

# Inspire to Outperform

---

Grow proactive teams that drive performance



*“Each of us has much more hidden inside us than we have had a chance to explore. Unless we create an environment that enables us to discover the limits of our potential, we will never know what we have inside of us.” Muhammad Yunus*

---

Have you ever wondered why some teams are able to deliver so much more quality and quantity with the same or fewer resources? Find out what it takes to *inspire* rather than *drive* performance. It is how dormant human potential – individual and collective – are unlocked.

Most business leaders would agree that the business environment we are in now is not an easy one. “More with less” “Cost constraints” “Stress and Burnout” “Restructuring” “Disengaged workforce” “War for talent” “Innovate or die”... Technology is also changing the way businesses operate and people need to adapt. It is highly likely that a lot of people are not performing at their best in this environment. Organisational leaders are stretched and time poor. Leaders can no longer afford to have teams with:

- **Under-performers:** Spending disproportionate time on under-performing team members
- **Low engagement:** Limiting discretionary effort and contribution of strengths and talents
- **High absenteeism or turnover:** Placing more pressure on the remaining team members
- **Poor accountability and initiative:** Resulting in the leader having to monitor, solve problems, make decisions and cover for them
- **Resistance to change:** Limiting the speed and ability to adjust to changing conditions or continuously improve how they operate
- **Poor learning agility:** Becoming stagnant rather than growing and improving
- **An unproductive culture:** Limiting the ability to attract/retain/grow talent or leverage diversity and the power of the collective

Addressing these issues is no longer optional or the HR department’s job, because organisational outcomes are increasingly dependent on collective intelligence in our inter-connected world. Research by Liz Wiseman and Greg McKeown in “Multipliers” state that the “leader who look beyond their own genius and focus their energy on extracting and extending the genius of others, they get more from their people. They don’t get a little more; they get vastly more.” To survive and thrive, it is time for leaders to unlock the dormant potential in teams and organisations.

Unfortunately, most of us have experienced poor leadership and many would say that they left their jobs because of their managers. 75% of Australian workers believe their workplaces need better management and leadership, according to a 2014 survey into workplace management by the Centre for Workplace Leadership at the University of Melbourne.

Leadership is difficult because people are complex. Often it’s the application that’s difficult, which is why even the most intelligent leaders continue to face people related challenges despite effort and attempts to apply learnings from leadership development programs.

## The extra challenges of being an intelligent leader

Intelligent (high IQ) leaders are highly valuable contributors in organisations. They can think through complex problems, strategise and work through issues and are often driven to achieve outcomes. The trouble is, their intelligence may hinder performance by others. Common challenges include:

- **The Fire Fighter:** They get lumped with all the problems to solve and they don't surround themselves with people they can rely on to get things done. They then don't have any time to address the issues that are causing the problems in the first place.
- **The Pace Setter:** They set high standards and pace and expect others to follow without sufficient support and guidance. People are unable to perform at their best due to the pressure and stress.
- **The Protective Parent:** They do everything they can to protect and support their team, which ends up creating dependency and stops people from taking risks to be innovative or to learn.
- **The Frustrated and Impatient:** They can get frustrated with people around them as they don't think through things or take initiative the way they do. They may run out of patience with some, whether they are direct reports, peers, stakeholders, clients or managers.
- **Going It Alone:** Because of their intelligence and problem solving capacities, they may not sense where people are at, assume people get it or may not adapt to bring people along with them.

These challenges will hold these intelligent leaders back, as well as organisations, because organisational outcomes depend on collective effort and contribution. At a time where organisations are expected to deliver more with less, the ability to extract latent potential and grow intelligence and capability in people is a major competitive advantage.

## An under-utilised leadership capability

One leadership capability that is under-utilised, potentially misunderstood, mis-used or mis-taught is the use of a coaching approach by leaders. According to "Leadership that gets results" by Daniel Goleman in Harvard Business Review March-April 2000, the coaching leadership style is identified as one of four leadership styles which correlate with positive organisational climate, yet one of the most under-utilised.

High impact coaching by leaders create an environment where individual and collective potential are unleashed, resulting in sustained high performance and growth in organisations. Their leadership enables the whole to be greater than the sum of the parts. Technically competent and intelligent leaders who develop this capability contribute more than their own competence as they add value as a leader by inspiring performance, productivity, innovation and collaboration.

### Caution! Leaders are not Coaches

While coaching by leaders is a powerful approach to lifting performance and growth, it is not as simple as learning coaching techniques to be a coach. The leader's role, accountabilities, power and knowledge is different from a coach. Without awareness of the differences and their implications, coaching by leaders can be ineffective or potentially damaging.

**Inspire to Outperform** concepts are specifically aimed at helping leaders in organisations to develop and apply high impact coaching mindsets and skills to bring the best out of people. It is not just about having better one on one coaching conversations. The concepts apply to interactions, whether it's a 1 minute chat in the kitchen, a team meeting, a performance conversation or a coffee catch up. High impact coaching by leaders is different from executive coaching or specialised coaching by coaches.

## High impact coaching by leaders

If you lead people – whether formally or informally – most of us want to get the best out of people and achieve extraordinary outcomes together. It means the time you invest in people takes them from good to great, rather than trying to improve, correct and fix them.

Figure 1: Studies related to Impact of Effective Coaching by Leaders

People leaders who are effective at development have employees who:

➤ Outperform their peers by **25%**

➤ Are **37%** more satisfied

➤ Are **29%** more committed to the organisation

➤ Are **40%** more likely to stay

➤ Are **8%** better at responding to change

*Source: Corporate Leadership Council*

Employees of managers who exhibited coaching behaviours have:

- Significantly increased job satisfaction
- Greater job commitment
- Better job performance than fellow employees

*Source: Ellinger, Ellinger, & Keller, 2003*

Managerial coaching significantly

- Increases organizational commitment
- Reduces intention to leave

*Source: Har, 2008. And Park, Yang & McClean, 2008*

Research on value of coaching in organisations

- Increases in productivity for training alone were 22% when training was combined with coaching the increases shot up to 88%

*Source: Study by International Personnel Management Association Laabs, 2000*

As shown in Figure 1, many studies indicate that effective coaching by managers has significant and wide ranging business benefits.

As an organisation, wouldn't unleashing people's potential be one of the critical expectations of leaders? Consider how many leaders in your organisation truly inspires people around them to perform at their best. How much more value could your organisation generate, if 10, 20 or 30% more of your leaders were able to do so?



## Grow teams that drive outperformance

Imagine if teams were in the drivers seat when it comes to performance. The leaders are there to support and enable them, rather than drive.

Figure 2: Inspired teams drive outperformance

	The team is...	Team Performance	Leader Effort vs Results
Team Driven	INSPIRED	Team consistently outperforms	1 : 5+
	COMMITTED	Team delivers results and drives improvements	1 : 2
Leader Driven	STRETCHED	Leader stretches team to deliver more	3 : 1
	DEPENDANT	Leader drives delivery of results	1 : 1
Leader Constrained	HINDERED	Leader and team underperform	1 : negative

Figure 2 above shows the potential levels of team performance.

**Hindered:** Some leaders impede team performance due to poor use of their positional power, intellect and knowledge. More often than not these leaders unconsciously diminish team capabilities by intimidating people, micro-managing, taking over what others should be doing or not building safety and trust for people to contribute. These leaders can be damaging to organisations and the key is to help them to become aware of their impact.

A lot of leaders believe that they have to drive the team to deliver. They deliver results but limit the talents extracted from the team and may end up with a dependent or stretched team, at best.

**Dependent:** The leaders of a dependent team are the ones solving the problems and directing people to follow their lead. In many cases the team delivers adequately against targets because of the leader's intellect and problem solving capabilities. Unfortunately it can diminish the ability for the team to step up and think for themselves. The team's potential lie dormant and under-utilised.

**Stretched:** Some leaders drive higher performance from their team, often by setting high standards and pace. Many of these leaders expect a lot from the team and themselves. They often know what needs to be done by the team and can be directive in their approach. They work hard to stretch people and hold them to account. The stretched team delivers more than the dependent team but it may be unsustainable.

As leaders grow their coaching mindsets and skills, the teams start to step up and lead. They contribute their talents more fully and take ownership for the team's performance.

**Committed:** The team members grow in confidence and feel more committed to the team outcome as they know it's their contributions that make the difference. They are more proactive in fixing most problems and seek support from the leader rather than direction. The leader creates the environment where people can contribute their best thinking and supports their growth. The team doesn't need to be driven anymore.

**Inspired:** The leader taps into the brilliant minds as well as hearts and spirits of people. The team does not hesitate to take accountability, take on

challenges, confront difficult issues, bring their best talents and be stretched even further. With the level of potential unleashed, there are times when they surprise themselves with what they are capable of achieving. These leaders set the climate, become less needed for everyday problem solving, such that their talents are leveraged where they are most needed.

How many of your leaders would you classify as having an inspired team? These leaders' contribution to the organisation is not just their own capabilities, it is multiplied by their team's contribution. By growing leaders as coaching leaders, teams will move from being **Dependent** and needing to be driven to perform, to **Inspired** to lead themselves to outperform and grow.

**High Impact Coaching by Leaders Result in ACE people!**

High impact coaching by leaders create an environment where people surrounding them are ACE (Aligned, Confident and Engaged). Given a level of technical capability for a position, having all 3 ACE elements is what enables outstanding and sustained performance, growth, learning, collaboration and outcomes.

Figure 3: Inspired Teams are ACE – Aligned, Confident and Engaged





## ACE Teams

In every interaction great leaders facilitate people to become more aligned, confident and engaged. As a result they are surrounded by ACE people who deliver on what is needed for the organisation, with growing capability and confidence and willingness to go the extra mile. They get outstanding team results because they inspire performance.

In reality, we see many people in organisations who would say they are only one or two of ACE. While that is a good start, it will limit the level and sustainability of their performance and growth.

So what does it look like when people are truly aligned, confident and engaged?

**Aligned:** When people are aligned, they know and can explain what they need to do to contribute to the collective success, they can have mature discussions about trade-offs and make sound judgements without your guidance. True alignment is not where people say yes and think no in their heads. True alignment means people have debates to work through disagreements and commit to the agreed direction.

However, people who are aligned could be lacking confidence and engagement. They may know exactly what is needed but may hold back as they fear making a mistake, feel they don't have enough capability or don't feel it's worth their effort. *Alignment alone does not lead to high performance.*

**Confident:** When people are truly confident, they are capable and are keen learners. They freely give and receive feedback, challenge each other's thinking, ask for help and admit mistakes or lack of knowledge. They are not afraid of authority and don't feel the need to justify or promote their own position. Over confidence or fake confidence masking insecurity are not helpful here and they show up in the poor attitude to learning.

However, if confident people are not aligned or engaged, they may do what interests them most rather than what contributes to the collective outcomes. *Confidence alone does not guarantee positive contribution to the organisation.*

**Engaged:** When people are engaged, they are keen to make a positive impact and happy to go the extra mile. They see opportunities rather than problems, look for opportunities to improve, speak positively about the team/organisation and are more flexible and adaptable in their approach. According to Gallup's 2009 meta-analysis of 199 research studies, business units scoring in the top quartile of employee engagement, compared to those in the bottom quartile had 16% higher profitability, 18% greater productivity, 12% higher customer satisfaction, 37% lower absenteeism and 49% lower employee turnover.

If they are engaged but not aligned and confident, however, they may be unsure about how they could make a positive impact and regularly seek permission and approval. The fear of failure is high, resulting in fear of making decisions and taking accountability. *Engagement alone is insufficient for lifting performance.*

## Missing An Element

You can probably already see what happens when even one of the three elements are missing or insufficient. You may even want to think about the people surrounding you, which element/s are missing for them.

**“Go through the motions”:** Aligned and confident (not engaged) people know exactly what needs to be done and capable of delivering. Conscientious people may still deliver high standards simply based on their own standards, but even they are just going through the motions.

**“Hit and miss”:** Confident and engaged (not aligned) people are energised and competent but their heroic efforts can be misdirected or individuals may perform well but not deliver as a team.

**“Approval seeking”:** Engaged and aligned (not confident) people want to do the right thing but are unsure and afraid of making mistakes. It can be frustrating as a leader when you see people who are capable and know what they need to be doing but hold themselves back.

Great leaders pay attention to all three elements of ACE. High impact coaching approaches enable leaders to assess and respond to various levels of ACE in people.



## Growing ACE from the inside-out

ACE are inner feeling states (ie. you don't think aligned/confident/engaged, you feel aligned/confident/ engaged) and how people feel are impacted by the leaders' congruence between their inner states and outer behaviours. ACE cannot be grown by simply applying tools and techniques, ACE is grown by leaders developing inside-out.

### Communication alone doesn't build alignment

How often do you hear people talk about the need to align? "We need our team to get aligned" "Our processes need aligning" "Let's align our culture to our strategies". There are a lot of aligning to do in organisations, but how well do we actually align people?

When it comes to aligning with people, it's not just a matter of updating the documents, running roadshows or telling people to align.



Communication is not enough...we need:

1. Intention
2. Congruence
3. Understanding

**Intention:** We don't align with people we suspect that they have selfish intentions. We naturally align with those who have an intention to serve others or the greater good.

**Congruence:** We are good at spotting people who say one thing and do another. How can we align with people who don't walk the talk?

**Understanding:** Understanding can only be built through 2 way conversations. Without a trusting environment, real conversations for real understanding do not occur.

### Encouragement alone doesn't build confidence

Confidence is a fickle thing. It goes up and down depending on what's happened, who's there, what they say/do, how we're feeling about life in general! The Well done's and You can do better's can only go so far.



Encouragement is not enough...we need:

1. Safety
2. Belief
3. Stretch

**Safety:** When we feel safe and supported, we feel confident to have a go, take accountability and learn. Leaders with power (whether from authority or other qualities) do not always realise the impact they have with their presence. It is impossible to be confident when we are fearful of the leader.

**Belief:** When someone – especially a leader – believes in us, confidence as well as a sense of not wanting to let them down emerge. We pick up leaders' doubts about us through what they say or do and it damages our confidence.

**Stretch:** It is only where there is safety and belief that stretching results in sustained confidence building. Stretching without support builds anxiety. Stretching without belief is like being tested.

### Rewards alone doesn't build engagement

Organisations can offer great incentives, rewards, working conditions and policies to engage the workforce. But for most of us, how we work and the relationship with our leaders and teams are just as, if not more, important than rewards.



Reward is not enough...we need:

1. Meaning
2. Ownership
3. Feedback





**Meaning:** Most of us want to contribute to something that matters and feel good when we see progress in something meaningful. Engaging leaders show passion and care, that there's meaning in what we do.

**Ownership:** When you're given a baby to hold you do everything you can to protect it. You don't want to let the baby or the parents down! We take ownership when we feel it's important and we have the space to take ownership. Ownership is a feeling, not something that is created by being told to take ownership.

**Feedback:** Seeing progress on meaningful work has been shown to be one of the greatest motivators. Giving useful feedback, making progress visible and celebrating with teams can be a simple thing to do and highly engaging.

When leaders look within themselves to uncover and develop their inner world such as:

- what intentions they hold
- what power they have and their impact
- what their beliefs are
- what gives them meaning

their everyday interactions will begin to shift.

Even a small shift in everyday leadership can have an enormous impact on the team.

It doesn't cost a lot of time or money, it takes awareness and conscious choice by the leaders

### To recap...

- It's time we unlocked dormant human potential
- As a leader, being smart is not enough and can actually get in the way
- Use of coaching by leaders is under-utilised, mis-understood and potentially mis-used
- Leaders can inspire teams such that the team drives outperformance
- Inspired teams are ACE
- ACE grows as leaders develop from the inside-out
- Everyday leadership matters

### Ask yourself...

As an organisation, can you afford to leave people's talents, strengths and potential dormant? What could be achieved with more inspired teams in the organisation? How much of the organisation's potential would that unleash? What results could be achieved or problems solved?

If you believe there's untapped talent and potential in the organisation, you may need the keys to unlock individual and collective potential.

As leaders of teams, or as professionals who lead and influence others, start by reflecting on key people you interact with and ask some questions of yourself:

- How aligned is that person with what you are trying to achieve together? How do you know?
- How confident is that person when they are with you? How do you know?
- How engaged is that person in the work and with you? How do you know?

- What are you thinking or doing, not thinking or doing that may be contributing to the current level of alignment, confidence and engagement? How can you find out?

If any of the answers are "low/poor" "insufficient" or "don't know", you may need expand your leadership repertoire to close the gaps.

The journey to grow as a High Impact Coaching Leader is a rewarding one. So many people we have worked with have been pleasantly surprised at how the small changes make a big difference. The rewards are not just the team potential unleashed and the results achieved, but also the strengthened relationships and the positive feeling of working with and kicking goals with others. The benefits also flow outside of work, which is an extra reason to embark on the journey to grow as a leader.



## About Megumi Miki



Megumi is the creator of Inspire to Outperform concepts. Her recent successful tailored program for National Australia Bank has received excellent feedback, with positive impact on participants' leadership and

performance. Demand for the program has been strong for 1.5 years, with 600 people having participated already.

Megumi has over 20 years as an internal and external consultant to large corporations including National Australia Bank, ANZ Bank and Accenture. Her experience ranges from organisational development focusing on leadership and culture to strategy and business performance analysis. She offers an approach to Leadership and Organisational Development that taps deeply into hearts and minds while aligning to the strategic goals and leadership challenges for organisations. She also works with a range of experienced associates to deliver quality leadership and organisational development services.

With practical understanding of the opportunities and challenges of leading people, Megumi is passionate about inspiring people to be their best by unleashing their own potential as well as enabling people to inspire others.

She offers a range of learning programs, tools and speeches designed to raise awareness, educate and develop leaders to unleash the best in people. Her flagship program Inspire to Outperform has enabled many leaders to lift performance and realise people's potential. To find out more see <http://www.megumimiki.com>, call 0407 323 032 or email [megumi@megumimiki.com](mailto:megumi@megumimiki.com).

### Copyright

Please copy this document with respect. You have permission to post, email, print and share this material, as long as you make no changes or edits to its contents or format. Please share and make as many copies as you like. We reserve the right to bind it and sell it as part of a book.

### Disclaimer

Please be sure to take specialist advice before taking on any of the ideas. This white paper is general in nature and not meant to replace any specific advice. Megumi & Associates disclaim all and any liability to any persons whatsoever in respect of anything done by any person in reliance, whether in whole or in part on this paper.