



Professional Coaching Services - Leadership Style

INFLUENCE - ENGAGEMENT - IMPACT



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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 received¹. Given that as humans we judge people instinctively on two measures – first warmth, then strength², a leader's style - how they are perceived by those around them - needs to be both approachable and authoritative.

“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 leadership³. That's a **35.5%** variable controlled by leadership effectiveness.”

“In a study of over **50,000** executives⁴, the flaws most commonly tripping up leaders at risk of derailment were related to failures in establishing interpersonal relationships. ”

**Some
sobering
facts**

“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.”⁵

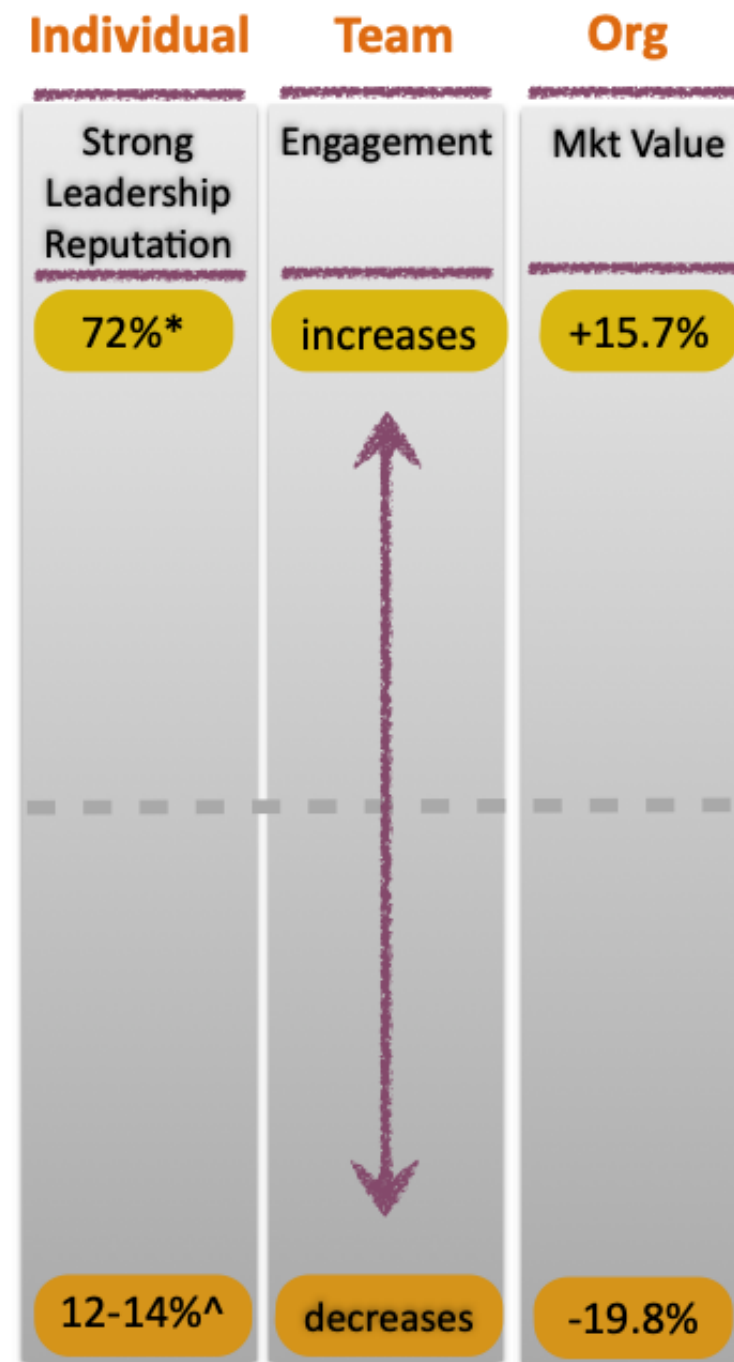
“ In a study of 60,000 employees⁶, leaders were likely to be seen as great leaders **72%** of the time when they balanced a task focus with a people focus (a sole focus on either aspect scored a rating of 12-14% only).”

“ **75%** of careers are derailed for reasons related to emotional competencies⁷, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or an inability to adapt to change or elicit trust.”

“ Managers account for **70%**⁸ of variance in employee engagement scores across business units.”

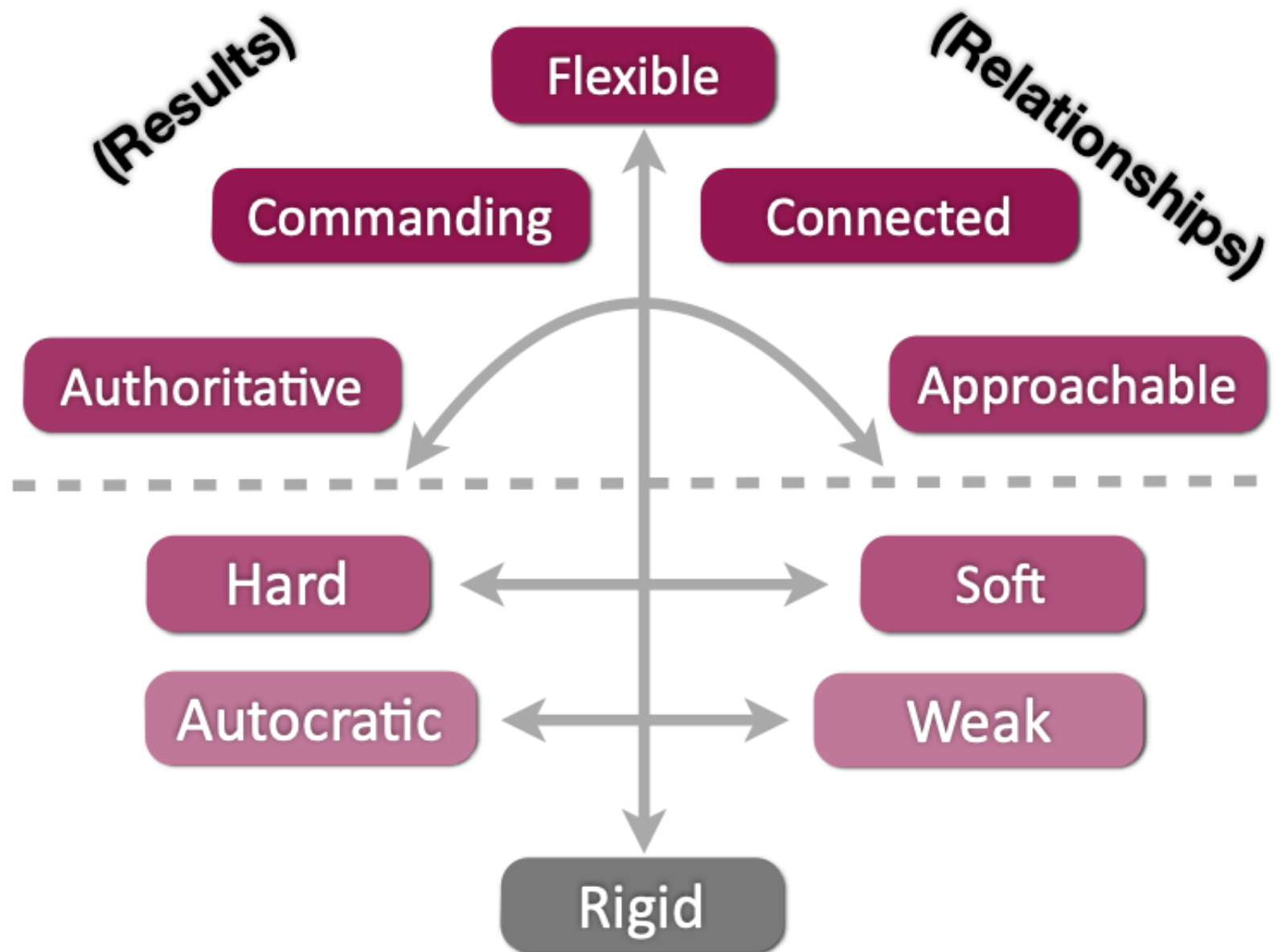
What does your leader need?

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 shown here, increasing their leadership reputation, employee engagement and company valuation, as they go.



*likelihood of being seen as a great leader when leaders focus on both results and relationships.
^likelihood of being seen as a great leader if focused on one element alone - i.e. results or relationships

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:

They may not realise they are being ineffective and don't see the impact of the current leadership style;

- ▶ Upsetting others
- ▶ People working around them rather than with them
- ▶ High staff turnover in teams
- ▶ Blaming others for lack of buy-in





They realise they need to improve but are unsure about what to change or how to change it;

- ▶ Training courses may not have helped
- ▶ Knowing better doesn't equal doing better
- ▶ Others around them are not suitable to support their specific development needs

They are interested in changing but are concerned they'll have to become someone different.

- ▶ They want change but resist being changed.
- ▶ 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.



A man with short brown hair and a light beard is sitting in a chair, looking out of a large window. He is wearing a white dress shirt and a dark tie. The scene is dimly lit, with light coming from the window. The background shows a blurred view of a city or landscape.

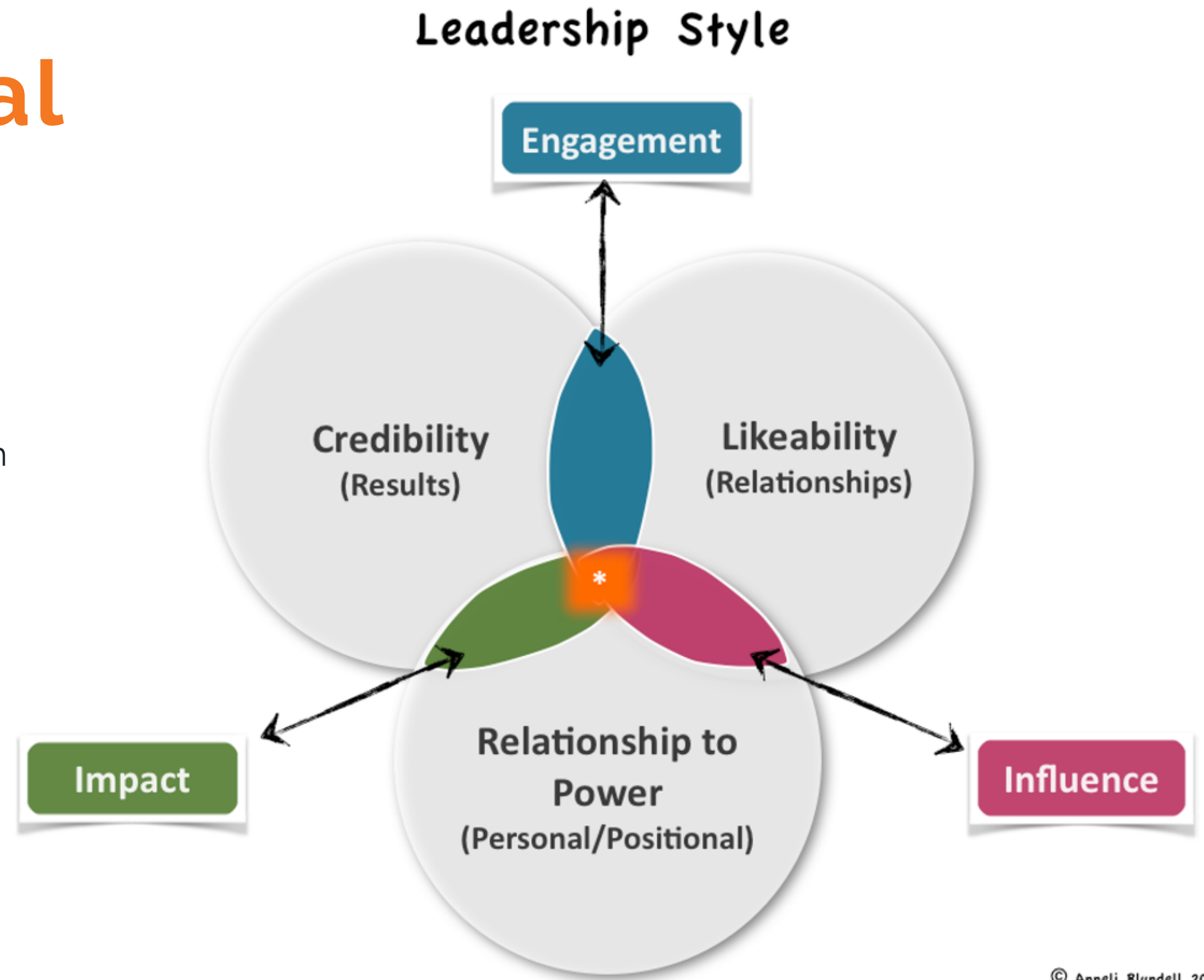
"We have a measure of choice and control over what we are aware of, but what we are unaware of controls us."

-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 Manager

“ 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 CEOs⁹ 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?

WHY CHOOSE COACHING?

- ▶ **Leadership programs don't always work.** 86% of HR and business leaders surveyed by Deloitte, cited leadership as one of their most important challenges¹⁰. Yet 50% of HR executives say their leadership development programs are ineffective or don't provide significant, lasting benefits¹¹. 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 effectiveness¹². 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.





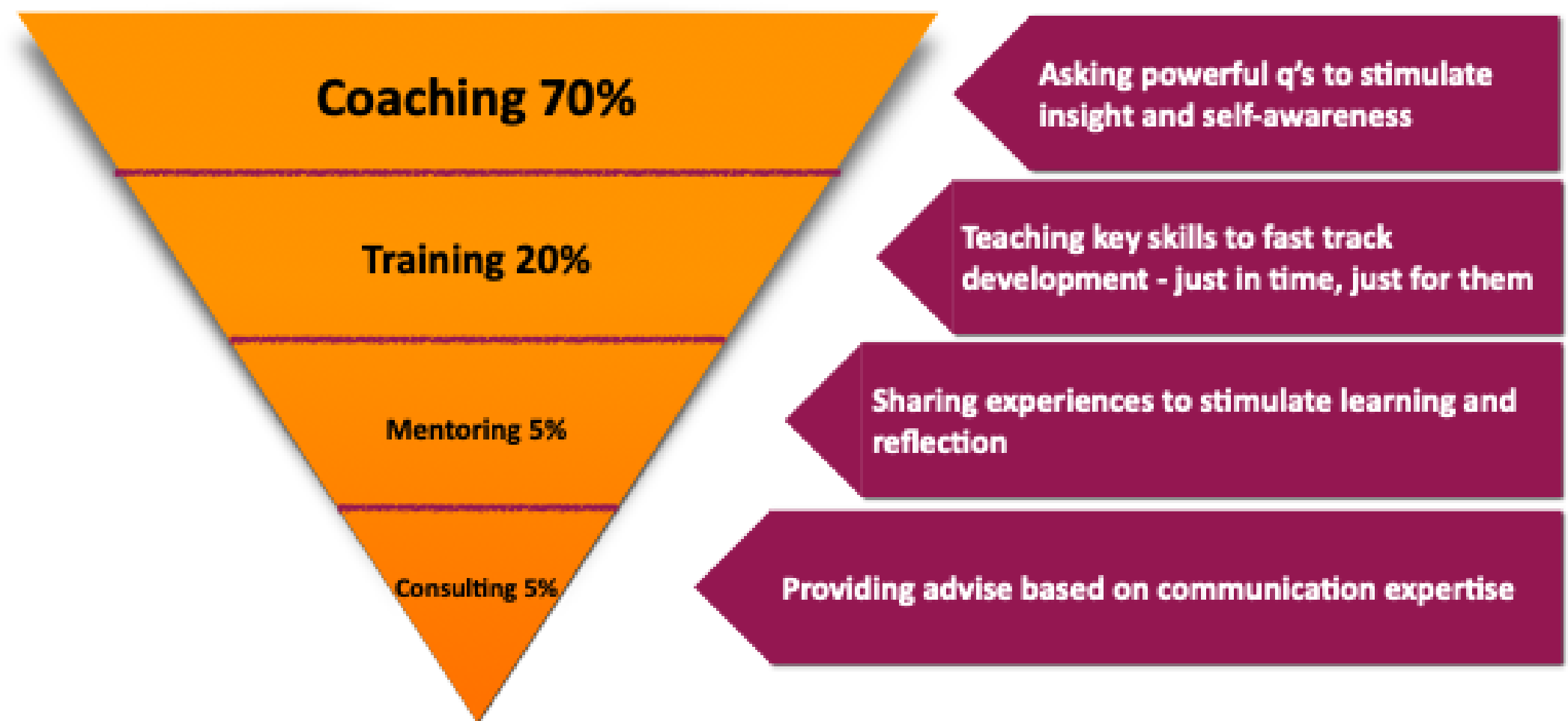
Supported by a Professional

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 can you expect from an expert in behaviour change?

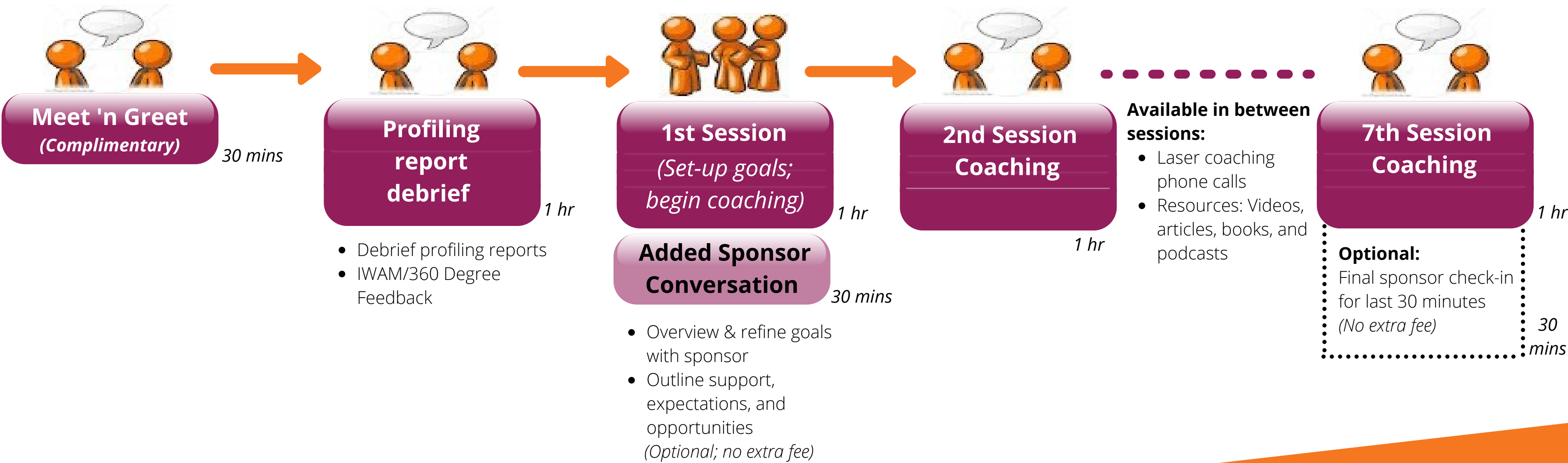
Anneli's experience has taught her that the most successful coaching approach is a fluid, hybrid style that tailors to the clients needs, preferences and outcomes. When working one on one with clients she take up various roles including coaching, training, mentoring and consulting, all within a coaching 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.

How is the coaching program conducted?

A coaching program typically contains the following elements:



Next Steps

- ▶▶ Program extensions (new pgms)
- ▶▶ Quarterly maintenance sessions (ad hoc)
- ▶▶ Program complete

Materials included

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.



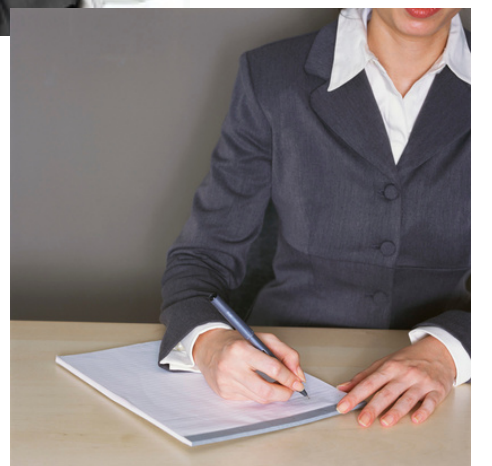
Investment

- ▶ 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).



Other information available on request

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



Points to note for coaching success



- ▶ Coachee buy-in
- ▶ Sponsor support
- ▶ Clear expectations of 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.

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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L&D Professional of the Year from the Australian Institute of Training and Development and Gold Stevie Award Winner for Entrepreneur of the Year, 2021, Anneli's passion for decoding people and performance dynamics make her a sought after speaker, mentor and leadership expert. She makes the complex job of understanding why people do what they do (and how to get the best out of them), both accessible and entertaining.

Anneli works with leaders to increase their influence, engagement and interpersonal impact for better business results.

She is the author of **'When men lead women: Navigating the facts, fears and frustrations of gender equality as a male leader'**, and the co-author of the acclaimed leadership book: **'Developing Direct Reports: Taking the guesswork out of leading leaders,'** a leader's guide to coaching the best from people.

Her client list includes Mercedes-Benz, Ernst and Young, Telstra, Victoria Police, NAB, JB Hi-Fi, The Good Guys, and many more. She has been featured as an expert across multi media publications including The Australian - Business Review, HuffPost, 3AW, Herald Sun, Daily Telegraph, The Advertiser, The Courier Mail and Modern Business Magazine, to name a few.

You can connect with Anneli on:

 <https://au.linkedin.com/in/anneliblundell>  @AnneliBlundell

 www.anneliblundell.com



Testimonials



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.

-Miled Abdulnour, General Manager

“ 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.

-Gary Wheatley, Director Network & Retail Operations

“ 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.

-Jon Eaves, Chief Architect



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.

-Grant Johnston, Business Operations Manager

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