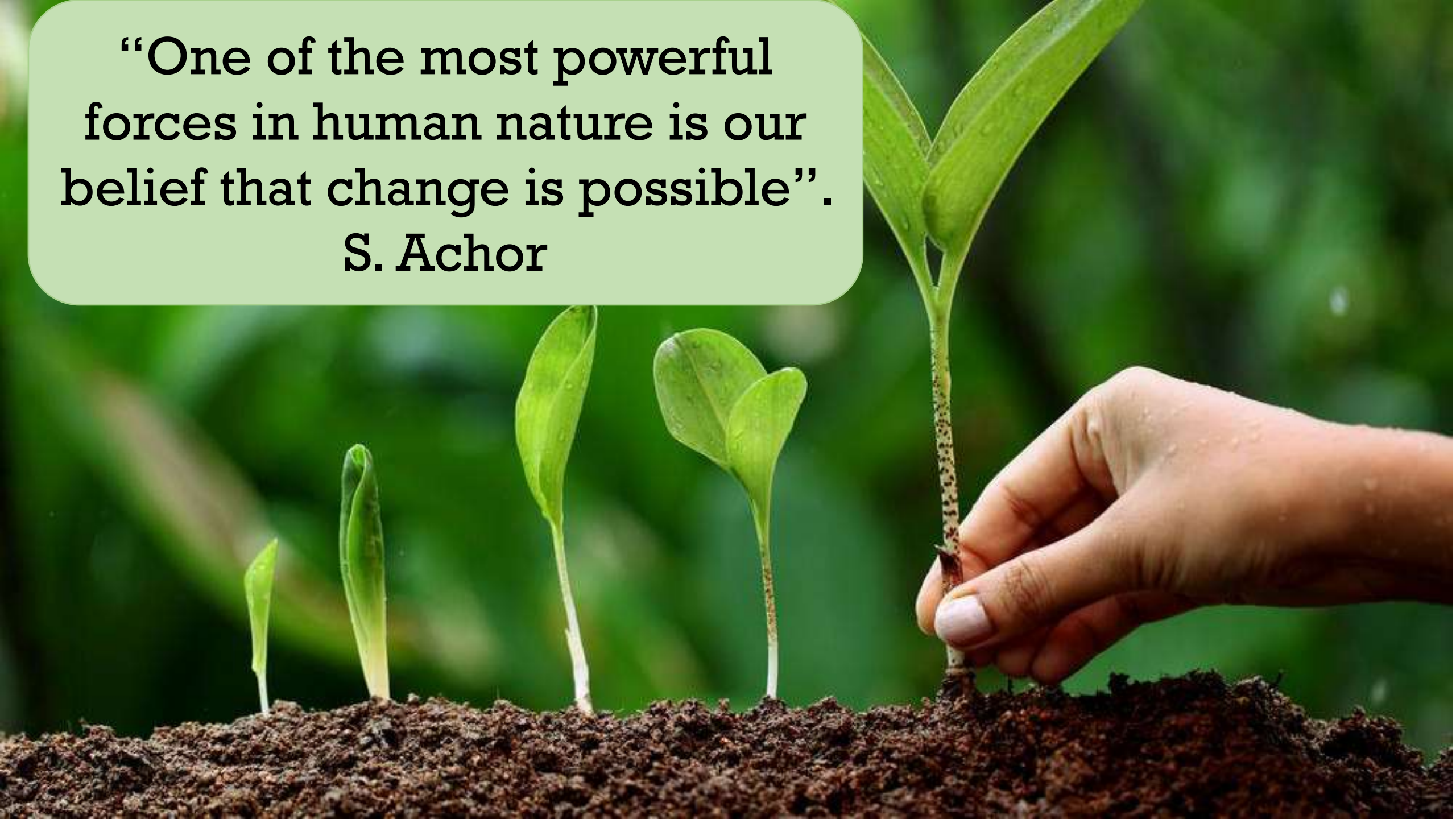


**“One of the most powerful  
forces in human nature is our  
belief that change is possible”.  
S. Achor**



# **Stanhope Conference - CPKN September 2022**

**@HClaytonCoach**

**#Stanhope2022 #LookingIn #LookingOut**

“Culture is made from language and behaviours...If we can embed coaching conversations into our culture, we will have a major lever for profound culture shift.”

J Keddy, Metropolitan Police, UK.

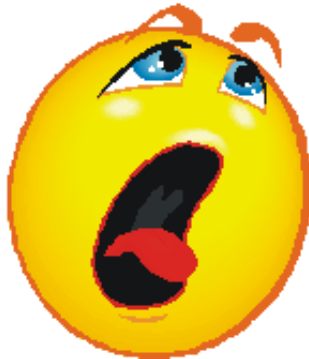
## ***Check In***

***What face best represents  
how you feel right now?***

**A**



**B**



**C**



**D**



**E**



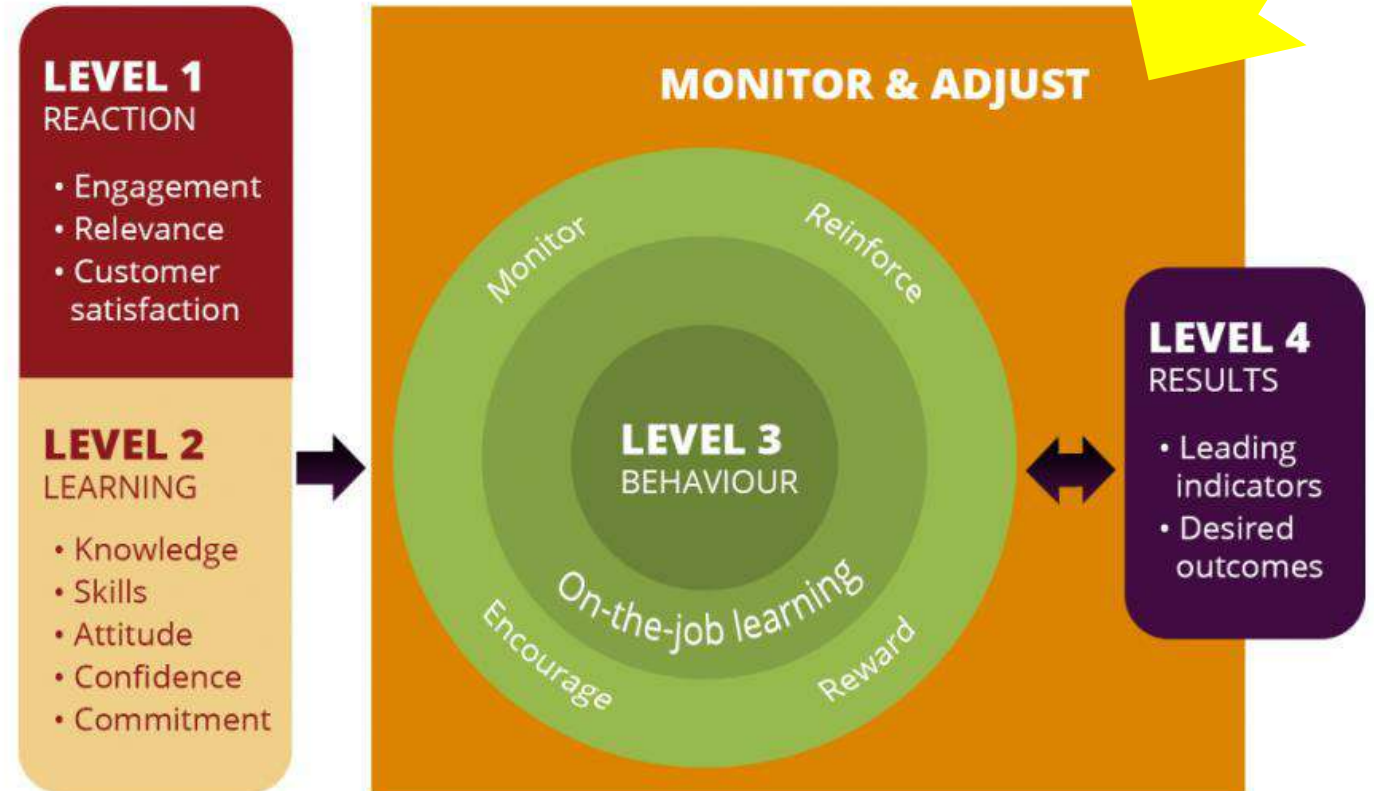
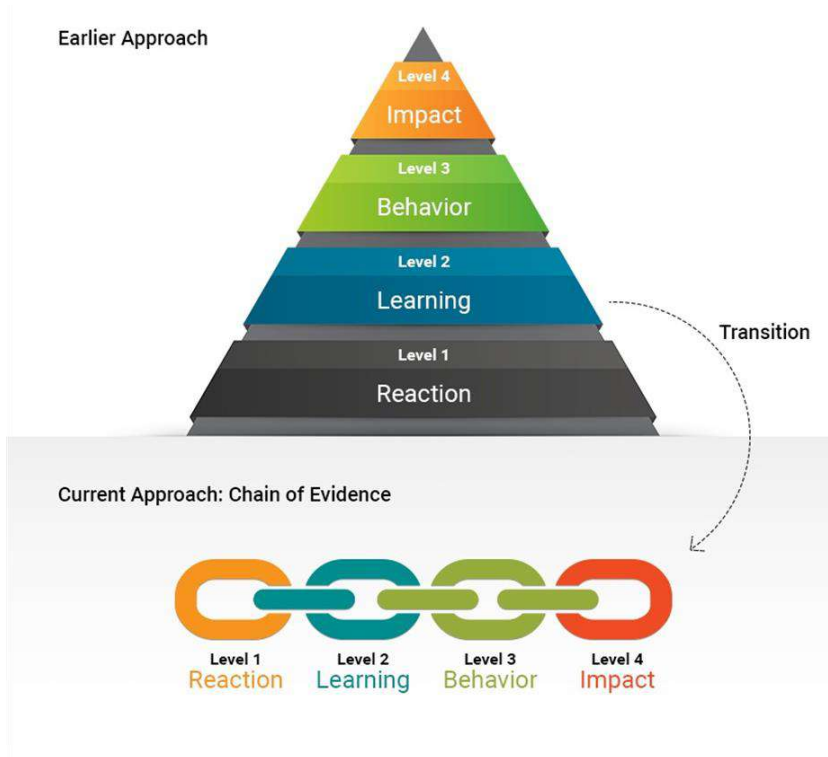




**Goal:**

**Share some research-based principles and strategies of leadership that we are seeing make a difference in police leadership and culture.**

# Updated Kirkpatrick Model



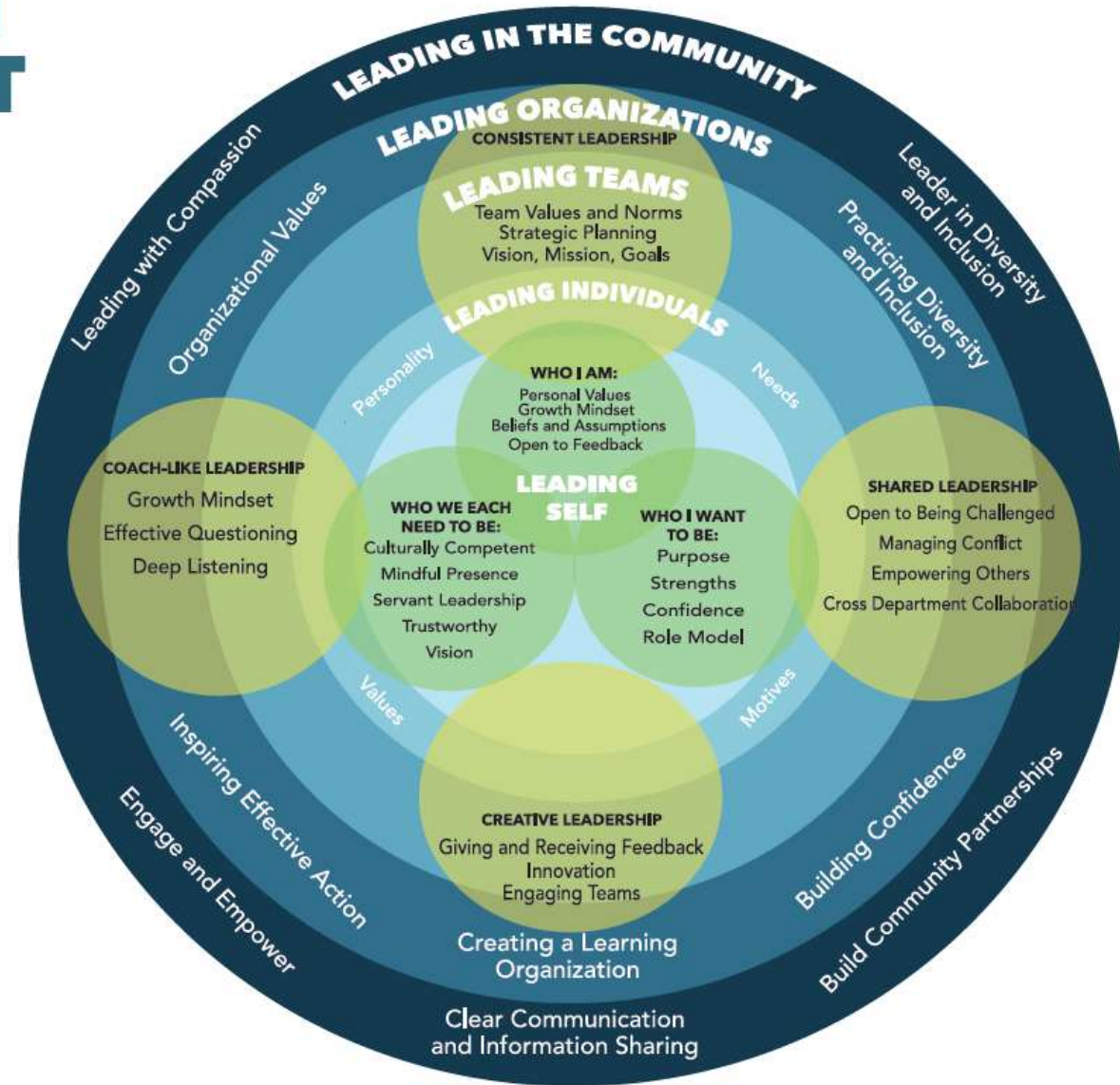
# One Model that puts Awareness at the Centre of Leadership

## LEADING FROM THE INSIDE OUT

### 7 BEST PRACTICES

FOR A LEADERSHIP DEVELOPMENT PROGRAM (LDP)

- 1 Purposeful focus to create capacity to deliver on the mission and create the desired culture. [IMPACT]
- 2 Development is aligned and incorporated with other practices and policies, i.e. recruiting, selection, promotions, and succession planning. [BEHAVIOUR]
- 3 Experiential learning is key – leaders get opportunities to practice desired behaviours and apply their learning to their work. [BEHAVIOUR]
- 4 Connects the value of certain behaviours to achieve organizational results. [BEHAVIOUR/IMPACT]
- 5 Opportunities for self-assessment and feedback from others to identify strengths and challenges. [LEARNING]
- 6 Individuals participate in creating a tailored development plan. [LEARNING, REACTION]
- 7 1:1 Coaching takes place during the process. Coaching offers support for ongoing learning and development tailored specifically to the individual. [LEARNING, BEHAVIOUR, IMPACT]





# 3 Strategies

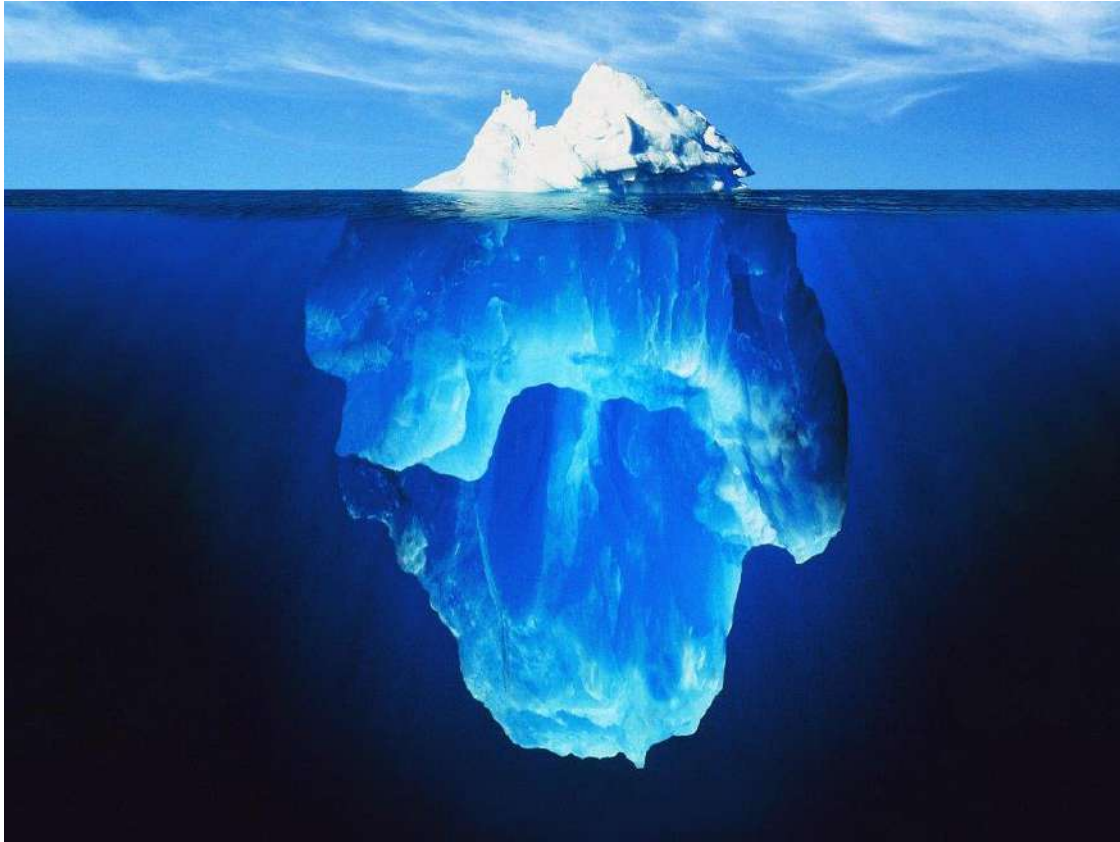
- Building Awareness
- Transforming Conversations
- Engaging our People

<b>BUILDING AWARENESS</b>  A key leadership competency and impact on teams and organizations depends on leaders doing this work. It involves knowing both our intention and our impact.  <b>LEADERSHIP &amp; TEAM LEARNING SELF-ASSESSMENT:</b> Choose a number between 1 - 7, that best reflects how you feel about the question. 1 - I disagree strongly; 7 - I agree strongly  <input type="checkbox"/> I am self-aware as a leader. <input type="checkbox"/> I understand my impact on others, and consistently seek feedback to check in. <input type="checkbox"/> I understand change management and have strategies for shifting cultures. <input type="checkbox"/> I have a game plan for my leadership growth. I am the leader of that plan.	<b>KEY STRATEGIES</b> <ul style="list-style-type: none"><li>• Impact &amp; Intention (SBII)</li><li>• Executive 1:1 Coaching</li><li>• Tools - Type Coach</li><li>• Model - Inside out</li></ul> <b>SOME REAL-LIFE EXAMPLES</b> <i>1:1 Coaching - feedback</i> <i>Leadership - I used to think and now I think...</i> <i>Type Coach examples - free trial available</i>	
<b>TRANSFORMATIONAL CONVERSATIONS</b>  How we leverage the strengths of our teams, and the tools we use in conversations can create exciting shifts and cultural impacts.  “ We engaged in some very thought provoking conversations that really made me stop to consider how I lead, interact with those around me and how I can share the lessons I am learning organizationally. I feel I am more strategic in how I approach things now and situations, even things that on their surface seem simple.”	<b>KEY STRATEGIES</b> <ul style="list-style-type: none"><li>• Levels of Listening</li><li>• Effective Questioning</li><li>• Leadership Presence</li><li>• Coaching or Being Coach-like</li></ul> <b>SOME REAL-LIFE EXAMPLES</b> <i>Leaders Coaching Circles</i> <i>The power of listening at a Level 2,3</i>	<b>GROW MODEL</b>  <b>GOAL REALITY OPTIONS WAY FORWARD</b> Structure of a Coaching Conversation
<b>ENGAGING OUR TEAMS AND STAKEHOLDERS</b>  As we seek to become more aware we need to know our impact. Feedback is a key. Consider the opportunities leaders have to seek/receive feedback - and the insights and action that follow.  “ Coaching support allows me to better understand and be aware of, my personal leadership strengths and weaknesses. It also provides me with an introspective lens that allows me to learn and grow, enabling me to become a more effective police leader.”	<b>KEY STRATEGIES</b> <ul style="list-style-type: none"><li>• Informal, Formal 360 through the lens of Aspirational Vision</li><li>• Team 360</li></ul> <b>REAL-LIFE EXAMPLES</b> <i>Impact of 360's on individual leaders</i> <i>Team 360 with Chief and Deputies who went out to external and internal stakeholders to ask how they could do better.</i>	

# Why Awareness Matters?

## Awareness in Leadership & Teams ....

---







**Adam Grant** ✓  
@AdamMGrant

The events that make your blood boil reveal what matters most to you.

Anger rises when your core values are in jeopardy. With reflection, it becomes a mirror for seeing your principles more clearly.

With action, it becomes a map for making change to protect what you hold dear.



A close-up, side-profile shot of a person with long dark hair, wearing a leather bracer, aiming a bow. The background is a soft, out-of-focus sunset with warm golden light filtering through trees.

## *Intention vs Impact*

**Does your impact  
match your  
intention?**

**How do you know?**

Mini Quiz:

1 = strongly disagree  
4 = neither agree nor

Leadership & Team Learning  
Self-Assessment: Group Averages

How well do you believe these statements align with you as a leader?  
1 (strongly disagree) 2 (mostly disagree) 3 (slightly disagree) 4 (neither agree or disagree) 5 (slightly agree) 6 (mostly agree) 7 (strongly agree)

	November 2021	May 2022	% of ↑ or ↓
I am self-aware as a leader.	5.9	6.3	6%
I know and manage myself well.	5.5	5.9	5%
I manage relationships with others well.	5.7	6.1	6%
I understand my impact on others, and consistently seek feedback to check in.	5.4	6.1	10%
I have strong skills for engaging and empowering my teams.	5.7	6.1	6%
I tend to have a mindset that helps me and others to achieve success.	5.8	6.3	7%
I prioritize strategic thinking and reflection as part of my leadership work.	5.3	5.7	5%
I understand change management and have strategies for shifting cultures.	5.2	6.2	15%
I am willing to put extra effort into becoming a great leader.	6.8	6.8	0%
I have a game plan for my leadership growth. I am the leader of that plan.	5.4	6.0	9%

ee; 7 = strongly agree;

LEADERSHIP &

Choose a number about the questi

- ☐ I am self-awa
- ☐ I understand
- ☐ I understand
- ☐ I have a gam

NT:  
you feel  
strongly  
k feedback to check in.  
for shifting cultures.  
leader of that plan.

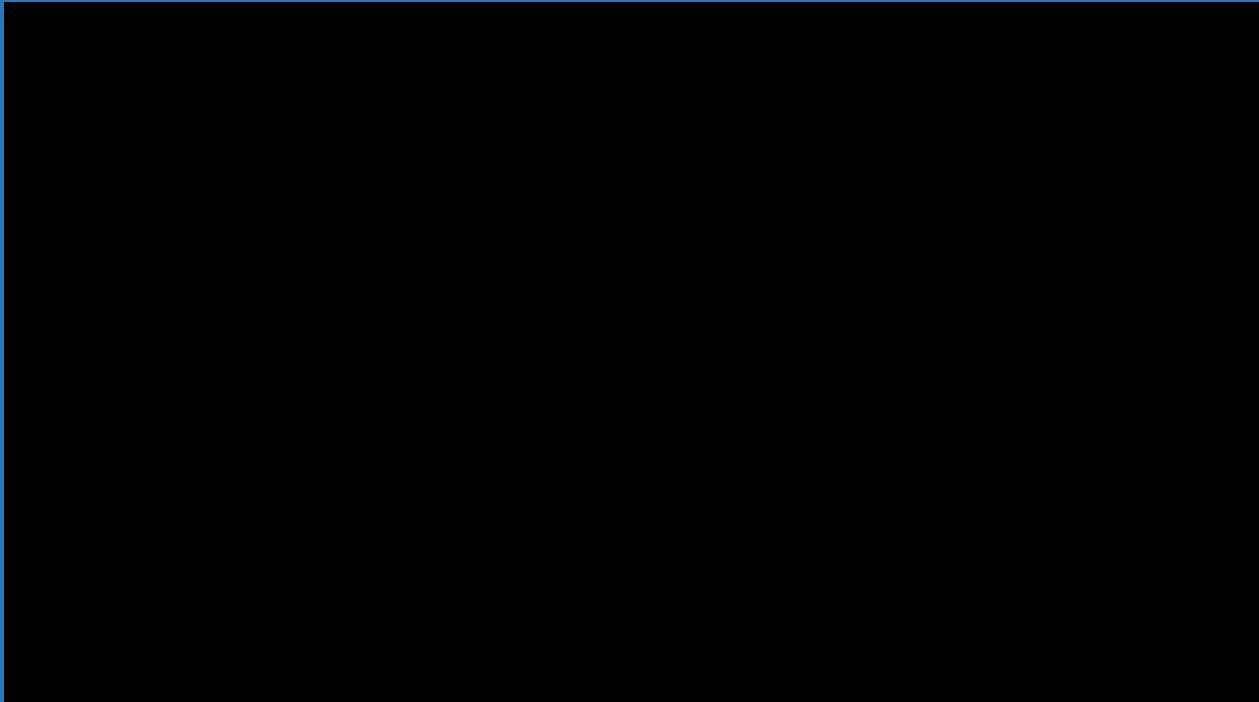
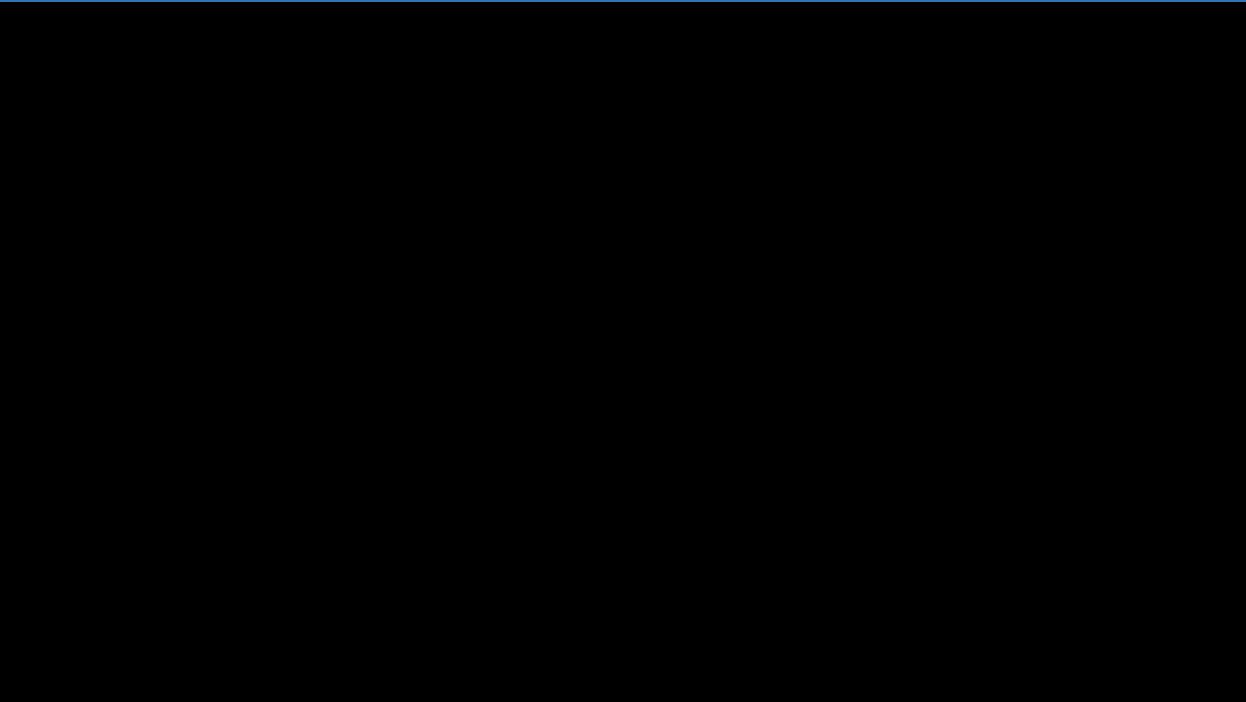


## A Few Other Awareness Tools

- Type Coach and other assessments – can be enlightening, fun – it's what you do with it that matters!
- Clarity – values, aspirations, beliefs and assumptions, stories
- Feedback – ongoing learning
- 1:1 Coaching



# 1:1 Coaching



To get to the next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations.

Everything happens through conversations!

J. Glaser.

## Transforming Conversations....

- Includes tools for:
  - Levels of listening, questioning
  - Psychological safety/trust
  - Wellness and engagement
  - Being 'coach-like'



A man in a dark suit and white shirt is standing in a field of tall, dry grass. He is holding binoculars to his eyes and looking towards the right. The background is a clear, light blue sky. The overall image has a soft, slightly faded appearance, serving as a background for the text.

# Becoming More Coach-Like As Leaders

**“Partnering with [others] in a thought-provoking and creative process, that inspires them to maximize their personal and professional potential.”**

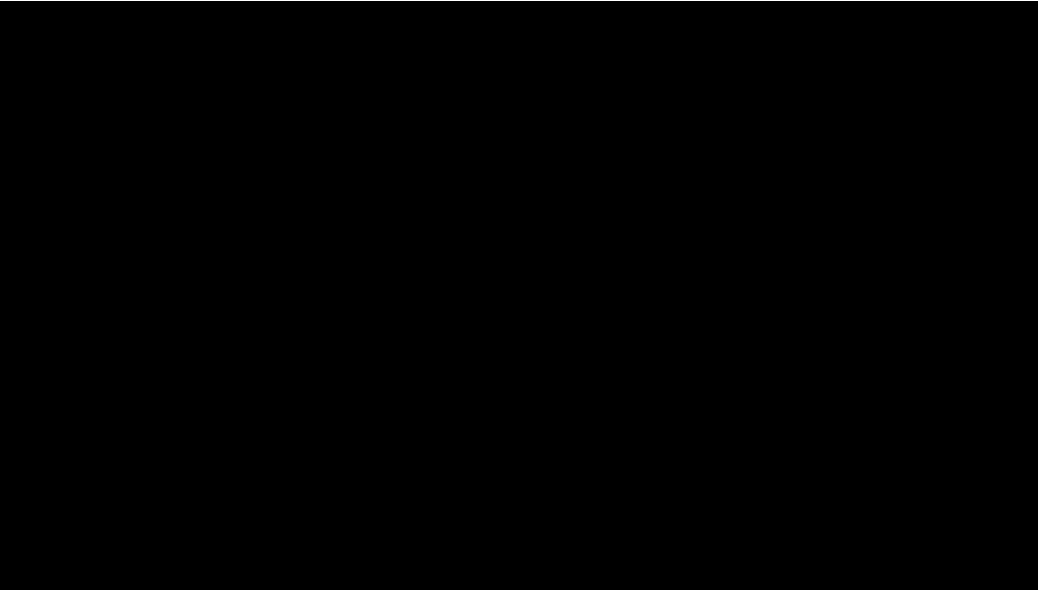
**International Coaching Federation**

# Building a Coach-Like Culture – How we ‘be’ **Together**

- Skills - ie. Levels of Listening, effective questions, GROW model
- Practice
- Communicate and model (from all levels – especially top)



# Leaders Coaching Circles



## WHAT ARE LEADERS COACHING CIRCLES (LCC)?

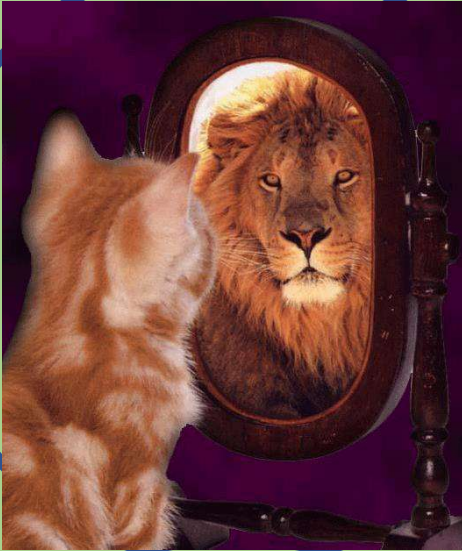
*An LCC is a great opportunity for learning:*

- *Participants will increase their ability to be coach-like as they participate in these circles - times to practice, to observe and to be coached*
- *Participants will gain greater understanding of other's leadership challenges as they are shared, building empathy, and creating a culture of learning together*
- *Participants will have opportunities to learn with and from colleagues, broadening ideas and strategies*



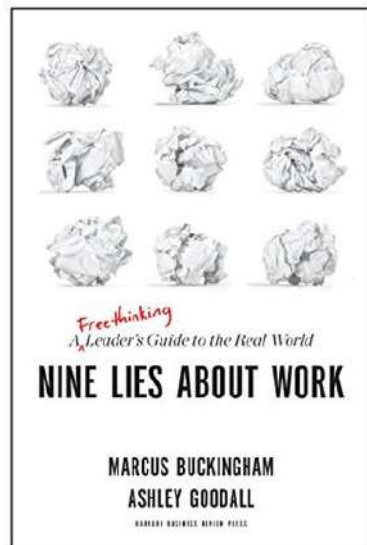


# INSIDE OUT

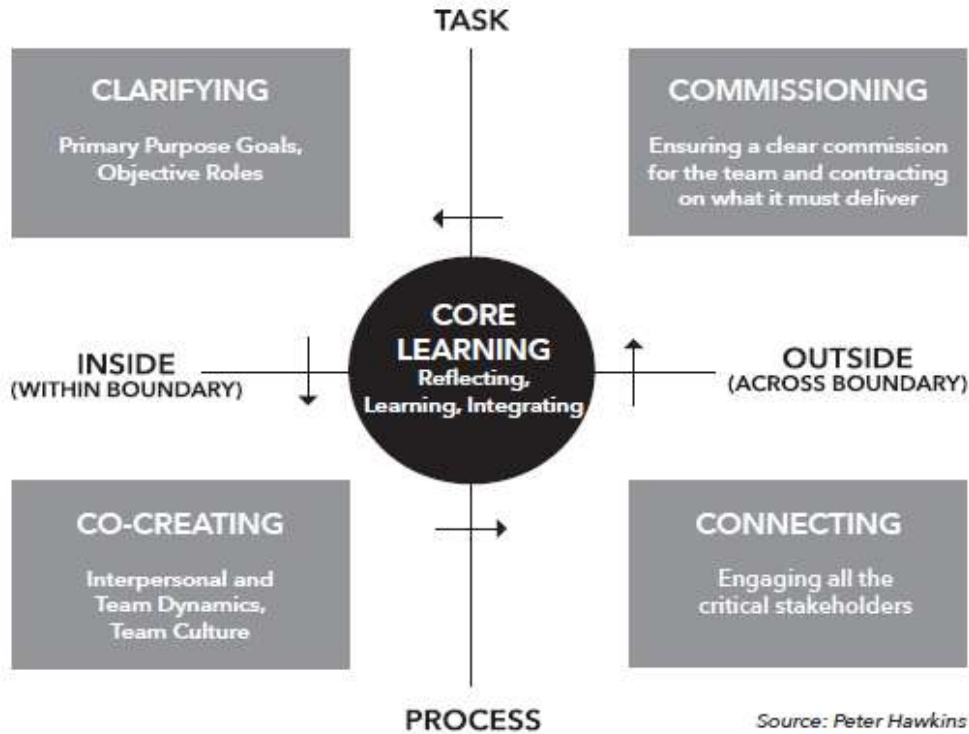


# Engage Teams & Stakeholders

- Clarify Goals and Roles
- Leverage Strengths
- Solid Team Model : 5 Disciplines of High Value Add Team
- Feedback
- One Teams' response



## THE FIVE DISCIPLINES OF HIGH VALUE-ADD TEAMS



Source: Peter Hawkins

### COMMISSIONING

WHY we are a team

### CLARIFYING

WHAT we need to focus on as a team

### CO-CREATING

HOW we work together as a team

### CONNECTING

WHO we need to engage with as a team to create value

### CORE LEARNING

HOW we continually learn to be more 'future-fit' as a team

## Peter Hawkin's Model

## 5 Disciplines of High Value Add Teams

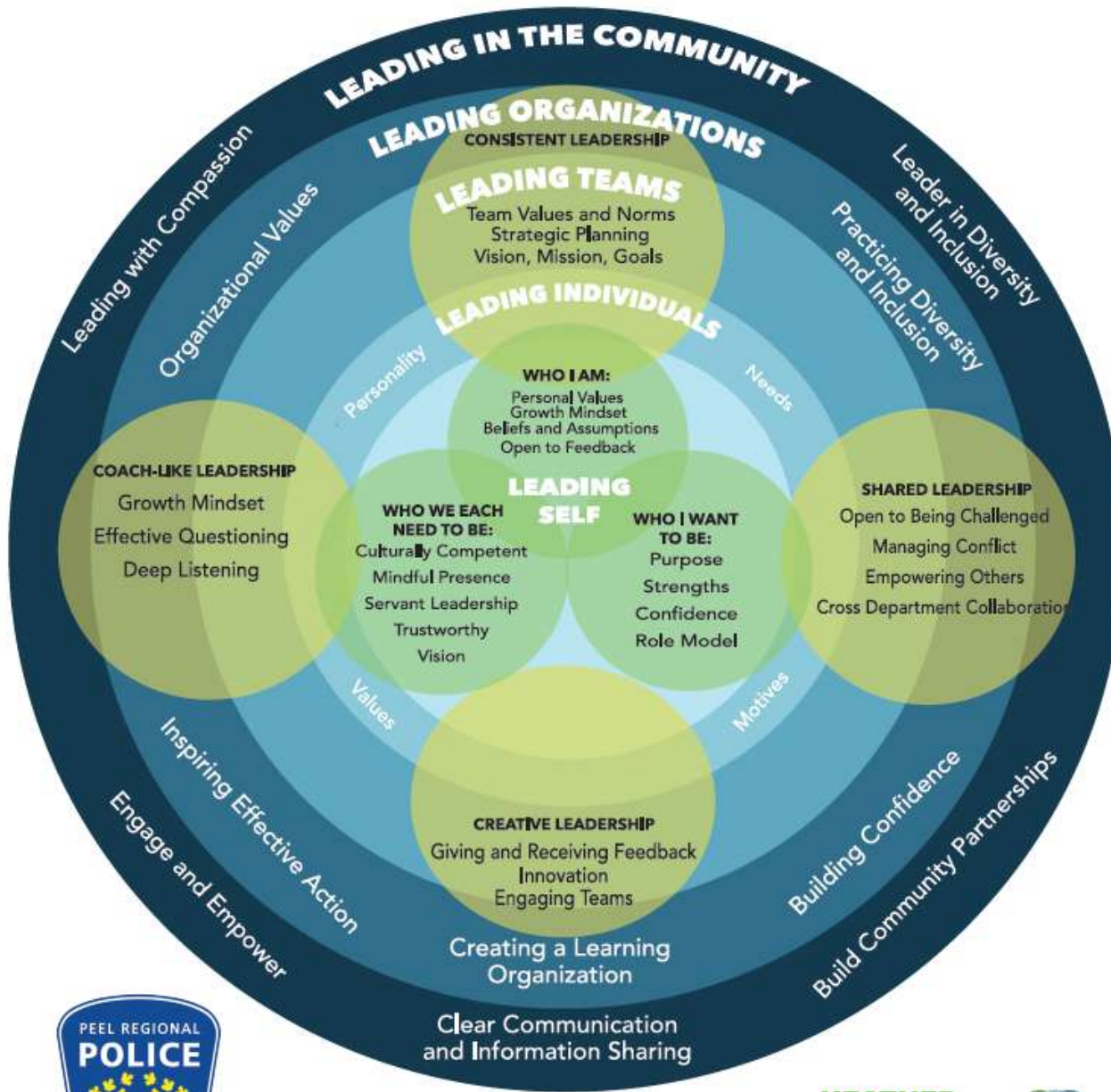


<https://www.youtube.com/watch?v=a81GDxAMnp8>



# Team Connect 360 feedback

Sr Command Team 360



Team Connect 360  
(TC 360)

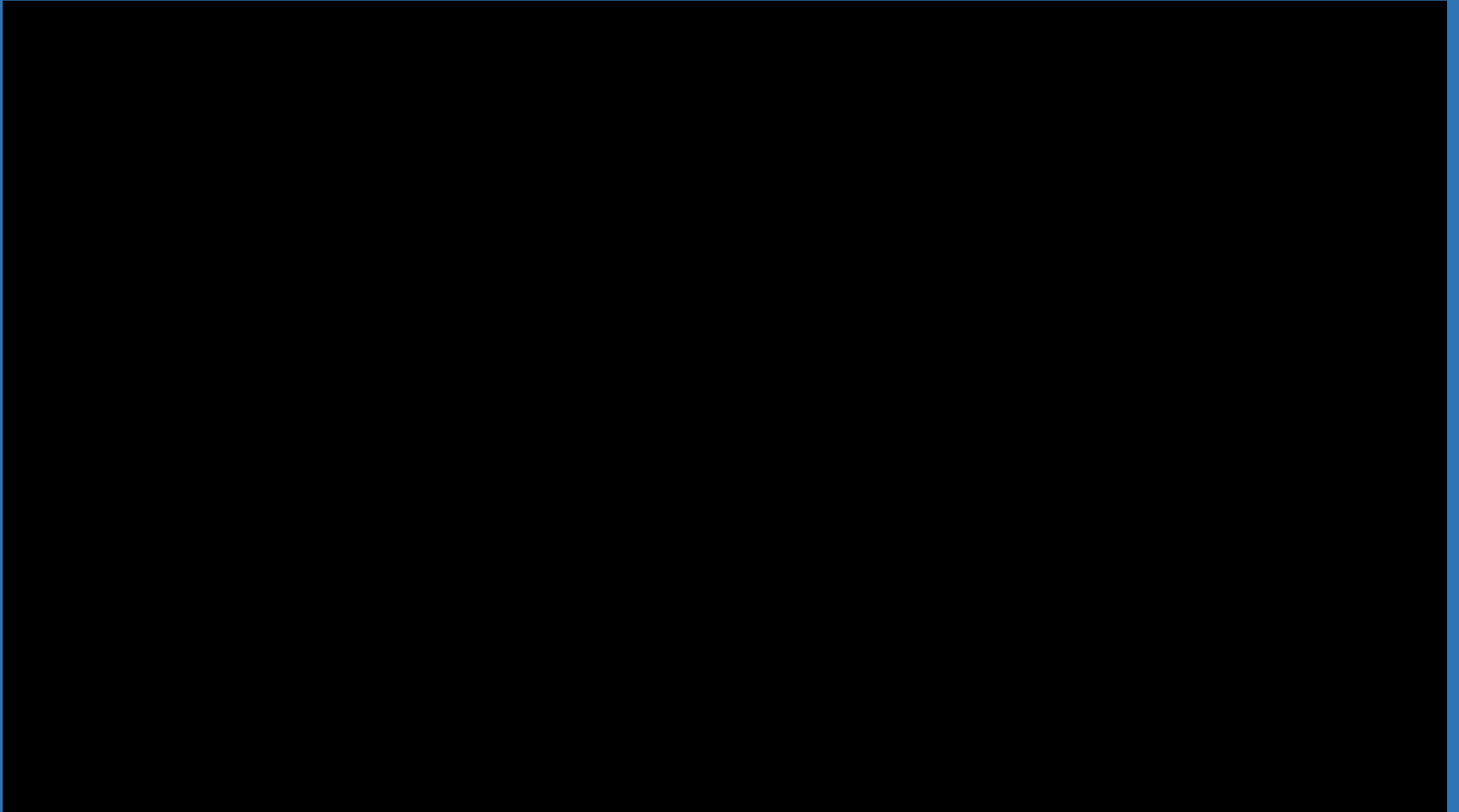


# Recapping and Reflecting

- Kirkpatrick Model for training
- Inside Out Leadership Model
- Building Awareness
- Transforming Conversations
  - Leaders Coaching Circles
- Building Engagements – Teams & Stakeholders
- 5 Disciplines of a High Value Add Team



Dana Pelletier, Supervisor, HR





## FEEDBACK FROM PARTICIPANTS

### THE MOST SIGNIFICANT PERSONAL SHIFT

Being more intentional in my leadership!



Being coached helped me to be more coach-like to those around me.

Self-reflection and contemplation on how to grow and improve my leadership style -maintaining my authenticity and remaining true to my values

Rather than me providing answers and providing direction, I have shifted to helping them come up with a solution which only improves our overall bench strength.

### FROM 1:1 COACHING

# FEEDBACK FROM PARTICIPANTS

8

## TOP GOALS WORKED ON THROUGH COACHING CIRCLES:

“I absolutely loved my coaching circle experience and learned so much from it... while recognizing that there’s much more work to do”.

1 Become an active listener.	2 Show appreciation, recognition, and empathy for your team.	4 Improve your emotional intelligence (EQ or EI).	6 Delegating for success.	7 Offer constructive feedback that facilitates growth.
	3 Be honest, transparent, and accountable.	5 Be a mentor.	8 Lead by example.	





# What are you taking away?

## REFLECTION

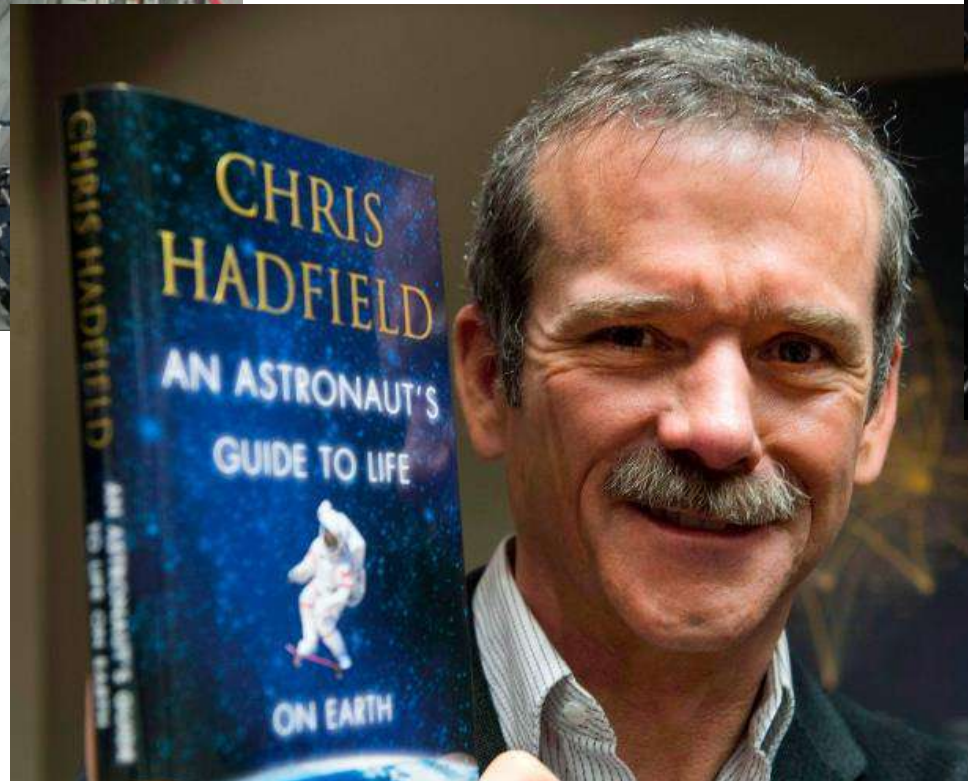
WHAT IS ONE IDEA OR STRATEGY YOU ARE TAKING AWAY?

WHAT IS ONE QUESTION YOU STILL HAVE?

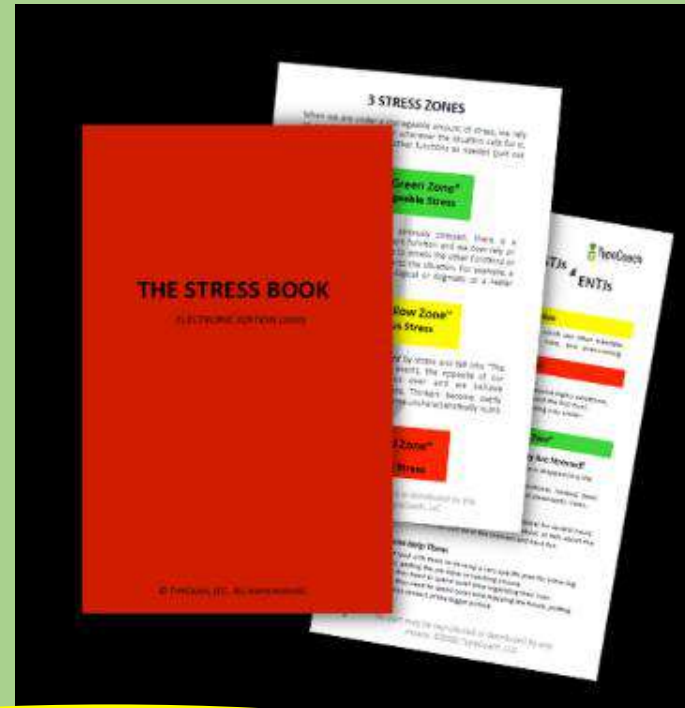




# Strategic Leadership PAUSE



# Type Coach: Tomorrow



Next  
Steps

## FREE ACCOUNTS for Members of the CPKN:

Go to **www.type-coach.com** and click "sign up" (top right) using the **access code 8M1JSC**. You have lifetime access to our platform once you create your account!

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Discounted Police Department Pricing: ~~\$100~~ \$65 CAD for the tools alone, or ~~\$149~~ \$90 CAD for the tools AND access to the open registration influence course (contact Heather Clayton Consulting for details).



## Coaching the 16 Types



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# Questions?

