

## **Professional Coaching Services - Leadership Style**

**Engagement – Influence - Impact**

**Anneli Blundell**



**Office of Anneli Blundell**

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This document is an overview of the Professional Coaching services from Anneli Blundell. It covers the why, what and how of engaging an experienced expert in behaviour change to **support the leadership development of key people in the business**. Anneli specialises in working with professionals who want to improve their leadership effectiveness by focusing on how they relate to others – through their influence, engagement and professional impact.

## Why is leadership style important?

### More time communicating

The more senior a leader becomes the more time they spend communicating, influencing and engaging others. Therefore a leader's ability to read and understand the behaviour of others, adapt their leadership style accordingly, and build strong relationships at all levels, greatly impacts their ability to achieve results.

### Over reliance on knowledge and skills

Technical expertise is an expectation, but no longer a differentiator for leadership success. Executive presence, motivation and inspiration, and building buy-in of those around them will trump technical brilliance in a leader, every time.

### Relationships drive results

Research shows that people judge the messenger long before they judge the message and their judgements colour the way the message is received<sup>1</sup>. Given that as humans we judge people instinctively on two measures – first warmth, then strength<sup>2</sup>, a leader's style - how they are perceived by those around them - needs to be both approachable and authoritative.

## Some sobering facts

- Leadership ability affects share price. Market analysts value effective leadership by awarding a 'leadership premium' of up to 15.7% of company share price for good leadership, and a discount of 19.8% for ineffective leadership<sup>3</sup>. That's a 35.5% variable controlled by leadership effectiveness.
- In a study of over 50,000 executives<sup>4</sup>, the flaws most commonly tripping up leaders at risk of derailment were related to failures in establishing interpersonal relationships.
- Social intelligence (the ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions) was one of ten essential skills predicted as critical for the future workforce by the Institute for the Future for Apollo Research Institute in 2011<sup>5</sup>.
- In a study of 60,000 employees<sup>6</sup>, leaders were likely to be seen as great leaders 72% of the time when they balanced a task focus with a people focus (a sole focus on either aspect scored a rating of 12-14% only).
- 75% of careers are derailed for reasons related to emotional competencies<sup>7</sup>, including
  - inability to handle interpersonal problems;
  - unsatisfactory team leadership during times of difficulty or conflict; or
  - inability to adapt to change or elicit trust.
- Managers account for 70%<sup>8</sup> of variance in employee engagement scores across business units.

<sup>1</sup> Cuddy, A. J., Kohut, M., & Neffinger, J. (2013, July-August). Connect, Then Lead. *Harvard Business Review*. Retrieved from: <https://hbr.org/2013/07/connect-then-lead/ar/>.

<sup>2</sup> Ibid

<sup>3</sup> Deloitte (2015, March), The leadership premium: How companies win the confidence of investors'

<sup>4</sup> Zenger, J., & Folkman, J. (2013, January 24). Bad Leaders Can Change Their Spots. Retrieved from *Harvard Business Review*: <https://hbr.org/2013/01/good-news-poor-leaders-can-cha/>

<sup>5</sup> Davies, A., Fidler, D., & Gorbis, M. (2011). *Future Work Skills 2020*. Retrieved from [www.iftf.org](http://www.iftf.org).

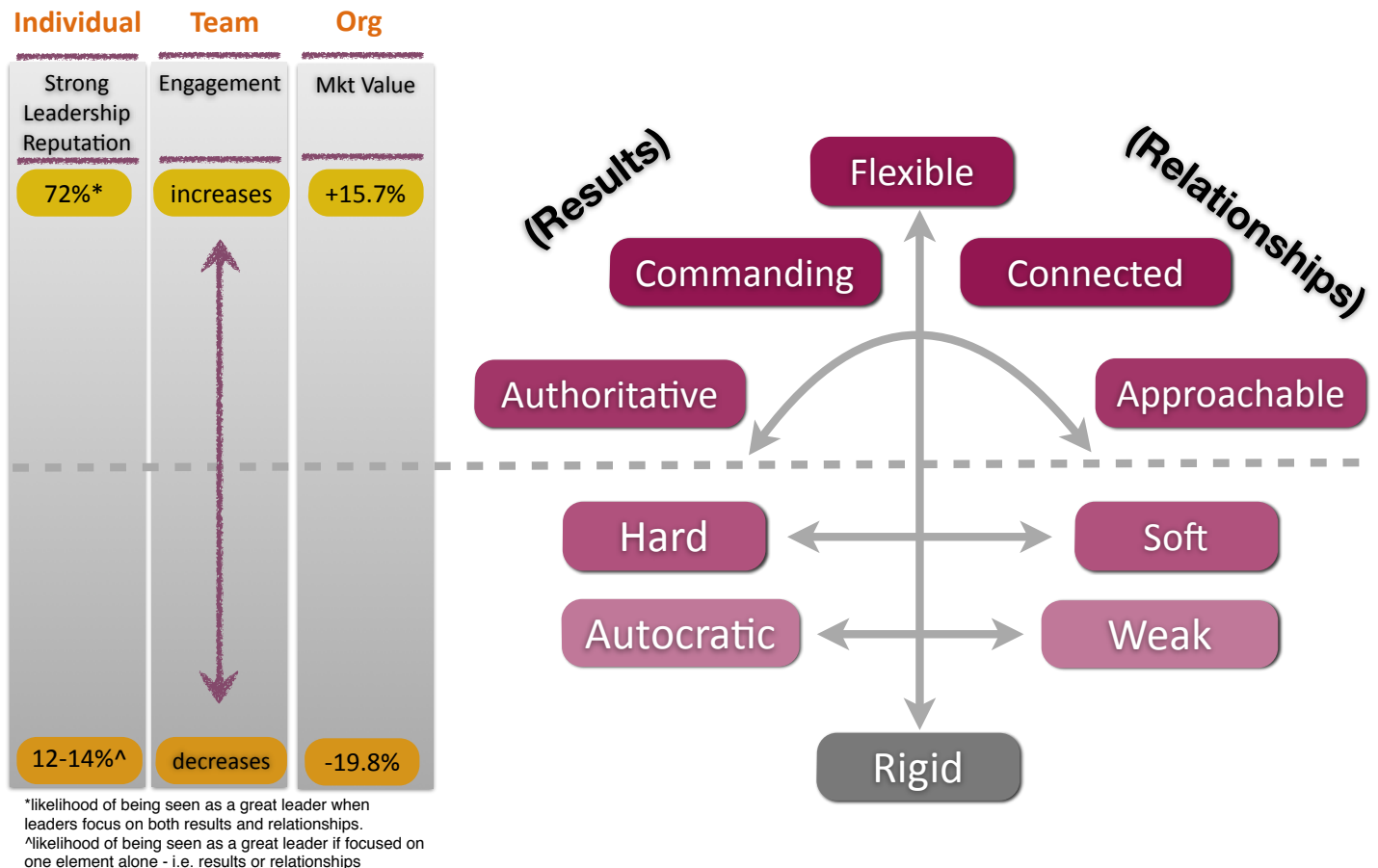
<sup>6</sup> Zenger, J. H., Folkman, J., & Edinger, S. (2011 October). Making Yourself Indispensable. Retrieved from *Harvard Business Review*: <https://hbr.org/2011/10/making-yourself-indispensable>

<sup>7</sup> Van Velsion, E., McCauley, C. D., & Ruderman, M. N. (2010). *The Center for Creative Leadership: Handbook of Leadership Development*. San Francisco: Jossey-Bass a Wiley Imprint.

## What does your leader need?

Essentially the most effective interpersonal style is a flexible one. Leaders need to be able to read the needs of the person in front of them and adapt their style accordingly. Anneli specialises in helping leaders at various levels of flexibility, increase their behavioural range and ultimately their leadership effectiveness. She helps them move up the ladder below increasing their leadership reputation, employee engagement and company valuation, as they go.

## Leadership Style



## Why leaders aren't developing their leadership style

For those leaders that are interested in developing their leadership skills, three common barriers prevail:

1. They may not realise they are being ineffective and don't see the impact of the current leadership style;
  - a. Upsetting others
  - b. People working around them rather than with them
  - c. High staff turnover in team
  - d. Blaming others for lack of buy-in
2. They realise they need to improve but are unsure about what to change or how to change it;
  - a. Training courses may not have helped

<sup>8</sup> Beck, R., & Harter, J. (2015, April 21). Managers Account for 70% of Variance in Employee Engagement. Retrieved from: [http://www.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx?utm\\_source=EMPLOYEE\\_ENGAGEMENT&utm\\_medium=topic&utm\\_campaign=tiles](http://www.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx?utm_source=EMPLOYEE_ENGAGEMENT&utm_medium=topic&utm_campaign=tiles)

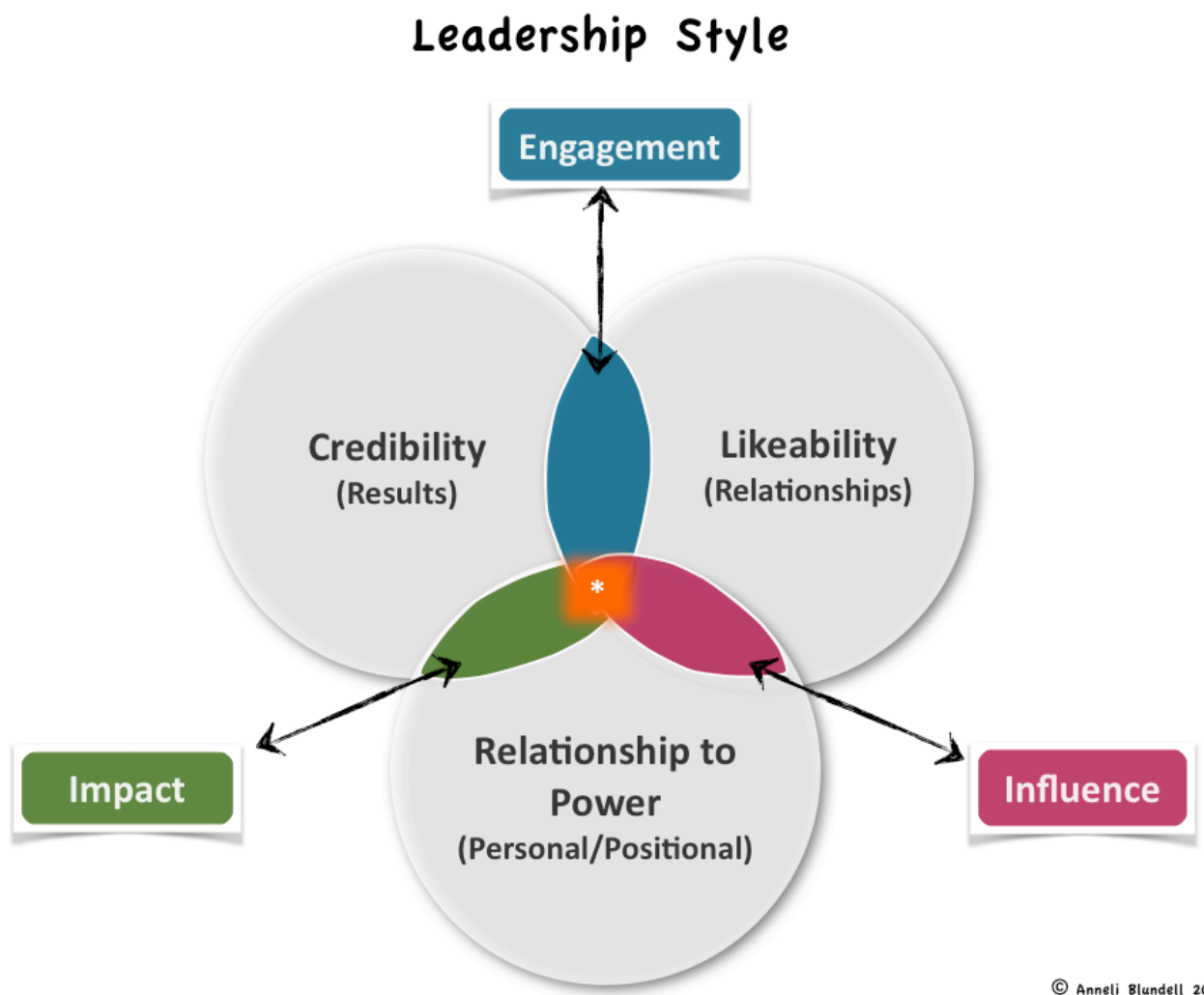
- b. Knowing better doesn't equal doing better
  - c. Others around them are not suitable to support their specific development needs
3. They are interested in changing but are concerned they'll have to become someone different.
- a. They want change but resist being changed
  - b. They fear they'll have to change their personality

**It's up to them**

What leaders discover through the coaching process is that they don't need to become someone else. This is not about a personality transplant or perfect leadership. This is about increasing their awareness, building flexibility and choice and becoming the best version of themselves possible. They call the shots. They make the change. And only they can determine the value they get from a coaching program. All a leader needs to succeed is commitment, coachability, clarity and courage.

"We have a measure of choice and control over what we are aware of, but what we are unaware of controls us."  
 -Sir John Whitmore

**What does a typical client work on?**



Building an effective interpersonal leadership style is about understanding the leaders' reliance on their credibility, likeability and how they use their power with others.

Some leaders need help taking their foot off the break (potential to derail) and others need help hitting the accelerator (fast tracking high performance). In both cases improving leadership style is a function of understanding and balancing three main levers: **Credibility** (strength) and **Likeability** (warmth) and **Power** (personal/positional).

### Improving *credibility* may include working on:

- Credible communication (building authority)
- Confidence
- Authority
- Leadership brand
- Executive presence
- Leadership visibility
- Having hard conversations
- Enforcing expectations and boundaries
- Performance management
- Influence
- Presentations
- Driving change
- Building trust

### Improving *likeability* may include working on:

- Influence
- Collaboration
- Approachability
- Engagement
- Motivating and inspiring employees
- Reading people
- Emotional intelligence
- Rapport
- Decoding resistance
- Effective communication
- Presentations
- Leading change

### Improving *power* may include working on:

- Confidence
- Navigating powerful personalities in the political corporate environment
- Adjusting to new reporting relationships with different power dynamics (eg managing former peers)
- Letting go of an over-reliance on positional power
- Cultivating greater informal influence
- Leveraging informal over formal power to create engagement over compliance
- Balancing personal and positional power for greatest leverage
- Understanding the most effective sources of professional power and how to use them appropriately

## Client wins

- “I used to have a line outside my door everyday. Now I’m lucky to get 1 or 2 questions a day.” Finance Manager
- “It used to take 3 weeks to get a report from this one person and when I got it, it was filled with errors. Now she sends me the report early and more care has been taken in the preparation so it’s much more accurate.” Product Development Manager
- “I estimate that I’ve reclaimed about 30% of my time each day by better understanding what my people need and how much support to provide them.” National Sales Manger
- “My team used to complain about our team meetings. Now if I miss one or skip a 1:1, they ask me when we’re going to reschedule it. Meetings have become a place we share progress, solve problems and support each other.” Finance Manager
- “My team’s engagement scores have gone from the bottom of the rankings (the worst across the whole department and whole business) to the top 10% of the whole business. In fact we even won an independent government award based on these engagement scores and the turnaround within the team.” Call Centre Manager
- “We had a handful of projects that had stalled, with customers not getting back to us with their requirements. Some had been out of contact for months. After decoding these clients using one of Anneli’s techniques, we crafted a range of emails that created an immediate response in all clients (from one day to 2 weeks). This salvaged about \$50,000 worth of work that would have been lost.” National Account Manager
- “After testing some of the techniques we discussed I managed to change the perception of my team from service providers to sought after independent experts. It’s exactly the visibility we needed to make a real difference in the business. Our department is now on the map.” Director
- “I used to get frustrated when people didn't do what I needed them to, and so I would be on their backs all the time. I learned that pushing them harder only made them push back. I didn’t realise how effective small changes could be, when it comes to approaching people for things you want.” Director
- “The team are now embracing change so much that they hold the record for the most amount of new change initiatives being put forward and adopted. It has made a huge difference just building that buy-in from the beginning.” Manager
- “My team went from a 9-5 mentality where 50% were underperforming and 50% were fed up with picking up the slack of the others and being infected by the bad attitude of the others, to a team that's engaged, is developing fast, is committed, and will stay to do the job that needs to be done rather than watching the clock. I am thrilled.” Government Manager
- “I was at the brink of walking away from a 20 year business partnership. I couldn't get through to my partner. We had lost trust and were no longer communicating effectively. By the end of my program we had re-established communication and were working at rebuilding the partnership to what it once was.” Partner

## Why choose coaching?

Over 90 percent of CEOs<sup>9</sup> are already planning to increase investment in leadership development because they see it as the single most important human-capital issue their organizations face, but why choose coaching over other forms of leadership development?

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<sup>9</sup> McKinsey&Company. (n.d.). *The State of Human Capital 2012 False Summit*. Retrieved from [www.conferenceboard.org](http://www.conferenceboard.org): [https://www.mckinsey.com/~media/mckinsey/dotcom/client\\_service/Organization/PDFs/State\\_of\\_human\\_capital\\_2012.ashx](https://www.mckinsey.com/~media/mckinsey/dotcom/client_service/Organization/PDFs/State_of_human_capital_2012.ashx)

## Leadership programs don't always work

86% of HR and business leaders surveyed by Deloitte, cited leadership as one of their most important challenges<sup>10</sup>. Yet 50% of HR executives say their leadership development programs are ineffective or don't provide significant, lasting benefits<sup>11</sup>. Typically this is because the content isn't specific enough and the training intervention doesn't last long enough.

## Avoid money down the drain

The typical organisation invests 85% of its resources in training events, yet these events only contribute 24% of learning effectiveness<sup>12</sup>. Organisations only invest 5% of their time in training follow-up, even though follow up contributes 50% of learning effectiveness. Follow up typically involves some form of formal or informal coaching activity.

## Offers a tailored approach

Individual coaching enables the behaviour change intervention to be targeted, tailored and timely, three essential factors in creating sustainable behaviour change. Sometimes the development required cannot be adequately addressed in a group learning environment. The brain needs continued touch points over time, on-going reinforcement and practical application and review in order to embed new habits and new ways of working and thinking.

## Supported by a professional

Clients appreciate coaches who are:

- Experts in their field;
- Confidential and independent;
- Flexible in their approach to suit the client's needs;
- Prepared to be direct without fear of political or career reprisals.

## What you can expect from an expert in behaviour change

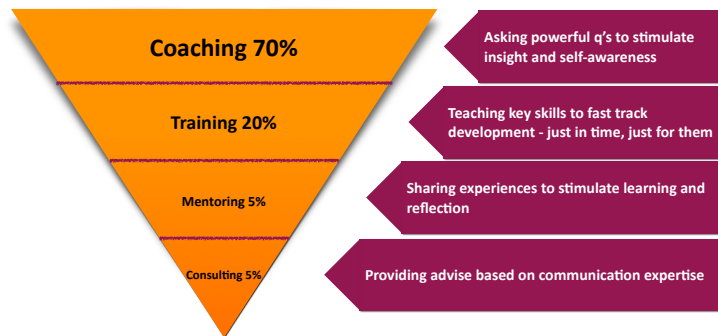
Anneli's experience has taught her that the most successful coaching approach is a fluid, hybrid style that tailors to the clients needs, preferences and outcomes. When working one on one with clients she take up various roles including coaching, training, mentoring and consulting, all within a coaching style and framework. This flexible style increases the potential for change as it allows the client to build awareness and insight (new ways of thinking) AND new skills and capabilities (new ways of doing). The on-going and immediate feedback loop gained from the coaching framework is integral to supporting sustainable behaviour change. The approximate percentage of time in each role is shown in the diagram below.

<sup>10</sup> Deloitte University Press, (2015), 2015 Global Human Capital Trends report: Leading in the new world of work

<sup>11</sup> Horwitch, M, & Whipple, M (2014, June). Leaders who inspire: A 21<sup>st</sup> century approach to developing your talent.

<sup>12</sup> Kirkpatrick Ph.D., J., & Kirkpatrick, W. K. (2009, April). The Kirkpatrick Four Levels: A fresh look after 50 years 1959–2009.





## How is the Coaching Program conducted?

A coaching program typically contains the following elements:

- **Meet 'n Greet:** Initial introductory meeting between coach and coachee (for maximum buy-in coachee needs to approve the choice of coach) (no cost)
- **Assessments:** Profiling tools, Motivational Mapping, 360 feedback interviews or surveys
- **Strategic Development Session:** Initial debriefing of any profiling instruments or 360 feedback and incorporation of key themes into the Key Focus Areas of the program – 1.5 hrs
- **Sponsor Session - Pre:** 3-way meeting between client sponsor (often the line manager), coachee and coach to agree and review Key Focus Areas for coaching program – up to 1 hr
- **Coaching program:** 10 fortnightly coaching sessions – typically 1 hr
- **Sponsor Session - Post:** 3-way meeting between client sponsor (often the line manager), coachee and coach to review Key Focus Areas for coaching program – up to 1 hr
- **Feedback loop:** Periodic sponsor check ins as agreed or required

## Materials

The coachee receives a full welcome pack when joining a coaching program, including information about what coaching is, how it works, a contract agreement, journaling templates, resources etc.

## Investment

- Programs fees vary based on the scope of the work, the structure, other inclusions or interventions.
- Programs typically range from \$7,700 inc GST (7 sessions) to ~\$15,000 (10 sessions plus various profiling and feedback assessments).

## Points to note for coaching success

- The coachee must buy-in to the process and feel ownership around the program.
- The sponsor or line manager must want the coachee to succeed and provide support back in the workforce.
- Coaching success criteria is often behavioural and therefore hard to quantify with an ROI figure, so clear ROE (expectations) need to be agreed up front, in the form of behaviour change outcomes.
- To continue momentum and support embedded changes, coaching program extensions are available.
- Single coaching sessions can also be made available once a formal coaching program is complete.

## Other information available on request

- More testimonials
- Past client references
- Coaching contract and payment details
- Brochures on Motivational Mapping for coaching (iWAM profiling instrument)

## Next steps

- ⇒ Contact our office to explore the impact coaching can have in your business
- ⇒ Download more resources from our website
- ⇒ Check out Anneli's latest book: *Developing Direct Reports: Taking the guesswork out of leading leaders*

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## Introducing Anneli Blundell



- ◆ Professional People Whisperer
- ◆ Skilled parallel parker
- ◆ Running addict

As a communication expert (a.k.a professional People Whisperer), Anneli has been working with leaders and teams to improve their communication and interpersonal intelligence for almost a decade. She brings to her clients a recognised expertise in the field of below **conscious communication and motivation**.

With a perceptive and insightful coaching technique, Anneli relies on her ability to decode motivation and communication styles through advanced language patterns. She assist her clients to gain a greater awareness of self and an ability to be more engaging and influential with other others.

Anneli is a vibrant, articulate and skilled coach who was a proud Finalist in ANZI Coaching's 'Coach of the Year Awards' in 2010 and was awarded the designation of Master Coach in 2012. Anneli is also an accomplished leadership speaker, mentor and co-author of *Developing Direct Reports: Taking the guesswork out of leading leaders*. She is currently working on her next book: 'Decoding Resistance: The real reason people won't do what you want'.

Anneli's flagship leadership program for young professionals was a recent finalist in the **2014 LearnX Awards**.

## Qualifications

- Bachelor of Business (HR Major)
- Diploma of Life Coaching
- Certificate IV in Life Coaching (Advanced Practitioner)
- Conversational Intelligence® Enhanced Practitioner
- Certified iWAM Trainer and Profiling Practitioner (Inventory of Work Attitudes and Motivations)
- Certified LAB Profile Consultant and Trainer (Language and Behaviour)
- Certified Results Coach of Neuro Linguistic Programming (NLP)
- Accredited Professional Coach with Australian & New Zealand Institute of Coaching (ANZIC)
- **2012 Awarded designation of Master Coach**
- **2010 'Coach of the Year' Finalist, ANZI Coaching**
- **2009 Secretary of the ICF Victoria**
- **2009 MCEI (Marketing Awards) Judge**
- **2008 MCEI Winner - Professional Achievement Category**

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## Coaching testimonials

**Miled Abdulnour**

**General Manager, NBN Dark Fibre Delivery, NBN Transit Delivery  
Telstra (April 2013)**

I have been working closely with Anneli Blundell - Executive Coach for over 12 months. Utilising Anneli's executive development and coaching expertise helped create a personalised learning framework which has enabled me to expand my leadership capability incrementally, and yet maintain the focus on taking my broader team on the same journey. Anneli offers a unique and powerful solution to leadership development through a variety of coaching tools and insights.

Anneli's professionalism and dedication to her coaching discipline has been incredibly valuable to me and my organisation. This coaching program provided an opportunity for me to reflect and focus on what will create the most leverage in my life and business.

Anneli's coaching approach unlocked and expanded paradigms that enabled phenomenal personal and professional growth. The experience was about building, developing and applying effective leadership skills through self-leadership and enhanced self-awareness that led to clearer and more effective decision making that totally aligned with personal and corporate values.

To date, my work with Anneli has been a motivational and inspiring experience and I would recommend Anneli to any executive wishing to expand and stretch their own or their team's leadership capability.

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**Jon Eaves**

**Chief Architect**

**REA Group (March 2012)**

I had the pleasure to engage Anneli to provide communication coaching. It was possibly the single most important personal development I've received in my career, and was delivered with incredible skill, patience and thoroughness. I found the coaching with Anneli was incredibly thought-provoking and fascinating. The way that I was stretched to think about things that I've not considered before was very positive and I am very satisfied with

the outcomes that were achieved. Anneli took great care to understand my particular issues, and aligned the coaching specifically for the results I needed - it was a thoroughly professional engagement.

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**Grant Johnston**  
**Business Operations Manager**  
**Telstra (October 2011)**

Many thanks for your time and support along my journey so far. Your challenging questioning methods and supporting behavioural modelling has provided a safe and supportive environment for me to analyse my operating model and to take on board courage experiments to change what was comfortable. Over the course of my sessions I made a bold step to change my career direction and to take on a role in a new field and to pick up line responsibility for staff. The coaching sessions have guided me in establishing a high trust base with my DR's and to set operating guidelines in the form of psychological contracts between myself and my team members.

My only constructive criticism of the process has been that 4 sessions have flown by and whilst we have achieved a lot during this time, I hope that future coachees of the Telstra Top Talent program are able to spend more session time with quality coaches like Anneli. A well worthwhile experience that I thank Telstra for allowing me to participate in.

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**Gary Wheatley**  
**Director Network & Retail Operations,**  
**Daimler Truck & Bus Australia/NZ (January 2016)**

Having attended various executive coaching programs over my 30-year career with Mercedes-Benz I can testify that Anneli is the most inspiring, professional and sincerely dedicated coach I have had the pleasure to experience. I looked forward to each session with her as she guided me through some challenging situations and unraveled opportunities for me to further develop my leadership skills. Anneli has a very engaging and genuine coaching method enabling her to get to my deepest inner thinking to understand reasons for behaviours thus offering incredibly valuable advice. My journey with Anneli was within a very safe environment allowing issues and concerns to be worked through without fear of repercussions. I strongly recommend coaching with Anneli Blundell, as well as her book 'Developing Direct Reports', to any new or seasoned high-level executive.