“If you want to build a ship, don’t drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.”

Antoine de Saint-Exupéry
What is coaching?
COACHING VS ADVISING
How does coaching differ from:
  o Giving feedback?
  o Advising?
  o Mentoring?
DEMO (WITH VOLUNTEER) OF FIRST 3 STEPS (OF 6)
1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?
1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?

2. **What is already there?** What already works for you on that competency today?
1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?

2. What is already there? What already works?

3. What would a higher state look like? Where on the scale do you want to be?
DEBRIEF STEP 1-3

& PRACTICE
1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?

2. What is already there,? What already works for you on that competency today?

3. What would a higher state look like on that competency? Where on the scale do you want/need to be?

4. **What would be a pathway to get to that higher state?**
COACHING METHODOLOGY

1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?

2. What is already there? What already works for you on that competency today?

3. What would a higher state look like on that competency? Where on the scale do you want/need to be?

4. What would be a pathway to get to that higher state?

5. **What blockers may you need to overcome? How will you do that?**
1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?

2. What is already there? What already works for you on that competency today?

3. What would a higher state look like on that competency? Where on the scale do you want/need to be?

4. What would be a pathway to get to that higher state?

5. What blockers may you need to overcome? How will you do that?

6. **What one small step or experiment could you try out to set you on that pathway?**
DEBRIEF STEP 4-6

& PRACTICE
LEADERSHIP TOOL

3 Horizons
3 Horizons: A Portfolio Vision

- **H1:** Current
  - Actuellement
- **H2:** Next Big Thing
- **H3:** Wildcards

Impact vs. Level of Unknown
An example
3 Horizons: Disney — 1920s

- H1: Current
- H2: Next Big Thing
- H3: Wildcards

Impact vs. Level of Unknown graph showing the progression from current to wildcards with a focus on Disney's evolution in the 1920s.
3 Horizons: Disney — 1920s

- **H1**: Current
- **H2**: Next Big Thing
- **H3**: Wildcards

Impact vs. Level of Unknown graph with Mickey Mouse and SOUND label.
3 Horizons: Disney — 1930s

H1
Current

H2
Next Big Thing

H3
Wildcards

Impact

Level of Unknown

- Theme-parks
- Theatre Shows
- Music
- Television-Shows
- Film Studios
- Live Action Films
- Stores
- Commercials
- Comic Books
- Animated Feature Films

- 1930s: Mickey Mouse
- 1940s: Snow White and the Seven Dwarfs
- 1950s: Disneyland
1. Keep an overview of your project portfolio – what’s lacking?
2. Allocate resources – am I doing the right things in H3, H2, H1?
3. Build capabilities – am I planning to have the capabilities I need?

<table>
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<th>Horizon 2</th>
<th>Horizon 3</th>
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<td>Core-Business</td>
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| Activities         | - Make operations more efficient  
                     - Grow current operations | - Prepare to launch new project  
                     - Test and seek partners | - Spend time on H3 projects  
                     - Run experiments to learn and test |
| Capabilities       | Capabilities in organization | Capabilities being developed or acquired | Capability requirements maybe unclear |
3 Horizons: Disney — 1940s

- **H1**: Current
- **H2**: Next Big Thing
- **H3**: Wildcards

Impact

Level of Unknown

- Theme-parks
- Theatre Shows
- Stores
- Commercials
- Comic Books
- Television-Shows
- Film Studios
- Live Action Films

- Disney Film Studios
- Live Action Films
- Television-Shows
- Theme-parks
- Theatre Shows
- Stores
- Commercials
- Comic Books
- Television-Shows
- Film Studios
- Live Action Films
3 Horizons: Disney — 1950

Level of Unknown

Impact

H1
Current

H2
Next Big Thing

H3
Wildcards

Theme-parks
Theatre Shows
Stores
Commercials
Music
Comic Books
Television-Shows
Film Studios
Live Action Films

3 Horizons: Disney — 1950

Level of Unknown

Impact

H1
Current

H2
Next Big Thing

H3
Wildcards

Theme-parks
Theatre Shows
Stores
Commercials
Music
Comic Books
Television-Shows
Film Studios
Live Action Films
1. Draw the 3H diagram on a sheet of paper.
2. Add the projects your organization is working on and are considering for the future.
3. Discuss with co-pilot what conclusions you might draw…
1. Keep an overview of your project portfolio – *what’s lacking?*
2. Allocate resources – *am I doing the right things in H3, H2, H1?*
3. Build capabilities – *am I planning to have the capabilities I need?*

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