one of the most effective leadership development services that **HFL** offers, and is increasingly in demand with clients who have experimented with the **HFL** process.

As we all know, transitioning to a new role can be a traumatic leadership experience; but it can also be a catalyst for what we call at **HFL** a 'leadership leap' – the opportunity, in only a few weeks, to dramatically develop leadership capability using structured transition coaching.

How does it work? Typically, periods of transition from one role to another are a high pressure and stressful experience, particularly if the coachee is being promoted to a role with more responsibility, and different numbers and seniority of people to manage.

Everyone in the organisation has a lot at stake in this moment. The organisation wants an effective, and if possible, seamless transition with good results straight away; as well as wanting to retain the talent they have just promoted. The two teams – firstly the team the coachee is leaving behind, and secondly the team the coachee is inheriting – will both be worrying about how the change in leaders will affect them, and will assume negative repercussions until proved otherwise. The coachee also has a huge amount at stake – can they make the transition successfully, leave the current team in good shape, and quickly have an impact and start executing the mandate they have been given with the new team?

This is a perfect situation to provide intensive and invaluable support via coaching.

Transition coaching starts with a simple offer – it is a plan to build a plan. It helps transitioning leaders by:

- **Providing structure and direction at a critical time** – building a complete plan, prioritising the right things to do, in the right order, in the right way;
- **Providing leadership coaching support** – the coach helping the development of the plan, and the leader in transition, by asking the right questions at the right time;
- **Providing planning templates** – how to leave, how to say hello, how to connect with staff, with internal networks, with customers, with suppliers – in a planned, effective way that leads to clarity, connection, communication and timely execution.

HFL's customisable template runs for sixteen weeks, with eight sessions of coaching. The template covers four critical phases of transition:

HFL TRANSITION COACHING MODEL

PREPARE | ARRIVE | IMPACT | TAKE OFF

Four sessions would occur during the 'month before', and then the other four at key check-in points during the next three months. During the first four sessions, the coach and leader build a transition plan, which includes a crucial communication plan that takes in all stakeholders. There is a big emphasis on understanding how this change will impact everyone affected by the leader's promotion in a different way.

As every L&D professional will know, this intervention can lead to very accelerated leadership development – both for the leader, and for those they are leading. Common mistakes and potholes can be avoided; communication messages can be sharpened and delivered with high impact; and performance and cultural expectations can be defined with real clarity. In short, a leadership leap can be engineered.

HFL has an established structured transition coaching methodology which helps front line and middle level leaders make position transitions. To receive a briefing on how the process works, and to view our Leadership Transitions Manual, please contact us.

Coaching Executive Presence

Exerting Influence Beyond Authority:
Making People Listen as Well as Act

Executive presence is an intangible: we've all experienced being in a room with someone who has executive presence, but it's a difficult concept to nail down. One thing is sure: every senior leader wants to have, or develop, executive presence. It is often considered to be a key contributor to leadership effectiveness, along with authenticity, ability to deliver results, and the ability to shape and communicate purpose and direction.

Executive presence is an exotic combination of skills and persona – it is about values, personality, performance, influence, inspiration, articulation, presentation, connection, and drive.

HFL has developed a well researched, uniquely executed, highly effective series of services that support the understanding and development of executive presence among the leaders of your organisation.

These include:

- **Workshops** – from one day introductory to three day intensive workshops, exploring what executive presence is and how to develop it using a range of tools and techniques;
- **Coaching programs** – personalised (safe, private, confidential, and comfortable) one-on-one coaching programs, delivered by specialists in the executive presence field;
- **Combination programs** – utilising workshops, coaching, and action learning sets (experiential learning) to help small groups of executives develop enhanced presence.

These development options go far beyond mere presentation skills (although these skills are an important component of executive presence). They include exploration of the impact of body language, self-confidence, style, values, emotional control and management, relationship building, demeanour, active listening, and advanced personal engagement.

For examples of programs and delivery options, all of which are highly customisable, please contact us.

Front Line Leader Group Coaching

Tactical, Affordable, Out-of-the-Box Solution for Front Line Leaders, Supervisors, and Team Leaders

FASTLEAD is a compact (six months), accelerated, experiential, curriculum-based, group coaching solution that can be deployed for two or more front line leaders within a week of signing up.

Developed by **HFL**, **FASTLEAD** offers Line Managers and L&D departments a highly effective, tactical, 'just-in-time' solution for front line leaders who:

- Are new to the role, perhaps leading for the first time;
- Have been in the role for a while but are struggling;
- Are about to be promoted into the role of a front line leader.

The curriculum-based coaching program comprises 13 topic areas, and covers the leadership fundamentals all L&D professionals would expect to see in the program.

FASTLEAD's design provides a highly affordable solution.

Fifteen **HFL** clients started using **FASTLEAD** as a solution within six months of us launching the program (in July 2013), and more clients join the program every month.

For more information please visit the **FASTLEAD** website (www.fastlead.com) or contact us.



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