

Ideas into Action

Transcending the Trade-off
between Individual Development
and Business Results

*Mitchell Dickey
Midwinter, 2008*

People change not because they
see the light
but because they
feel the heat.

Misquote from David Thornburg

Stick **AND** Carrot Principle

Push from behind

AND

Pull from in front

Washington – Whiskey Rebellion

Truman – Military and Marshall Plan

Kennedy – Bay of Pigs and Peace Corps

Reagan – Star Wars and Shining City on a Hill

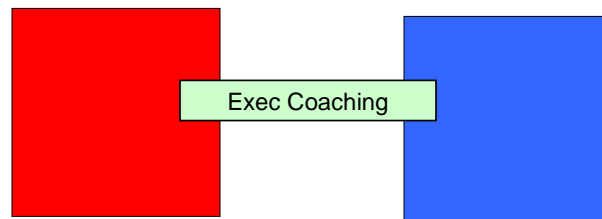
Bush? Obama?

Executive Coaching

Neither fish nor fowl

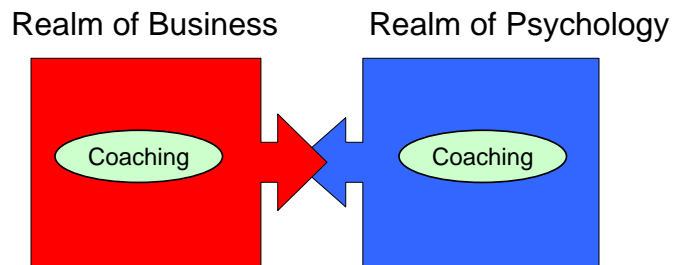
Realm of Business

Realm of Psychology



Executive Coaching

Both fish and fowl

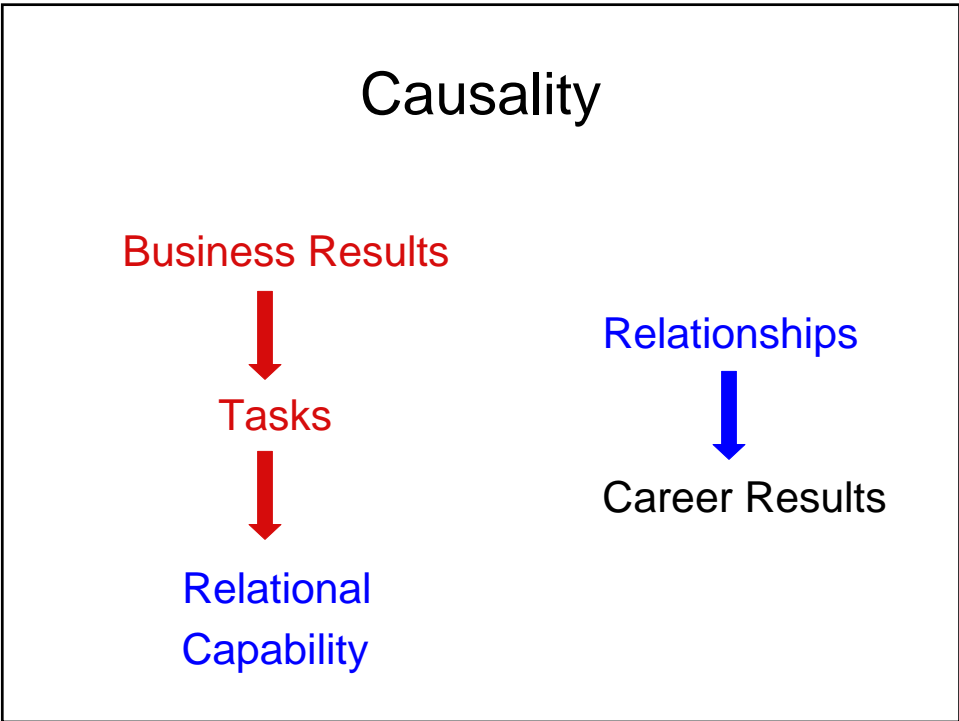
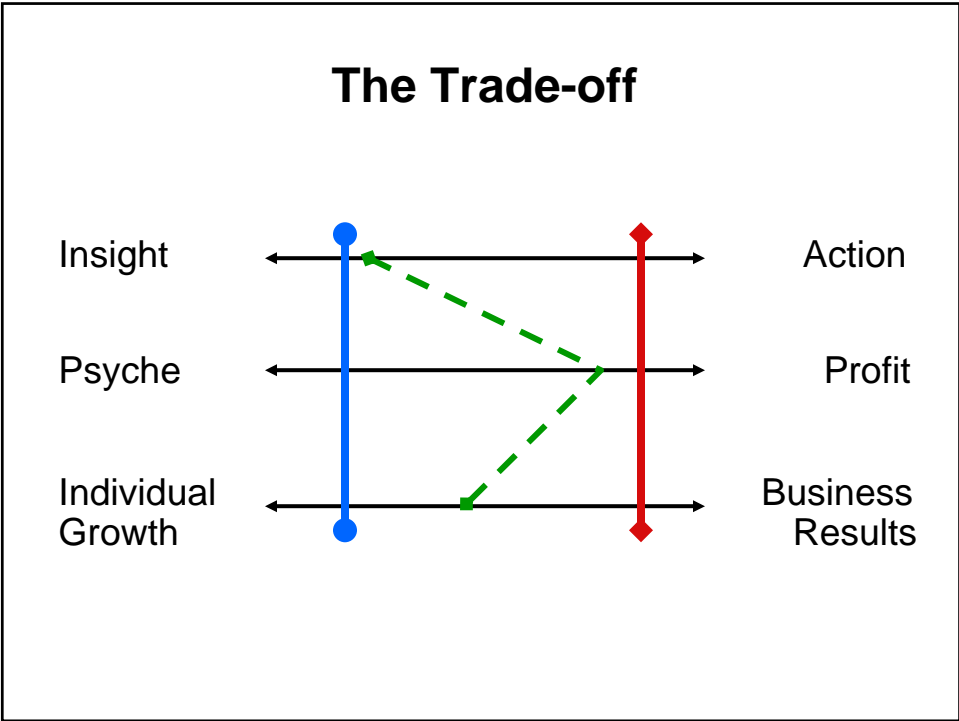


Causality of Our Value Proposition

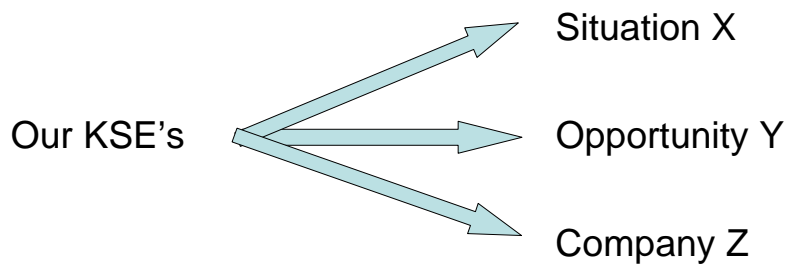
Psychology → Business

Business → Psychology

What if we could do more for people's psychology by influencing the business than we could for the business by influencing people's psychology?

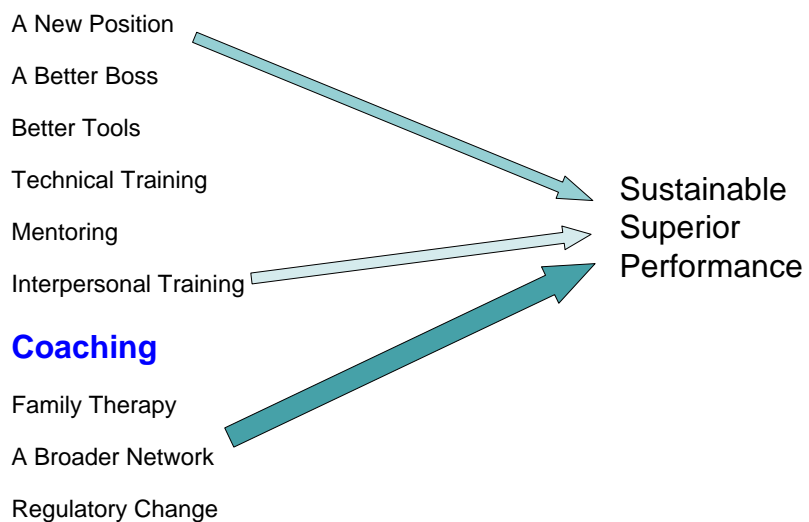


What Can Psychology Do For You?



Coaching is our hammer and the world is full of nails.

What does the customer need?



Who is the customer?

1. The Individual Manager

2. The Boss and HR

3. His/her Team

4. The Company

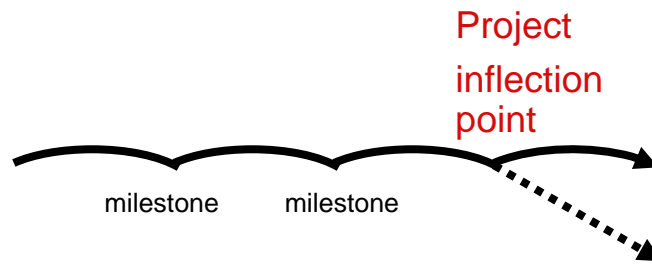
5. The Company's Constituents

What does it look like?

How do you integrate:

- The needs of multiple constituencies (including yourself)
- Business results with individual growth

Skipping Stones



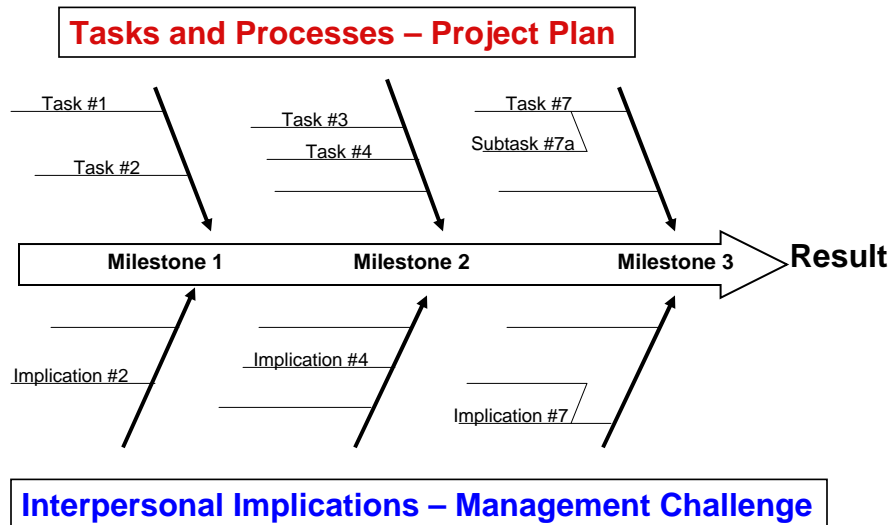
Project Criteria

1. Can be completed within the engagement
2. Concrete economic value will be created within months
3. Builds one piece of a larger firm capability
4. Does NOT consist in easy, simple, using well-known procedures – Something new or complex

Drill Down on a Project Plan



Project Backplan



Project Danger Zones

Most Crucial Tasks

Coordination

- Task Interdependence
- Complexity
- Novelty

Power

- Decision Rights
- Sabotage, Veto
- Network

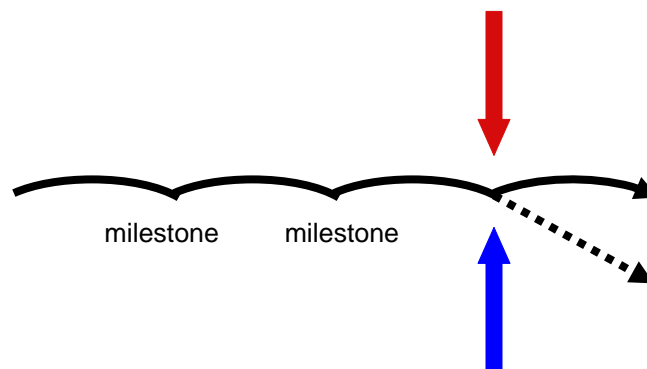
Effect of Outsiders

Results Vulnerability

Structural Conflict

Alignment of Task Requirements with Processes

System-wide Inflection Points



Person – Client's Individual Stuff

Relational capabilities

Trigger points

Position

- Up
- Down
- Equal

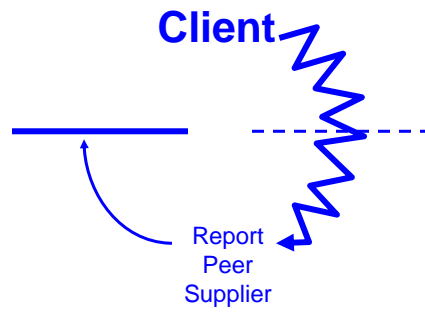
Movement

- Toward
- Away
- Against
- With

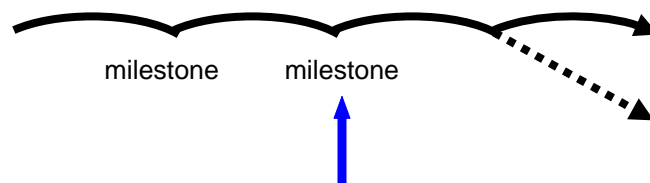
Generic Project Sequence

1. Accept the assignment
2. Select core team and craft initial plan
3. Test/refine the strategy and get commitments
4. Create work plans, schedules, measures
5. Launch
6. Make demands – follow up
7. Solve problems and recalibrate
8. Use political skills
9. Push to conclusion

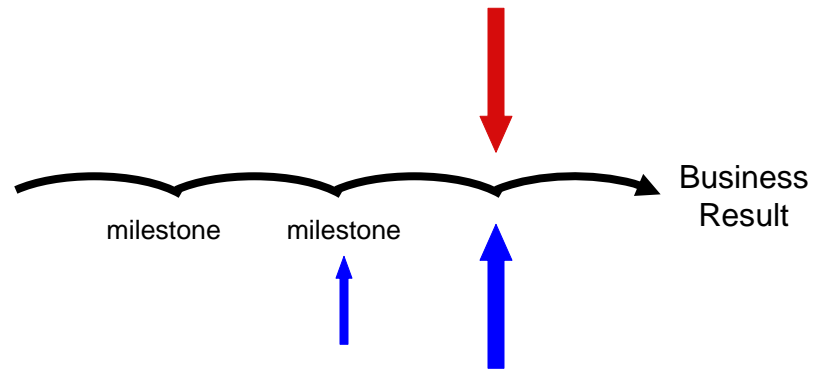
Map the Individual Staff



Inflection Points for Person



Inflection for Person, Project and System



What Have We Accomplished?

The Business Benefits

- Project yields concrete business results
- A whole team can execute better
- Optimism > cynicism – Take on larger challenges

The Individual Client Benefits

- Closed development gaps – mastered a personal “issue”
- Succeeded in an important task or challenge
- Gained stature and career momentum

The Coach Benefits

- ROI > 0, and coach becomes a profit, not a cost center
- Knows more about business than before