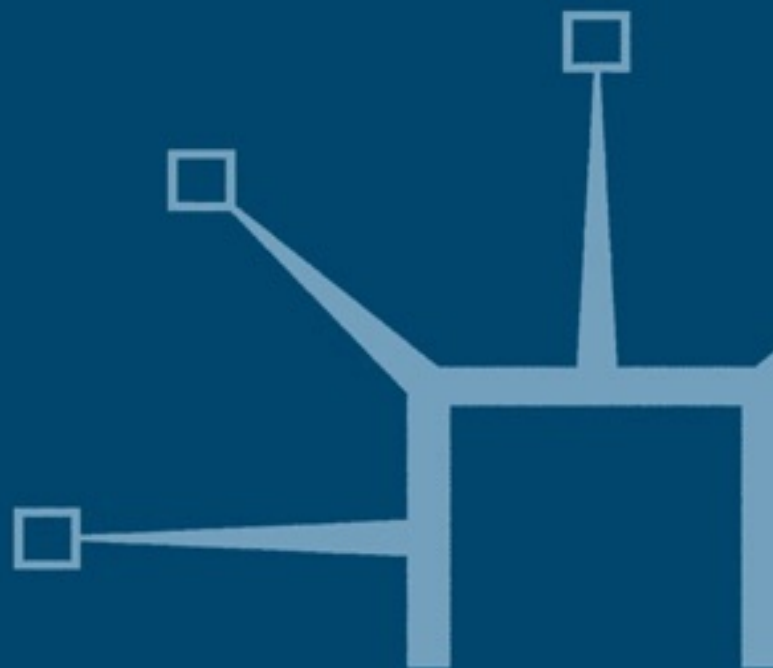


palgrave
macmillan

THE COACHING KALEIDOSCOPE

Insights from the inside

Manfred Kets de Vries
Laura Guillén
Konstantin Korotov
Elizabeth Florent-Treacy



“*The Coaching Kaleidoscope* provides a terrific overview of the most recent ideas in leadership development and coaching. In this book, scholars and practitioners, recognized authorities and rising stars in leadership thought, paint a colourful and multifaceted picture of how clinical perspective can help not only transform individuals and teams, but also create better places to work. Impressive in the range of techniques and cases discussed, solid in its theoretical underpinnings, and yet accessible, this book will guide you through the journey of becoming a more effective coach and a more reflective leader.”

—**Natalia Karelaia**, *Assistant Professor of Decision Sciences, INSEAD*

“*The Coaching Kaleidoscope* brings together the reflections of different practitioners as a way to promote learning and help executives discover their ‘inner journey’. Manfred Kets de Vries takes the ‘clinical perspective’ one step further in establishing a coaching culture in organizations, taking the reader where they have not been before.”

—**Jean-Claude Noël**, *Adjunct Clinical Professor of Management & IGLC Programme Director, INSEAD, former Group COO, Christie’s*

“Drawing on years of experience in leadership coaching Professor Kets de Vries, and his team of brilliant co-authors and contributors, invite us to move beyond the focus on coaching for just a lucky few in a management team. To make an organization vital, innovative, and the best place to work, organizations need to create a coaching culture. By allowing employees to share a conversation, an organization will create an environment in which knowledge is shared, employees’ voices are heard, and where employees are engaged and empowered.”

—**Svetlana N. Khapova**, *Associate Professor of Career Studies & Director of Doctoral Education, VU University Amsterdam, The Netherlands*

INSEAD Business Press

J. Stewart Black & Allen J. Morrison

SUNSET IN THE LAND OF THE RISING SUN

Why Japanese Multinational Corporations Will Struggle in the Global Future

J. Frank Brown

THE GLOBAL BUSINESS LEADER

Practical Advice for Success in a Transcultural Marketplace

Lourdes Casanova

GLOBAL LATINAS

Latin America's Emerging Multinationals

David Fubini, Colin Price & Maurizio Zollo

MERGERS

Leadership, Performance and Corporate Health

Manfred Kets de Vries, Konstantin Korotov & Elizabeth Florent-Treacy

COACH AND COUCH

The Psychology of Making Better Leaders

Manfred Kets de Vries, Laura Guillén, Konstantin Korotov &

Elizabeth Florent-Treacy

THE COACHING KALEIDOSCOPE

Insights from the Inside

Manfred Kets de Vries

SEX, MONEY, HAPPINESS AND DEATH

The Quest for Authenticity

Michael McGannon & Juliette McGannon

THE BUSINESS LEADER'S HEALTH MANUAL

Tips and Strategies for getting to the top and staying there

Renato J. Orsato

SUSTAINABILITY STRATEGIES

When Does it Pay to be Green?

James Teboul

SERVICE IS FRONT STAGE

Positioning Services for Value Advantage

Jean-Claude Thoenig & Charles Waldman

THE MARKING ENTERPRISE

Business Success and Societal Embedding

Rolando Tomasini & Luk Van Wassenhove

HUMANITARIAN LOGISTICS

THE COACHING KALEIDOSCOPE

Insights from the inside

Manfred Kets de Vries

*Clinical Professor of Leadership Development and the
Raoul de Vitry d'Avaucourt Chaired Professor of Leadership Development,
INSEAD Global Leadership Centre, France*

Laura Guillén

*Assistant Professor, European School of
Management and Technology, Germany*

Konstantin Korotov

*Associate Professor, European School of
Management and Technology, Germany*

Elizabeth Florent-Treacy

*Associate Director, Research, INSEAD Global
Leadership Centre, France*

palgrave
macmillan



© Manfred Kets de Vries, Laura Guillén, Konstantin Korotov & Elizabeth Florent-Treacy 2010

All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No portion of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The authors have asserted their rights to be identified as the authors of this work in accordance with the Copyright, Designs and Patents Act 1988.

First published 2010 by
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited, registered in England, company number 785998, of Houndmills, Basingstoke, Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC, 175 Fifth Avenue, New York, NY 10010.

Palgrave Macmillan is the global academic imprint of the above companies and has companies and representatives throughout the world.

Palgrave® and Macmillan® are registered trademarks in the United States, the United Kingdom, Europe and other countries

ISBN 978–0–230–23998–2

This book is printed on paper suitable for recycling and made from fully managed and sustained forest sources. Logging, pulping and manufacturing processes are expected to conform to the environmental regulations of the country of origin.

A catalogue record for this book is available from the British Library.

A catalog record for this book is available from the Library of Congress.

10 9 8 7 6 5 4 3 2 1
19 18 17 16 15 14 13 12 11 10

Printed and bound in Great Britain by
CPI Antony Rowe, Chippenham and Eastbourne



CONTENTS

List of figures and tables

List of contributors

Preface

Acknowledgments

Introduction: Holistic Organizational Coaching

Manfred F. R. Kets de Vries and Alicia Cheak

PART ONE: SETTING THE STAGE

1 THE PROOF OF THE PUDDING: AN INTEGRATIVE, PSYCHODYNAMIC APPROACH TO EVALUATING A LEADERSHIP DEVELOPMENT PROGRAM

Manfred F. R. Kets de Vries, Elizabeth Florent-Treacy, Laura Guillén, and Konstantin Korotov

THE PROGRAM FRAMEWORK AS A FRAMEWORK FOR EVALUATION

THE EXPECTED OUTCOMES OF THE PROGRAM

360-DEGREE INSTRUMENTS AS EVALUATION TOOLS

DIRECTIONS FOR FUTURE RESEARCH

FINAL THOUGHTS

2 BRINGING THE CLINICAL PARADIGM INTO EXECUTIVE EDUCATION PROGRAMS: FANTASIES, ANXIETIES, AND HOPES

Konstantin Korotov

EXECUTIVE DEVELOPMENT AND THE CLINICAL PARADIGM

TRANSFORMATIONAL EXECUTIVE EDUCATION PROGRAMS

CHALLENGES OF BRINGING 360-DEGREE FEEDBACK INTO EXECUTIVE EDUCATION PROGRAMS

CHALLENGES OF BRINGING GROUP LEADERSHIP COACHING INTO EXECUTIVE EDUCATION PROGRAMS

CHALLENGES OF INTRODUCING PEER COACHING TO EXECUTIVE EDUCATION PROGRAMS

THE CHALLENGE OF HAVING THE RIGHT FACULTY AND PROGRAM DIRECTORS

3 ARE YOU FEELING MAD, BAD, SAD, OR GLAD?

Manfred F. R. Kets de Vries

A PUZZLING TALE

PROJECTIVE IDENTIFICATION

“GOOD ENOUGH” PARENTING AND CONTAINMENT: THE ORIGINS OF SUBLIMINAL COMMUNICATION

SUBLIMINAL COMMUNICATION

TRANSFERENCE

COUNTERTRANSFERENCE
THE ACTION TRAP: "I ACT, THEREFORE I AM"
ALIGNMENT

PART TWO: CREATING REFLECTIVE PRACTITIONERS

4 CASE STUDIES OF SELF-AWARENESS AND CHANGE

Elizabeth Florent-Treacy

INSIDE THE IDENTITY LABORATORY
THE RESEARCH SETTING
THE CCC PROGRAM DESIGN
PARTICIPANTS' STORIES
WHY USE WRITTEN TEXTS?
THE REITERATIVE RESEARCH PROCESS: IDENTIFYING ORGANIZING THEMES AND RED
THREADS
THE LAB REPORT
CONCLUSION: WHAT ARE THE SURPRISES?

5 SOMETHING FROM NOTHING: THE USE OF TRANSITIONAL SPACE AND HOW GROUP COACHING CHANGES PEOPLE

Graham Ward

VARIABILITY
TRANSITIONAL SPACE
CREATING TRANSITIONAL SPACE: DYNAMIC ADMINISTRATION IN THE LDP PROCESS
EXECUTIVES AT PLAY IN TRANSITIONAL SPACE
LIFTING THE LID: FIRST STAGES OF TRANSITIONAL SPACE
THE INNER THEATER REVEALED
STORYTELLING
CHALLENGING CONVERSATIONS IN TRANSITIONAL SPACE
INTO ACTION: SHATTERING THE SPACE
THE PITFALLS OF TRANSITIONAL SPACE
BACK TO REALITY: MANAGING REENTRY
CONCLUSION

6 A COACH TELLS A STORY OF CHANGE

Vincent H. Dominé

STÉPHANIE'S JOURNEY OF SELF-DISCOVERY
THE POWER OF VICARIOUS LEARNING
TOWARD A MORE AUTHENTIC IDENTITY
CONCLUSION

7 360-DEGREE GROUP COACHING FROM THE INSIDE OUT

Murray Palevsky

THE PREPARATORY PHASE
THE GROUP COACHING SESSION
ALEXANDRE'S PRESENTATION TO THE GROUP
JENNIFER'S PRESENTATION TO THE GROUP

MY PRESENTATION TO THE GROUP
THE AFTERMATH
SOME INSIGHTS ABOUT THE GROUP COACHING EXPERIENCE
THE ELEMENTS OF EFFECTIVE GROUP COACHING
CONCLUSION

8 IS THERE ANYBODY IN THERE?

Francesc Granja

THE FIRST SYMPTOMS
RAILROAD OF HOPE
DESTINATION: NEVERLAND

9 BECOMING A BETTER COACH: A STORY OF TRANSITION

Andreas Bernhardt and Konstantin Korotov

A LEADERSHIP COACHING INTERVENTION WITH RICARDO—A TRIGGER
EXPLORING PERSONAL DEVELOPMENT OPPORTUNITIES
ENTERING TRANSITIONAL SPACE
THE FIRST TIPPING POINT
LEARNING TO USE TRANSITIONAL SPACE
LEADERSHIP GROUP COACHING: EXAMINING PAST AND CURRENT IDENTITIES AND
EXPERIENCING THE SECOND TIPPING POINT
STEPPING OUT: INTERNALIZING TRANSITIONAL SPACE
FROM ANDREAS'S STORY TO THE ISSUE OF COACHES' DEVELOPMENT AND GROWTH

PART THREE: CREATING BETTER PLACES TO WORK

10 IMAGINING BETTER PLACES TO WORK: INDIVIDUAL- ORGANIZATIONAL INTERFACES AND COACHING PRACTICES

Laura Guillén

INGREDIENTS FOR CREATING BETTER PLACES TO WORK
COACHING PRACTICES: INSTILLING HOPE AND TRUST IN THE ORGANIZATION
THE CASE OF THE NAVARRA AND ZARAGOZA CHAMBERS OF COMMERCE
FURTHER REFLECTIONS
CONCLUSION

11 COACHING TEAMS FOR SUSTAINED, DESIRED CHANGE

Richard E. Boyatzis

INTRODUCTION
EMOTIONAL ATTRACTORS
TEAM DEVELOPMENT AS INTENTIONAL CHANGE: A COACHING GUIDE
THE FIVE INSIGHTS OF INTENTIONAL CHANGE THEORY
MULTIPLE LEVELS OF RESONANT LEADERS/COACHES
EMOTIONAL AND SOCIAL INTELLIGENCE: A COACHING CHALLENGE
COACHING FOR TEAM DEVELOPMENT
CONCLUSION

12 CONNECTING THE SCIENCE OF MANAGEMENT SYSTEMS WITH THE

CLINICAL PARADIGM

Christoph Loch

THE MANAGEMENT SYSTEMS VIEW

THE MANAGEMENT SYSTEM VIEW: ROLES, NOT INDIVIDUALS

INTEGRATING THE CLINICAL APPROACH AND THE MANAGEMENT SYSTEMS VIEW

THREE APPLICATIONS OF THE CLINICAL APPROACH IN MANAGEMENT SYSTEMS

FINAL THOUGHTS: INTEGRATION

13 FAILURE IN FAMILY BUSINESS COACHING

Randel S. Carlock and Elizabeth Florent-treacy

FAMILY BUSINESS COACHING: WHAT IS FAILURE AND WHAT IS SUCCESS?

THE COACH'S EXPERIENCE OF FAILURE

A FAMILY BUSINESS COACHING FAILURE?

ALBERTSON'S COACHING AUTOPSY

LEARNING FROM FAILURE

14 COACHING FOR WORK-LIFE BALANCE

Katty Marmenout

WORK-LIFE BALANCE REDEFINED

JUGGLING WITH MULTIPLE ROLES AND IDENTITIES

COMPETING DEMANDS AND COPING STRATEGIES

FEELING IMBALANCED

SELF-LEADERSHIP

ENERGY MANAGEMENT

CONCLUDING THOUGHTS

15 CULTURAL DIVERSITY IN GLOBAL LEADERSHIP—GROUP EXECUTIVE COACHING IN ASIA

Jacki Nicholas and Katherine Twaddell

GLOBAL OVERVIEW OF GROUP EXECUTIVE COACHING

DIVERSITY VERSUS HOMOGENEITY

THE IMPACT OF DIVERSITY AND HOMOGENEITY IN GEC

SETTING THE STAGE WITH A DIVERSE COACHING GROUP

HOW CULTURAL DIVERSITY PLAYS OUT IN GROUP EXECUTIVE COACHING

ADVANTAGES OF CULTURAL DIVERSITY

DISADVANTAGES OF CULTURAL DIVERSITY

CULTURAL DIVERSITY IN 360-DEGREE FEEDBACK

OBSERVATIONS FROM THE FIELD IN ASIA

EVALUATING GEC EFFECTIVENESS

CONCLUSION

CONCLUSION: TURNING THE COACHING KALEIDOSCOPE

Manfred F. R. Kets de Vries, Elizabeth Florent-Treacy, Konstantin Korotov, and Laura Guillén

BRINGING THE INDIVIDUAL BACK INTO THE ORGANIZATION

DEVELOPING PEOPLE WHO DEVELOP PEOPLE

AUTHENTIC COACHING FOR AUTHENTIZOTIC ORGANIZATIONS

Index



LIST OF FIGURES AND TABLES

Figures

I.1 Group coaching: Conceptual methods

1.1 A schematic outline of the COL program

3.1 The transference–countertransference interface

6.1 Stéphanie’s first self-portrait

6.2 Stéphanie’s second self-portrait

10.1 Roles in the development process

11.1 Team Intentional Change Theory

11.2 Multilevel model of team development and the other role of leadership

12.1 A management systems view of the organization

12.2 A management systems view that accommodates individual personalities

13.1 Sanchez family genogram

15.1 The advantages of cross-cultural groups

Tables

15.1 Coaching homogeneous groups

15.2 Coaching diverse groups



LIST OF CONTRIBUTORS

EDITORS

Manfred F. R. Kets de Vries brings a different view to the much-studied subjects of leadership and the dynamics of individual and organizational change. Bringing to bear his knowledge and experience of economics (Econ. Drs., University of Amsterdam), management (ITP, MBA, and DBA, Harvard Business School), and psychoanalysis (Canadian Psychoanalytic Society and the International Psychoanalytic Association), Kets de Vries scrutinizes the interface between international management, psychoanalysis, psychotherapy, and dynamic psychiatry. His specific areas of interest are leadership, career dynamics, executive stress, entrepreneurship, family business, succession planning, cross-cultural management, team building, coaching, and the dynamics of corporate transformation and change.

A clinical professor of leadership development, he holds the Raoul de Vitry d'Avaucourt Chair of Leadership Development at INSEAD, France and Singapore. He is also the Distinguished Professor of Leadership at ESMT, European School of Management and Technology in Berlin, Germany, and Director of the Centre for Leadership and Development Research. He is the director of INSEAD's Global Leadership Centre. In addition, he is program director of INSEAD's top management program, "The Challenge of Leadership: Developing Your Emotional Intelligence," and "Consulting and Coaching for Change (and has received INSEAD's distinguished teacher award five times). He has also held professorships at McGill University, the Ecole des Hautes Etudes Commerciales, Montreal, and the Harvard Business School, and he has lectured at management institutions around the world.

Kets de Vries is the author, co-author, or editor of more than 30 books, including *The Neurotic Organization*, *The Leadership Mystique*, *The Leader on the Couch*, and *Sex, Money, Happiness and Death*. In addition, Kets de Vries has published over 300 scientific papers as chapters in books and as articles. He has also written approximately a hundred case studies, including seven that received the Best Case of the Year award.

Laura Guillén is Assistant Professor at ESMT, European School of Management and Technology in Berlin, Germany as of September, 2010. Prior to joining ESMT, she was the recipient of a Marie Curie Intra-European Fellowship for postdoctoral studies within the 7th European Community Framework Programme, from the European Commission (2008–2010), during which she conducted research at INSEAD. She is member of the Research Center for Leadership at ESADE and the Research Group on Survey Research and Applied Statistic of the European Social Survey. Her research interests are emotional intelligence, leadership development, identity change,

coaching, and social science methods. Her research has appeared in *Personality and Individual Differences*, *Journal of Management Development* and other outlets. She received her PhD from ESADE (Barcelona, Spain) on organizational studies (specialization on organizational behavior). She holds an undergraduate and MBA degree in Business Administration from ESADE and has studied Psychology (UNED, Madrid, Spain).

Konstantin Korotov is Associate Professor at ESMT, European School of Management and Technology in Berlin, Germany, and a senior researcher fellow and executive coach with the INSEAD Global Leadership Centre in Fontainebleau, France. In addition to his academic work, he has over 15 years of practical leadership development experience in Europe, North and South America, and Asia.

Konstantin received his PhD in Management (Organizational Behavior) at INSEAD. Konstantin currently conducts research on leadership development, leadership coaching, and executive education. He has authored, co-authored, or edited numerous books, articles, columns, and special issues of journals on the subjects of leadership, careers, and executive education. As an expert on leadership and management in Russia and post-Soviet economies, Konstantin also conducts research on leadership styles of business elite and emerging leaders in the region.

Elizabeth Florent-Treacy, INSEAD Global Leadership Centre Associate Director, Research, has conducted research in the following areas: global leadership; global organizations; corporate culture in European and global organizations; American, French and Russian business practices; family business issues (governance, succession, strategy); entrepreneurial leadership; cross-cultural management; women and global leadership; cultural aspects of mergers and acquisitions; transformational leadership; expatriate executives and families; and the psychodynamics of leadership. She also coaches in the areas of leadership development and family business. She holds degrees in Sociology (BA), Organization Development (MA), and a Diploma in Clinical Organizational Psychology (INSEAD, magna cum laude). In the areas of leadership development and family business, Elizabeth has written over 20 case studies, six of which won top case writing awards. She has co-authored or authored 25 articles, working papers, and book chapters, and co-authored five books on leadership and family business topics. She has also contributed to the design of four 360-degree leadership development survey instruments.

CONTRIBUTING AUTHORS

Andreas Bernhardt is program director and executive coach at ESMT (Berlin, Germany), a founding member of ESMT's Center for Leadership Development Research, and has about 20 years of practical leadership development and coaching experience. He has designed and delivered executive programs for many international companies, and teaches and coaches in the areas of Organizational Behavior and

Leadership in MBA, Executive MBA, and company-specific executive programs. His research and consulting interests focus on leadership development, executive coaching, and leading and coaching teams in tough times. Andreas Bernhardt studied Clinical and Organizational Psychology, Management and Organizational Behavior; he holds a Masters degree in Psychology; and is an alumnus of INSEAD's executive program, "Consulting and Coaching for Change."

Richard E. Boyatzis is Professor, Departments of Organizational Behavior, Psychology, and Cognitive Science at Case Western Reserve University, and holds the H. R. Horvitz Chair in Family Business. He is also an Adjunct Professor at ESADE. While at Case, he was Department Chair of Organizational Behavior from 1996–2004 and Associate Dean of Executive Education from 1994–1999. He has won special awards at Case for research, two awards for teaching, and two awards for service.

His research interests include leadership and developing emotional intelligence, lifelong learning, competency and outcome assessment. He is the author of more than 150 articles and books. His books include *The Competent Manager*; the international best-seller, *Primal Leadership* with Daniel Goleman and Annie McKee; *Resonant Leadership*, with Annie McKee; and *Becoming a Resonant Leader*, with Annie McKee and Fran Johnston. Professor Boyatzis has a PhD and MA in Social Psychology from Harvard University and a BS in Aeronautics and Astronautics from MIT.

Randel S. Carlock is the Berghmans Lhoist Chaired Professor in Entrepreneurial Leadership and the founding director of the Wendel International Center for Family Enterprise at INSEAD (Europe and Asia). Previously he was the first Opus Professor of Family Enterprise and founder of the family business center at the University of St. Thomas in Minneapolis, MN (USA). Carlock has an MA in education and training (1976), an MBA in strategic management (1983), and a PhD (1991), all from the University of Minnesota. He has also completed a postgraduate certification in family and marriage therapy at the Institute of Psychiatry, King's College, University of London (1998) and a certificate in psychodynamic counseling at Birkbeck College, University of London (1999). He was awarded a Certificate in Family Business Advising with Fellow Status (2001) by The Family Firm Institute, Boston, MA (USA).

He is the author or co-author of several books, articles, book chapters, videos, and case studies including *Family Business on the Couch: A Psychological Perspective* (with Manfred Kets de Vries and Elizabeth Florent-Treacy) and *Strategic Planning for the Family Business* (with John L. Ward). He has over 25 years' experience serving as an executive with a global family business and as CEO and chairman of his own NASDAQ-listed corporation.

Alicia Cheak is a research associate with IGLC, working mainly on the development of a new executive coaching instrument, The Organizational Culture Audit. Prior to this, she was at INSEAD's Center for Advanced Learning Technologies, developing a set of simulation-based learning experiences addressing collaboration challenges in different educational and business contexts. Her research interests include problem

solving, knowledge mapping, performance-based assessments, collaborative learning, technology-based learning (e.g. Web 2.0, emergent communities), virtual communities, and simulation-based learning. She holds a BA in English and Psychology, and an MA in Education from the University of California, Los Angeles.

Vincent H. Dominé is Managing Partner of Dominé & Partners, a leadership consulting firm that he founded in Switzerland in 1989, and co-founder of the International Coaching Faculty, a global coaching network. He is also a program director and executive coach at the INSEAD Global Leadership Centre, where he conducts group coaching interventions and leadership development seminars for some of the world's leading organizations. His area of expertise lies at the intersection of organizational culture and leadership, with a particular emphasis on cross-cultural issues, innovation, and entrepreneurship. A graduate of INSEAD's Consulting and Coaching for Change Program, where he earned a degree in clinical organizational psychology, Vincent also holds a degree in business administration.

Francesc Granja developed his professional career in the marketing arena working as a marketing manager in multinational companies and as a freelance strategic marketing consultant. He started his coaching practice in 2002. He is a member of CoachU, CoachVille, ADESCO (Coaching Spanish Association). He is secretary of AEPCO (Spanish Association of Ontologic Coaching Professionals). Currently, he collaborates at ESADE Business School as an assistant facilitator and coach for MBA students in a leadership development program. He holds an MBA from ESADE, Barcelona, Spain.

Christoph H. Loch is the GlaxoSmithKline Chaired Professor of Corporate Innovation and Professor of Technology and Operations Management at INSEAD. He also serves as the director of INSEAD's Israel research center. His research revolves around the management of R&D and the product innovation process, strategy execution, project management under high uncertainty, and the emotional aspects of motivating professional R&D employees.

Professor Loch served as dean of INSEAD's PhD program from 2006–2009, was department editor of *Management Science* from 2004 through 2008, and he continues to serve as associate editor for *Management Science* and *Manufacturing & Service Operations Management (M&SOM)*. He also serves on the editorial board of the *Journal of Engineering and Technology Management (JETM)* and *Research Technology Management*. He has written over 40 articles in the leading journals in technology and operations management, and he has co-authored four books on management quality in manufacturing, on portfolio management in R&D, and on managing highly novel projects. He teaches MBA courses and executive seminars at INSEAD, consults European corporations on technology management, and serves on the supervisory board of an educational software start-up company.

Professor Loch holds a PhD in business from the Graduate School of Business at Stanford University, an MBA from the University of Tennessee in Knoxville, and a Diplom-Wirtschaftsingenieur degree from the Darmstadt Institute of Technology in

Germany. Prior to joining INSEAD, he worked as a consultant for McKinsey & Company in their San Francisco and Munich offices.

Katty Marmenout is Assistant Professor of Management at EM Lyon Business School. She holds an MBA from Brussels University and PhD in Organizational Behavior from McGill University. Katty acquired extensive professional experience in change management consulting with KPMG and CGEY. She was a visiting doctoral student at Chicago GSB and Kellogg School of Management, and a research assistant at the University of Geneva. Katty has taught organizational behavior and change management at the University of Geneva, Leicester University, and Dubai School of Government. Before joining EM Lyon Business School, Katty was a research fellow at INSEAD in Abu Dhabi, where she has worked on various research projects related to women-focused leadership in the Middle East and delivered workshops on work-life balance and self-leadership. Her cross-cultural experience, living in Europe, the Middle East, and Northern America, has made her particularly sensitive to issues of collaboration, coping with uncertainty and adapting to change.

Jacki Nicholas is a founding partner with the Air Institute and is dedicated to strengthening the authentic leadership capability of individuals, teams, and organizations across Asia Pacific and beyond. Her 20-year corporate career has spanned corporate finance, management consulting, and human capital development, working with organizations such as Deloitte Ross Tohmatsu, Coopers & Lybrand, the Hay Group and Deutsche Bank. In her consulting practice, she designs and delivers executive programs in international leadership, change, and high-performance teams, and provides executive coaching on both a one-on-one and small group basis. Her clients are typically C-suite and senior executives in Fortune 500 companies from diverse industries. Jacki is a certified executive coach and has coached regularly with the INSEAD Global Leadership Centre (IGLC) since 2004. She is adjunct faculty for the Lee Kong Chian School of Business at the Singapore Management University.

Murray Palevsky is an executive coach at the INSEAD Global Leadership Centre with an extensive business and entrepreneurial background. He has 25 years of first hand business experience as a senior executive, entrepreneur, and CEO of a major construction business in Canada. Murray is a graduate of Brandeis University and holds an MBA from McGill University. He has received psychoanalytic training in Montreal and is a graduate of the Coaching and Consulting for Change program (INSEAD, magna cum laude). Murray has developed a unique approach to coaching using a music focused intervention technique. Murray is a member of the International Coaching Federation (ICF).

Katherine Twaddell is a certified executive coach and principal with Apeiron Consulting, based in Singapore. In her practice she draws from her extensive international background in the global financial services, media, and retail sectors to coach many well respected corporate leaders from across a broad range of businesses, as well as several of Asia's most successful entrepreneurs. Since 2006, Katherine has

coached regularly with the INSEAD Global Leadership Centre. Katherine's career started on Wall Street, as an analyst focusing on the insurance sector. She joined the financial media industry where she worked with organizations such as Institutional Investor, CNN, and Fortune magazine. Katherine then moved to Asia and founded her own successful business, and was a finalist in Singapore's Woman Entrepreneur of the Year 2001. Katherine holds a BA in English Literature from New York University and a postgraduate certificate in executive coaching from the University of Derby. She is a regular participant in the SI program at the CG Jung Institute in Zurich. Katherine is a member of the International Coaching Federation and the European Mentoring and Coaching Council.

Graham Ward is a partner of the Kets de Vries Institute and a leadership consultant. A financier by profession, he spent 16 years at Goldman Sachs, the majority of which co-leading a European business. He specializes in C-suite leadership interventions, leadership coaching, and group dynamics with multinationals globally. He is currently based in Scandinavia.



PREFACE

In 2007, we published *Coach and Couch: The Psychology of Making Better Leaders* to address the increasing demand for understanding how coaching can be used in organizations. We provided a psychodynamic/systemic framework for coaching interventions for leadership development, coupled with practical applications of this approach by numerous INSEAD Global Leadership Centre (IGLC) faculty, researchers, and coaches, who have worked with thousands of executives in programs and leadership modules at INSEAD. Our focus was to provide leaders with interventions that go beyond transferring tools and techniques. Our goal was to create more reflective and self-aware leaders with the purpose of generating great places to work.

The Coaching Kaleidoscope is the successor to that earlier book. In it, we go deeper into what actually happens in the processes of human transformation triggered by coaching interventions. The aim is to create more reflective people whom we hope will, in turn, create better organizations. These authentizotic* organizations have a set of metavalues that give employees a sense of purpose and self-determination. They are places where people feel competent, experience a sense of belonging, believe that they can have an impact on the organization, and where they derive meaning and enjoyment from their work. Organizations with authentizotic cultures are an anchor for health and psychological well-being in the workplace. People are pleased and proud to work in such exceptionally creative, dynamic, and productive environments.

The group coaching methodology was originally developed by Manfred Kets de Vries, and is used at IGLC and by the Center for Leadership Development Research (CLDR) at ESMT, Berlin. It is the basis for many of the theoretical assumptions developed in the chapters in this book, in which we share the research methodologies and intervention and change techniques used in the development and education of executive coaches. We aim to contribute to a better understanding of how organizations can enhance the impact of coaching to create best places to work. The chapters are written by a number of academics and leadership coaches who take diverse perspectives relevant to leadership development: academic investigation, pedagogical mastery, consulting experience, and practitioner expertise. The authors draw on their research experience, observations, trial-and-error experimentations, and real-life implementations of leadership development processes in business schools and companies.

IGLC was set up in 2003 by Manfred Kets de Vries and his associates to meet the need for research-based global executive leadership development programs with a practical, applied orientation. The vision of IGLC is to help executives create results-driven, sustainable organizations by putting people first, creating a work environment in which people feel competent, effective, and able to “stretch.” As the knowledge organization becomes the twenty-first century paradigm, IGLC programs provide the tools for top executives to reflect on their own strengths and weaknesses as an

essential step in the process of creating high-performance teams and sustainable, effective organizations that are great places to work. The successful expansion of the IGLC coaching and teaching methodology to programs at ESMT and other educational institutions testifies to its generalizability beyond one particular business school—while interventions in many different companies confirm its generalizability from educational to organizational environments.

KNOWLEDGE BASE AND DATA COLLECTION

IGLC brings together faculty and thought leaders on leadership from around the world with the objective of studying leadership practices in public and private organizations. The center’s research focuses on exemplary leadership in high-performance organizations, dysfunctional leadership practices, and leadership development approaches. IGLC researchers work collaboratively with faculty and professionals from other institutions that share the underlying quest for helping executives to become more effective and to create more viable organizations. This book is a joint project with the Center for Leadership Development Research (CLDR) at ESMT.

Every year IGLC and CLDR faculty, researchers, and coaches work with thousands of executives in various programs and leadership modules at INSEAD and ESMT. Faculty from other innovative business schools with a strong emphasis on leadership development in countries all over the world, as well as the participating executives themselves, contribute to our knowledge base—an ongoing process by which IGLC programs and tools are continually tuned to the most recent and cutting-edge management practices and academic findings. The content of our leadership development programs is updated on a regular basis and new questions for investigation are generated.

In putting this book together, we have involved academics who conduct research, teach, and consult; leadership development coaches; change consultants; and executives who are familiar with the IGLC methods for reflecting about leadership development opportunities and challenges. We have included people who have experienced IGLC methods in the process of their developmental journeys. We also invited people from various academic orientations to give us an opportunity to look beyond what we already know and do. They have put their heads together, dug into their research and practice notes, analyzed data from inquiry projects, and shared their personal experiences in individual chapters.

INTENDED AUDIENCE

The purpose of this book is to share relevant research findings and practical methods with academics, executives, leadership coaches, and consultants working with organizational leaders who are faced with the daily task of setting and meeting their own and their followers’ expectations for achievement. The book responds to strong