

Antoine de Saint-Exupéry



“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.”



What is coaching?

COACHING VS ADVISING





How does coaching differ from:

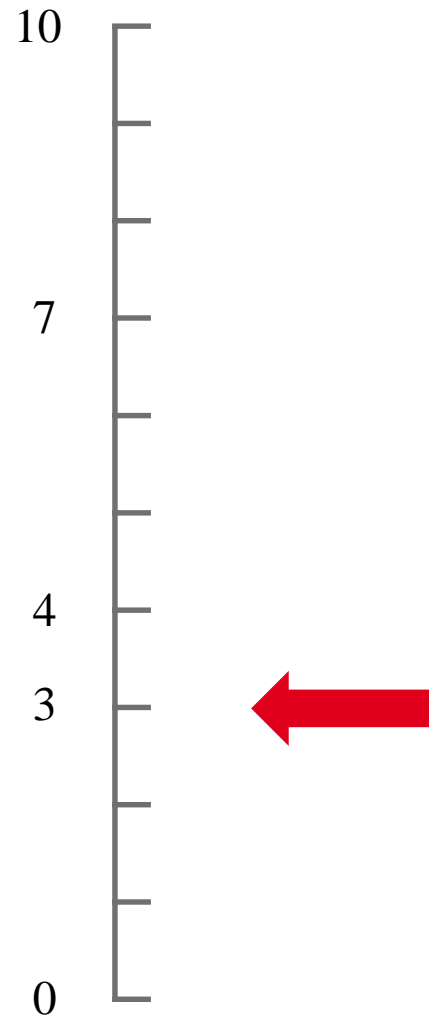
- Giving feedback?
 - Advising?
 - Mentoring?
-

DEMO (WITH VOLUNTEER) OF FIRST 3 STEPS (OF 6)

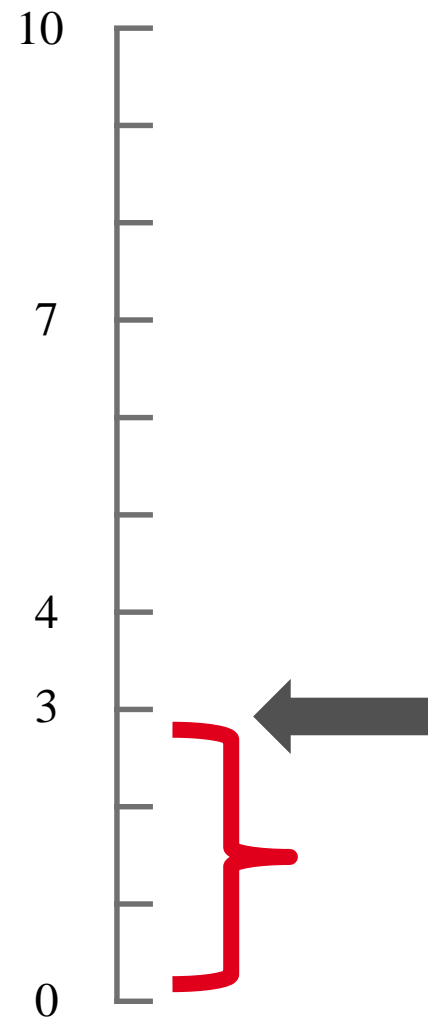


COACHING METHODOLOGY

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

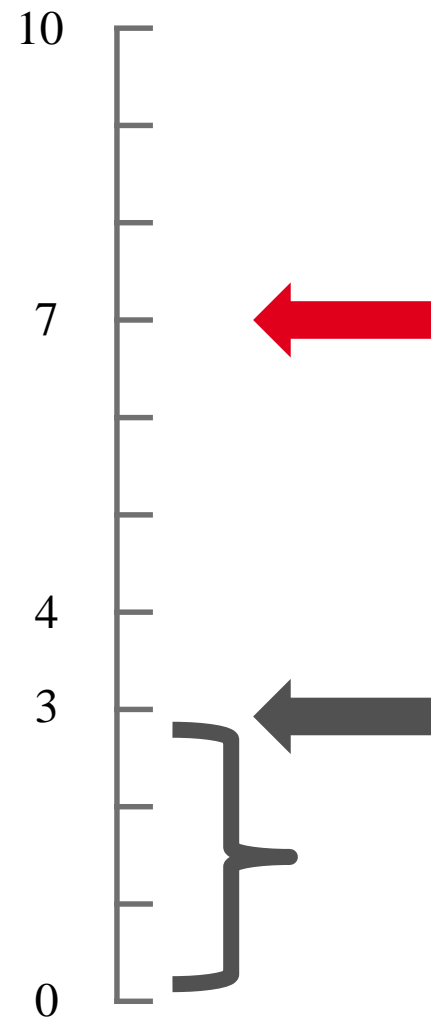


COACHING METHODOLOGY



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?**

COACHING METHODOLOGY

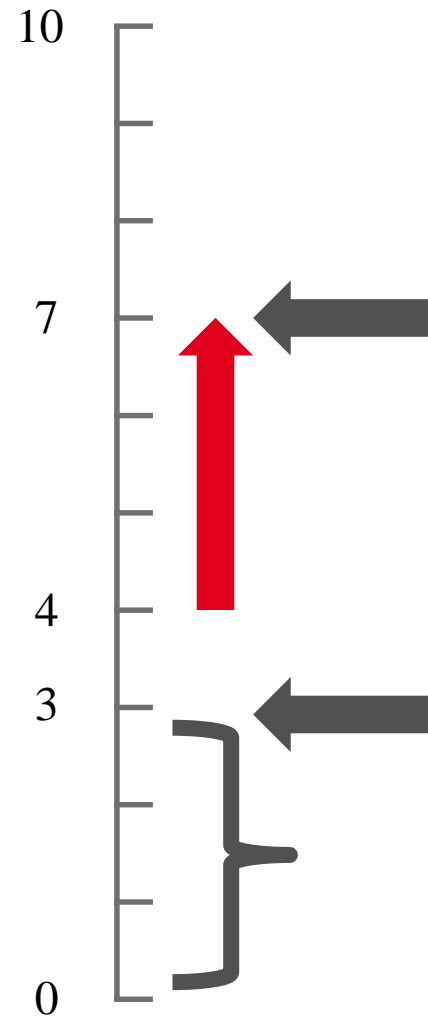


1. Ask what area they want to grow in and then ask on a scale of 1 to 10, where are you today?
2. What is already there? What already works?
3. **What would a higher state look like? Where on the scale do you want to be?**

DEBRIEF STEP 1-3

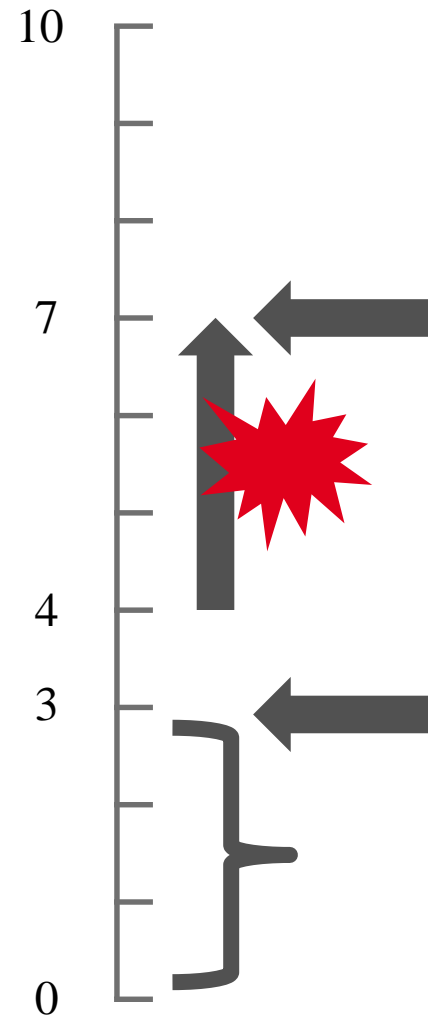
& PRACTICE

COACHING METHODOLOGY



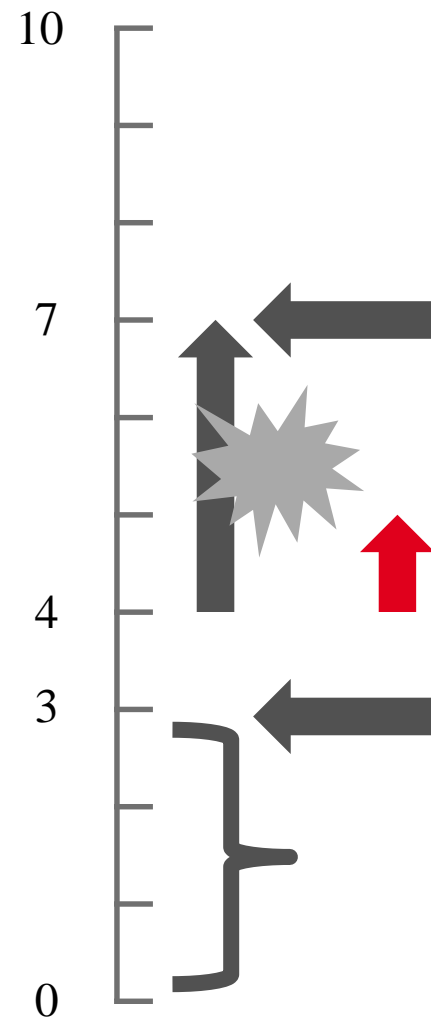
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2. What is already there,? What already works for you on that competency today?
3. What would a higher state look like on that competency? Where on the scale do you want/need to be?
4. **What would be a pathway to get to that higher state?**

COACHING METHODOLOGY



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

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

DEBRIEF STEP 4-6

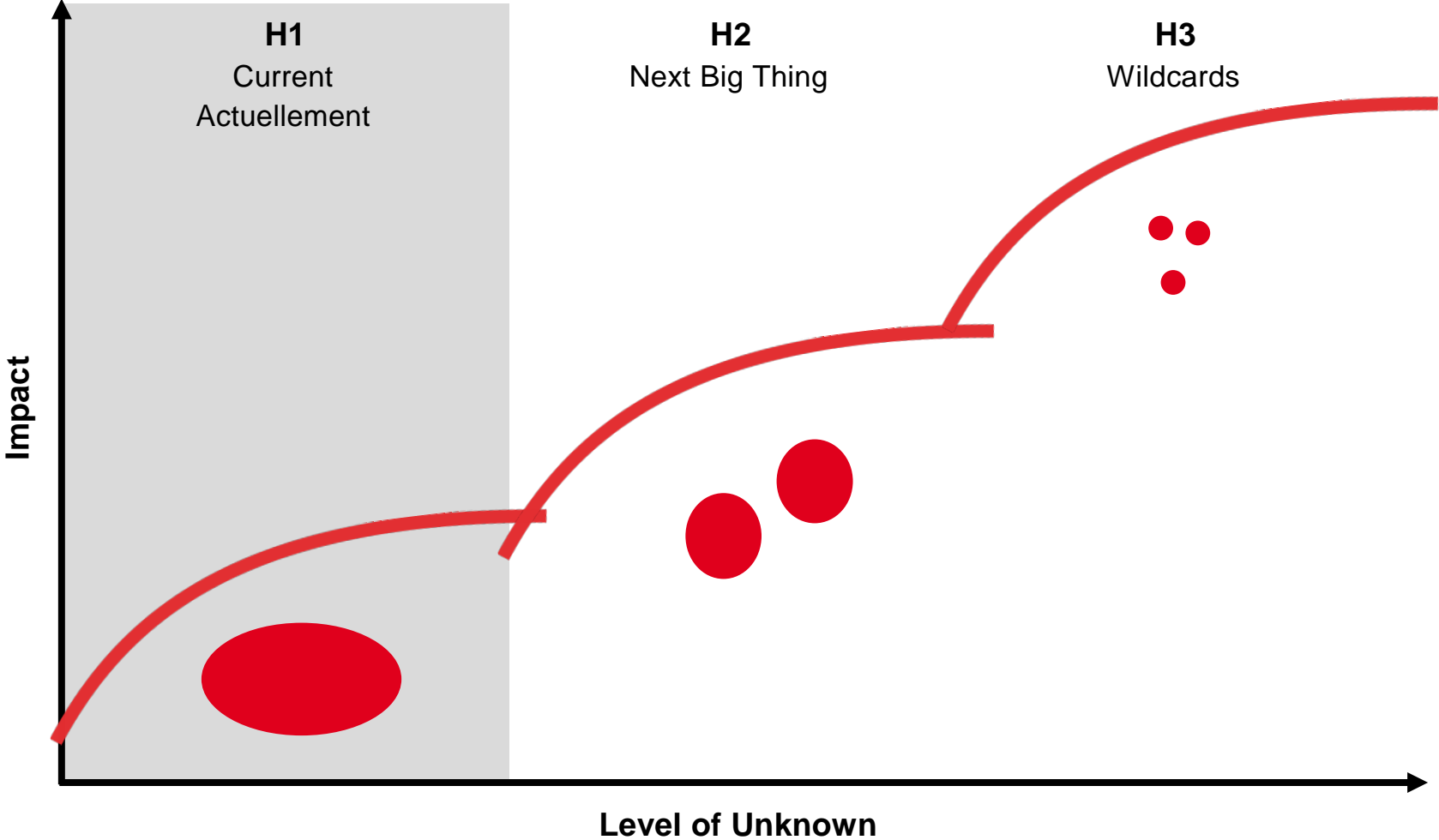
& PRACTICE

A landscape of mountains at sunset. The sky is a gradient of orange and yellow, transitioning to a darker purple and blue at the bottom. The mountains are silhouetted against the sky, with some peaks appearing as dark shapes against the lighter background. In the foreground, a hiker is visible on a ridge, looking out over the landscape. The overall mood is serene and contemplative.

LEADERSHIP TOOL

3 Horizons

3 Horizons: A Portfolio Vision

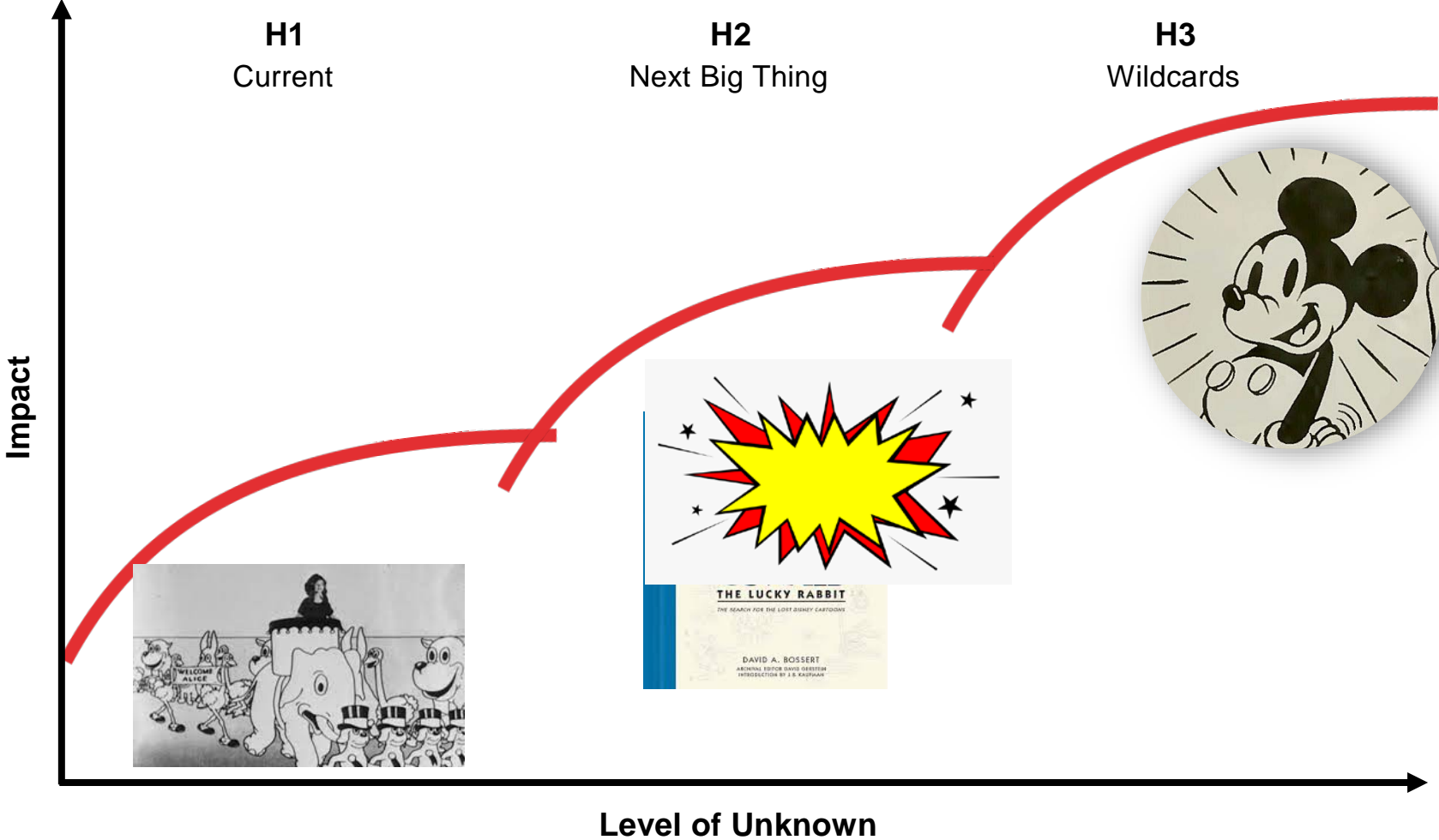




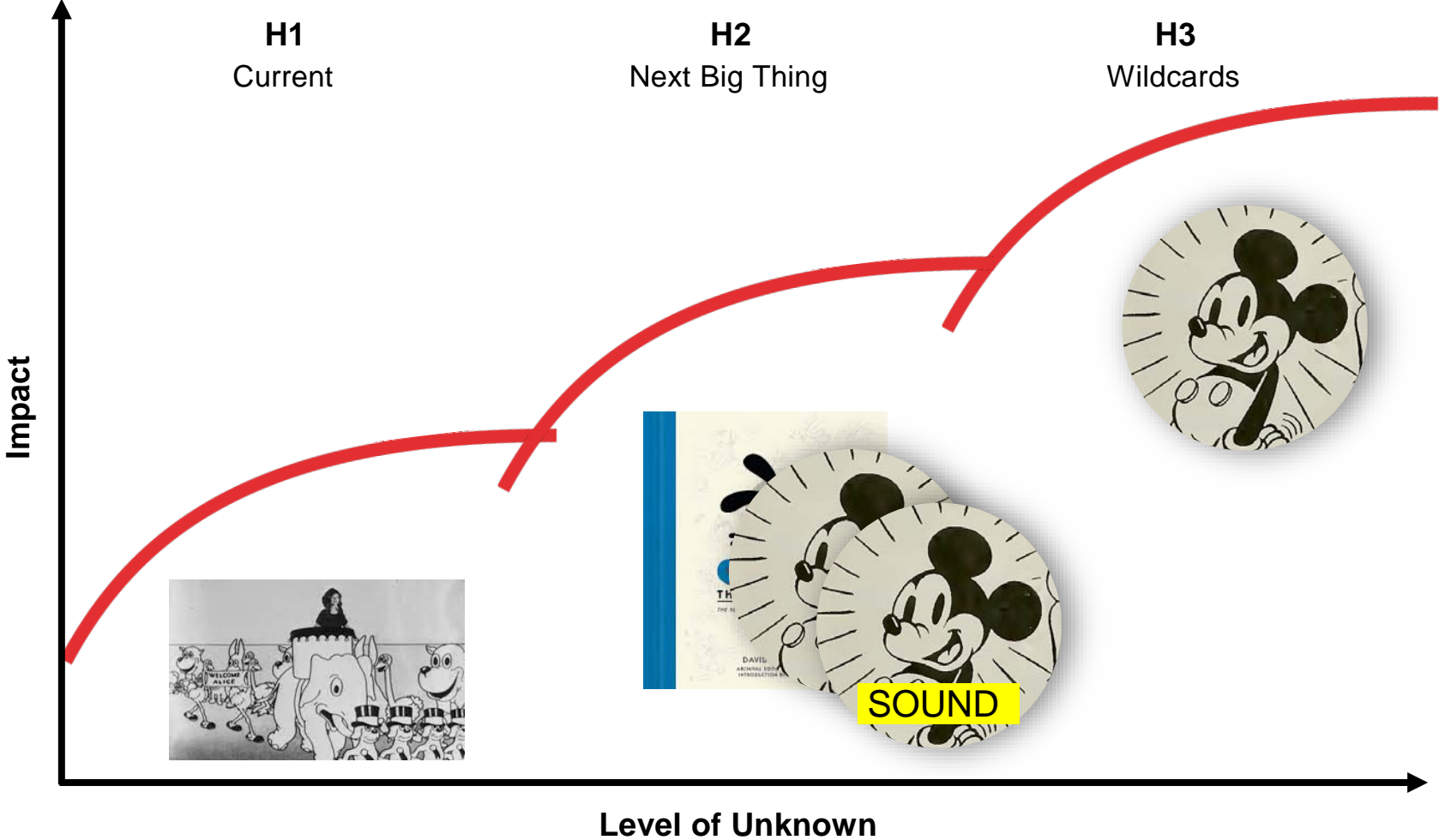
An example

WALT DISNEY

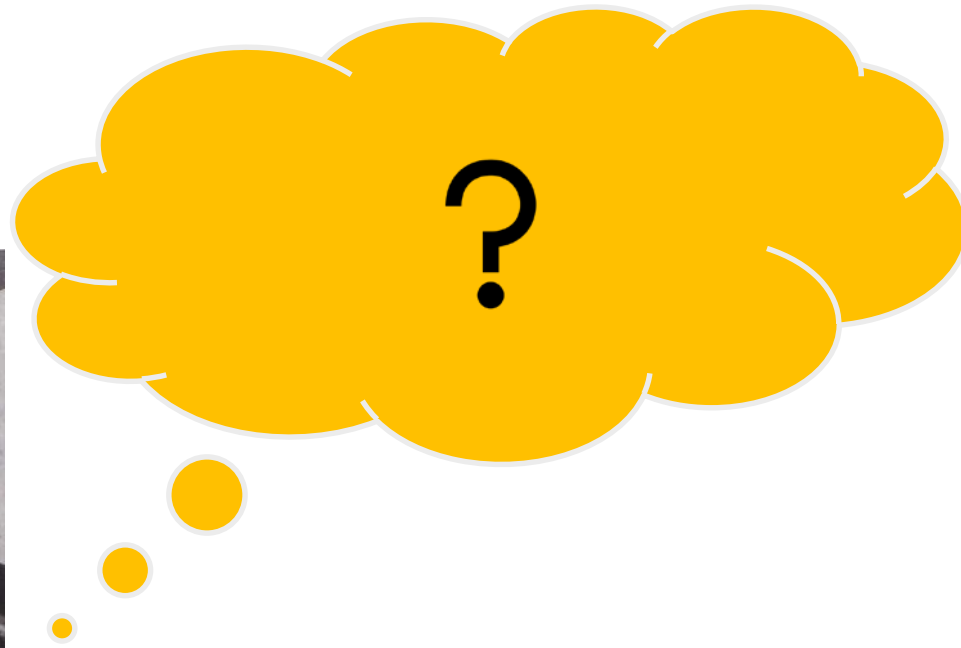
3 Horizons: Disney — 1920s

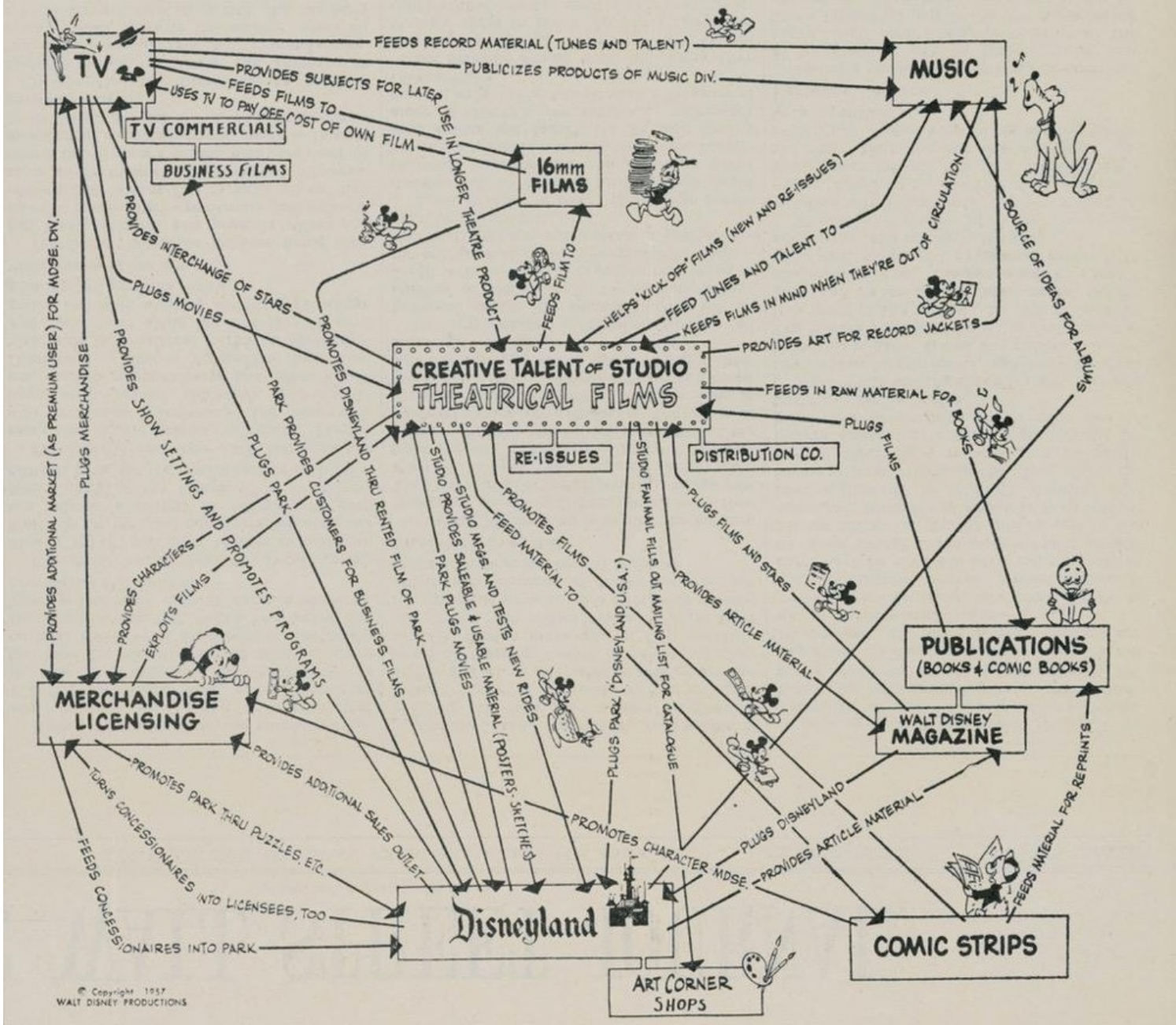


3 Horizons: Disney — 1920s

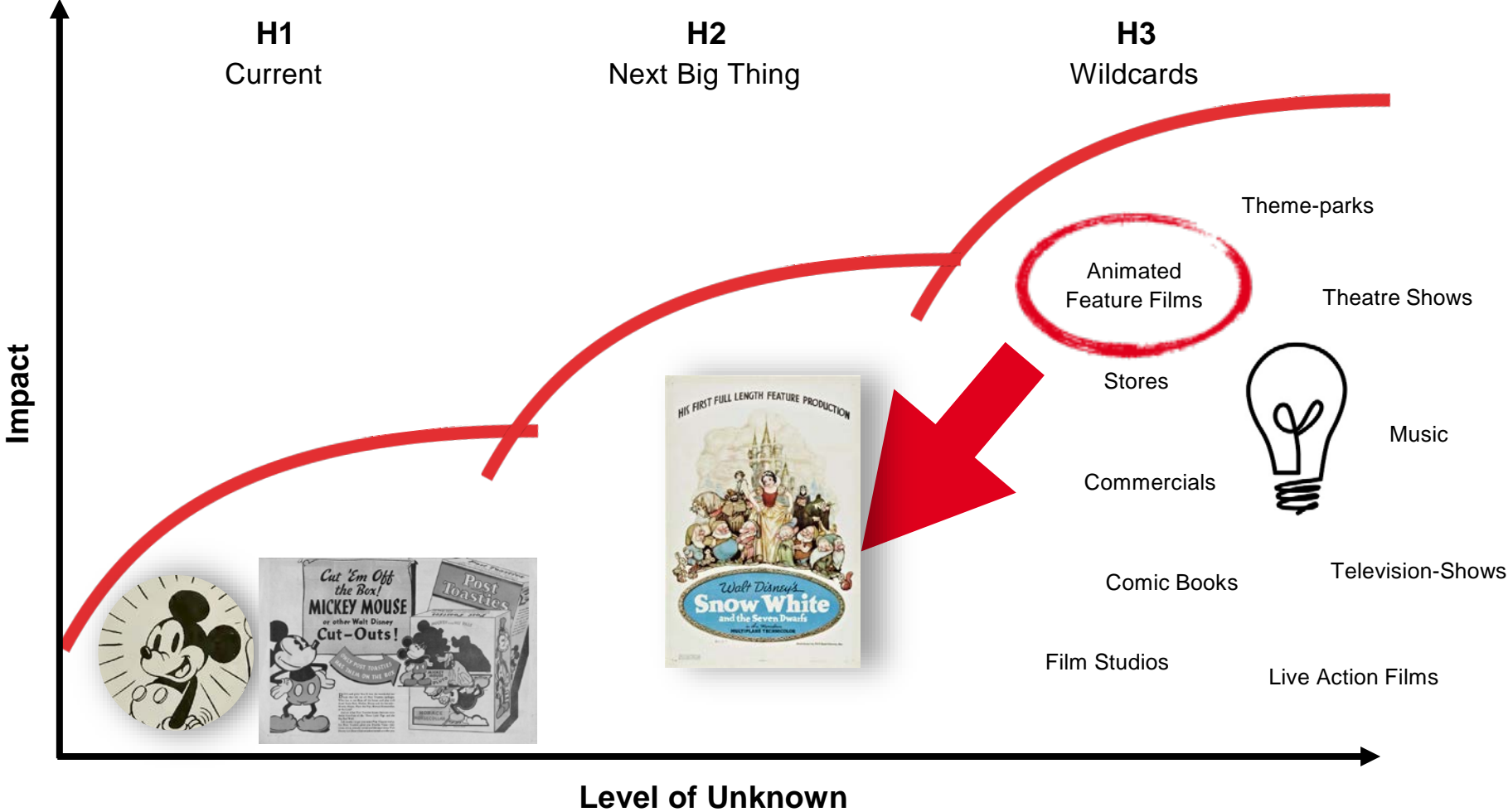


1930s





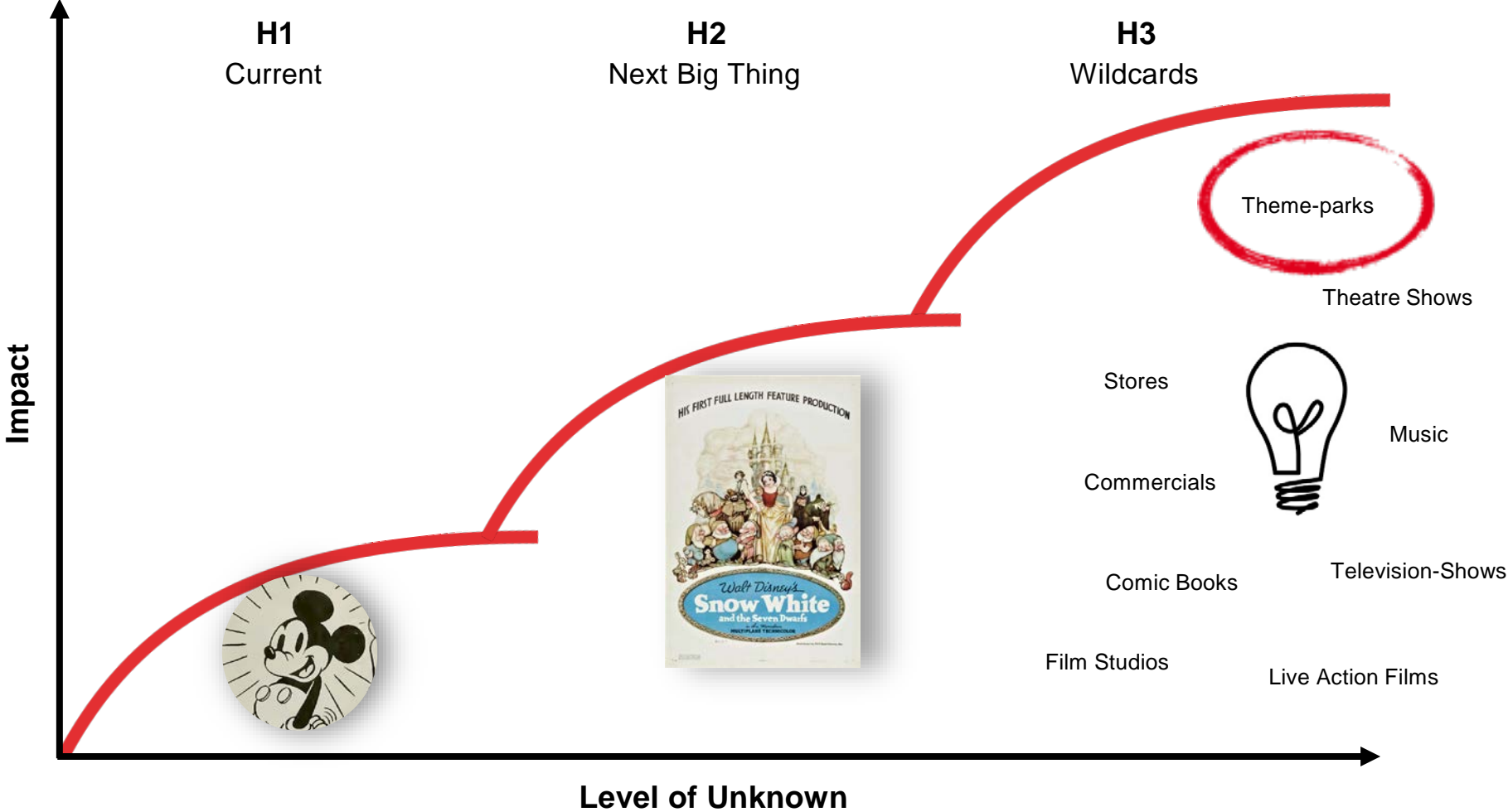
3 Horizons: Disney — 1930s



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?*

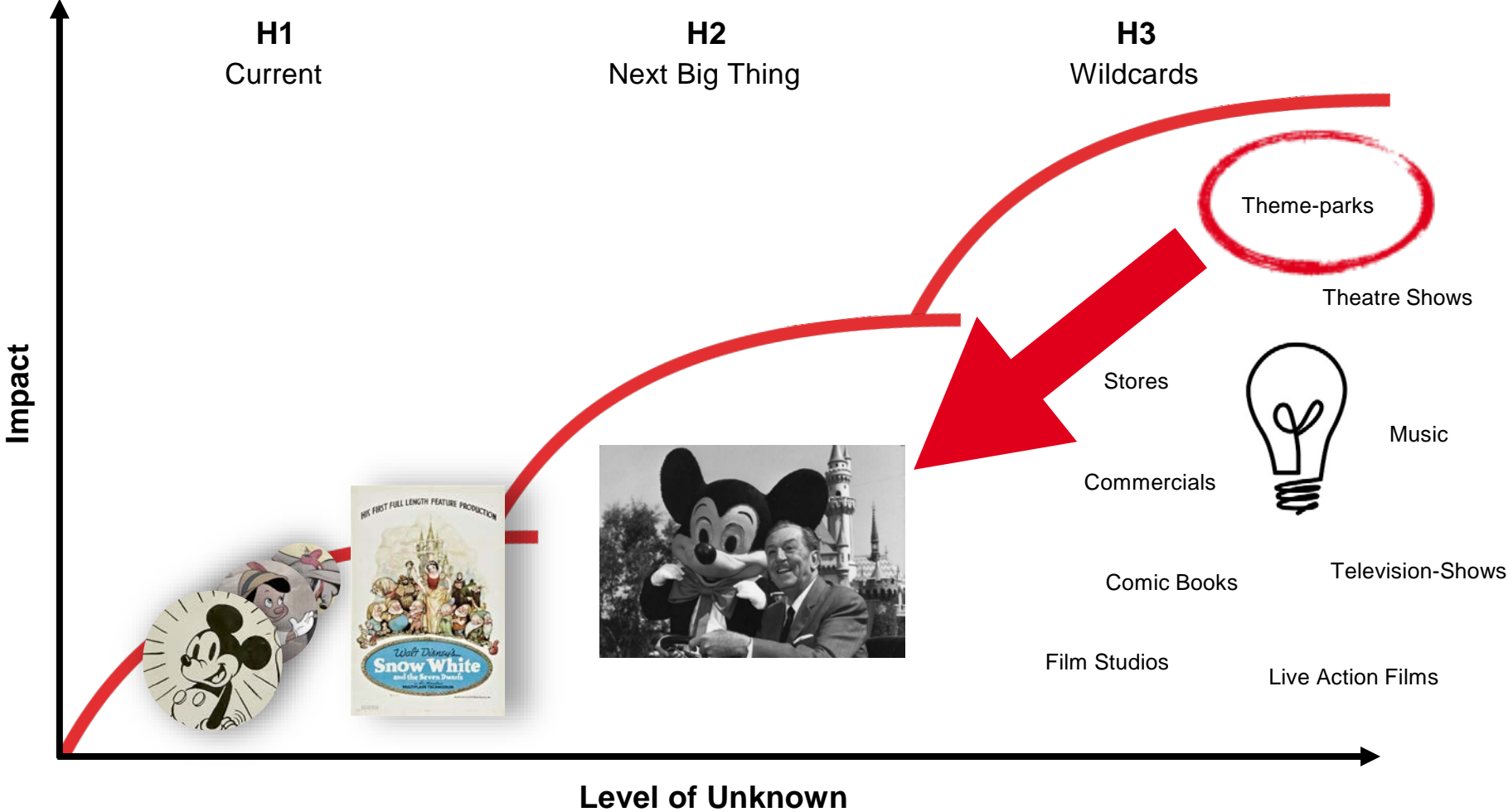
	Horizon 1 Core-Business	Horizon 2 Next Big Thing	Horizon 3 Wildcards
Resource allocation	± 70%	± 20%	± 10%
Focus	Optimisation (extend and defend)	1 - 2 NEW initiatives (serious impact to the project)	Run many small experiments (high % failure should be expected)
Activities	<ul style="list-style-type: none"> - Make operations more efficient - Grow current operations 	<ul style="list-style-type: none"> - Prepare to launch new project - Test and seek partners 	<ul style="list-style-type: none"> - Spend time on H3 projects - Run experiments to learn and test
Capabilities	Capabilities in organization	Capabilities being ^{SEP} developed or acquired	Capability requirements maybe unclear

3 Horizons: Disney – 1940s





3 Horizons: Disney — 1950



WITH A COPILOT 20 MIN

Plot your Initiatives & Discuss

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?*
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