

*From Power to Strength:*  
**COACHING THE POST-HEROIC LEADER**



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## GOALS FOR OUR TIME TOGETHER

- Understand impact of millennials in the managerial ranks
- Understand how positive psychology can support leadership development – and coaching
- Be introduced to the F.I.E.R.C.E. model – a assessment framework for leadership coaching
- Case studies and practice for building post-heroic identity and agility

# MILLENIALS ARE EMERGING ON THE LEADERSHIP LANDSCAPE... AND CHANGING THE NARATIVE...

**CEO**  
fast-growth  
e-commerce



**DIRECTOR**  
non-profit  
medical device



**VP**  
Research  
Pharmaceutical



**DIRECTOR**  
marketing  
Advertising



**HEAD**  
creative &  
design



**CTO/FOUNDER**  
start-up  
tech



# MILLENNIALS EMERGE AND CHANGE THE NARRATIVE

- 1 Less respect for hierarchy
- 2 Desire for on-going personal and career growth
- 3 Desire for meaningful work – just as important (or more) than comp or position
- 4 Desire for coaching and regular feedback loops
- 5 Desire for impact with early-career expertise
- 6 Continuous interconnectivity in work, space and time
- 7 Want to be challenged – not be constrained by artificial barriers: sex, seniority, geography or background



# WE ALSO LIVE IN AN “AGE OF CONVERGENCE” ... CREATING UPHEAVAL FOR “TRADITIONAL” LEADERSHIP PARADIGM

- 1 Collapse of time/space boundaries
- 2 Melding of gender differences
- 3 Collapse of traditional career path
- 4 Tidal wave of diversity
- 5 Convergence of demographic distinctions

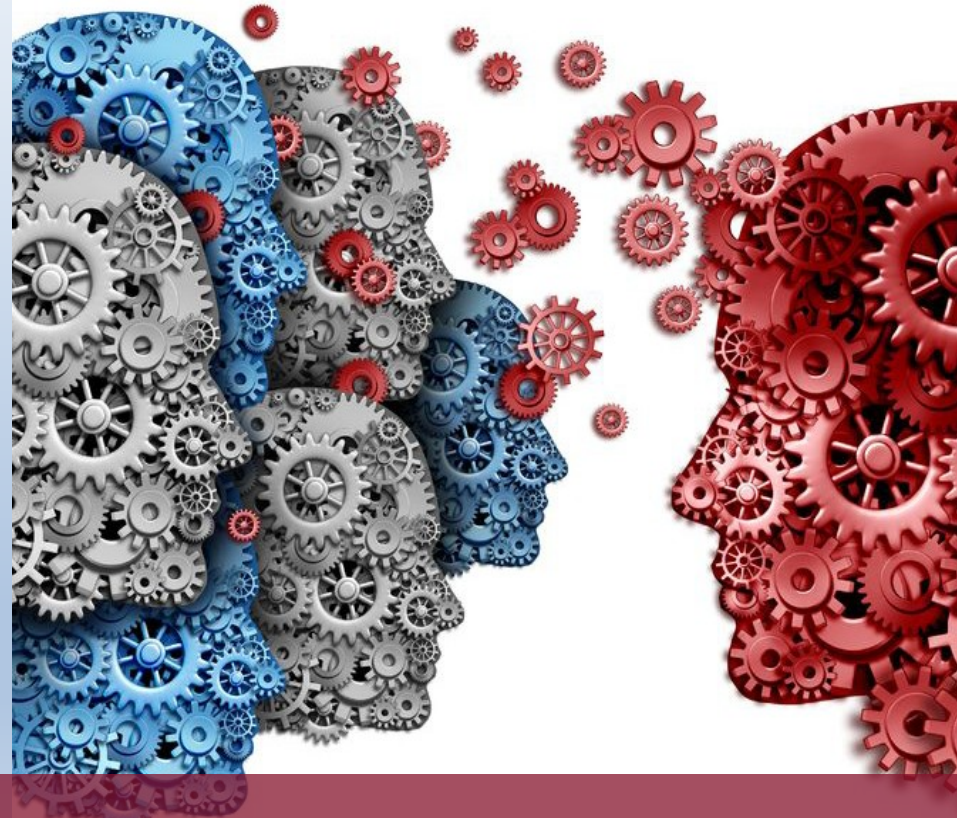




WHAT IS “*POST-HEROIC* LEADERSHIP”?

# POST-HEROIC LEADERSHIP IS CHARACTERIZED BY...

- **Narrative beyond the individual as central**
- **Evolution beyond patriarchy/hierarchy**
- **Fluid, adaptive, shared leadership**
- **Collaborative, partnering, co-powering**
- **Gender-culture-race sensitive, inclusive**
- **Multi-dimensional view of leadership**
- **Leader/Follower dynamic is imbedded in complex systems**



THE END OF LEADERSHIP AS "HERO'S JOURNEY"?

## POSITIVE PSYCHOLOGY AND...



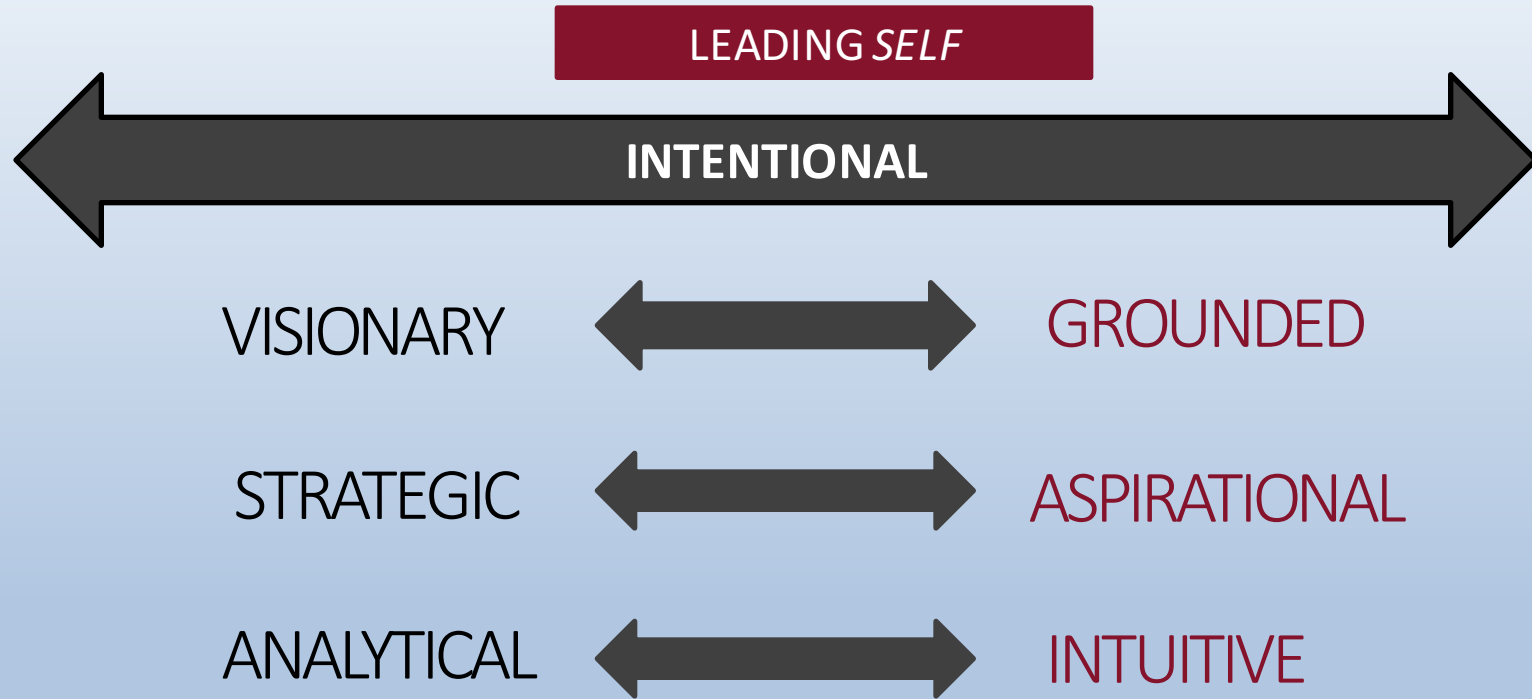
- **IDENTITY – SELF-CONCEPT, DEVELOPMENTAL, CONTEXTUAL, EXPANDABLE**
- **AGILITY – FLEXIBILITY, RESPONSE-ABILITY, AWARENESS**
- **STRENGTHS – TALENTS, COMPETENCIES, SKILLS**
- **VALUES – INTRINSIC MOTIVATION, PURPOSE, MEANING**
- **SDT – COMPETENCE, AUTONOMY, RELATEDNESS**
- **BELIEFS – ROLE IDENTIFICATION, CHILDHOOD NARRATIVE, AUTHORITY**

# TOWARDS A “POST-HEROIC” NARRATIVE

## The F.I.E.R.C.E. Model for effective leading in today’s world



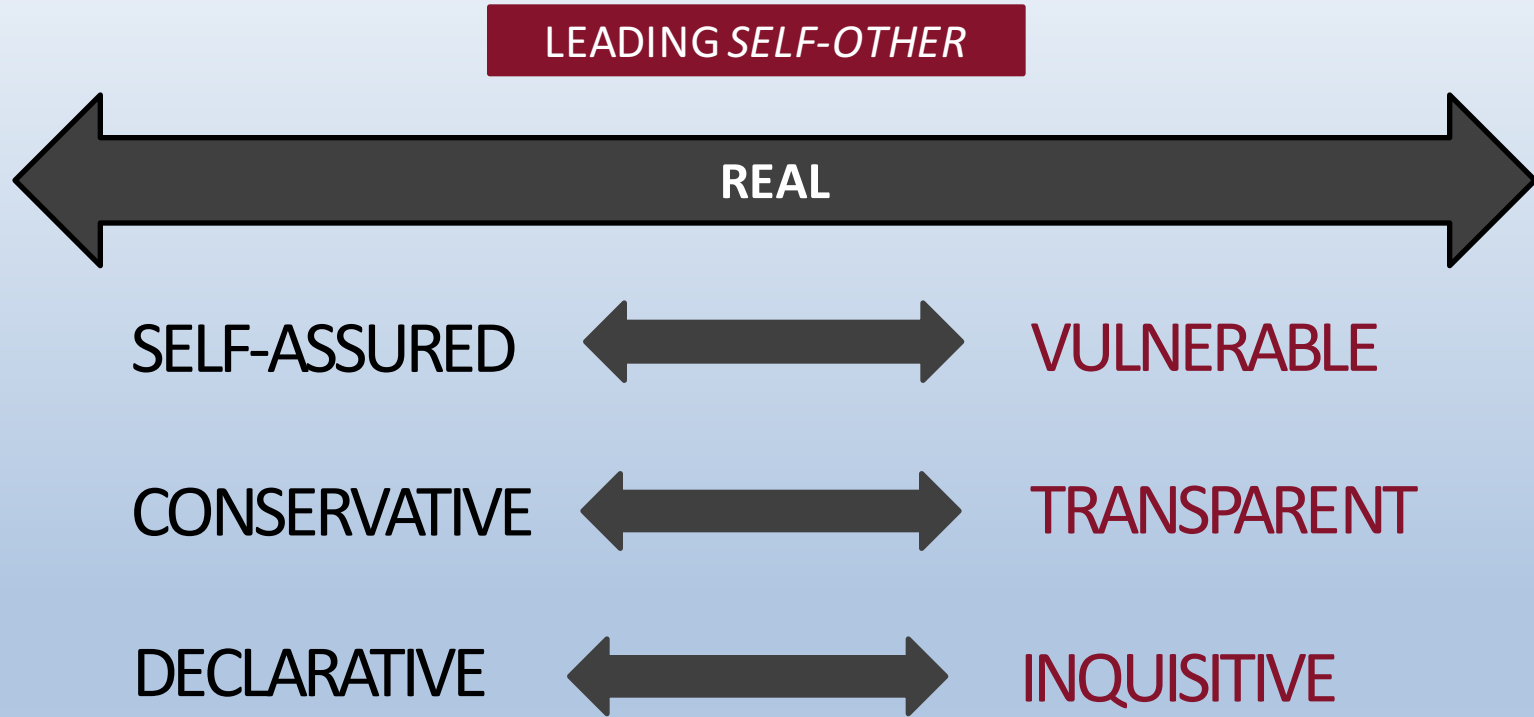
# SIX ADAPTIVE SHIFTS TOWARDS POST-HEROIC LEADERSHIP



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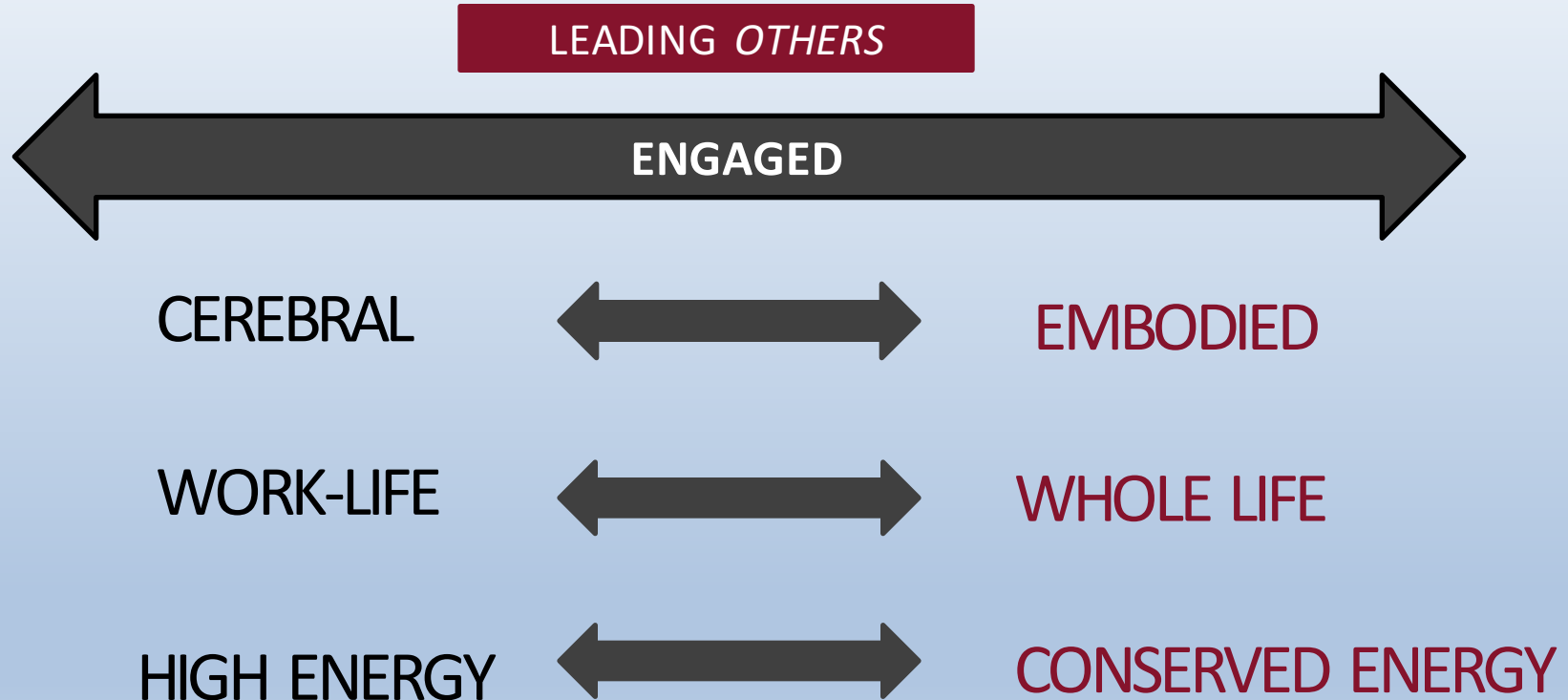
# SIX ADAPTIVE SHIFTS TOWARDS POST-HEROIC LEADERSHIP



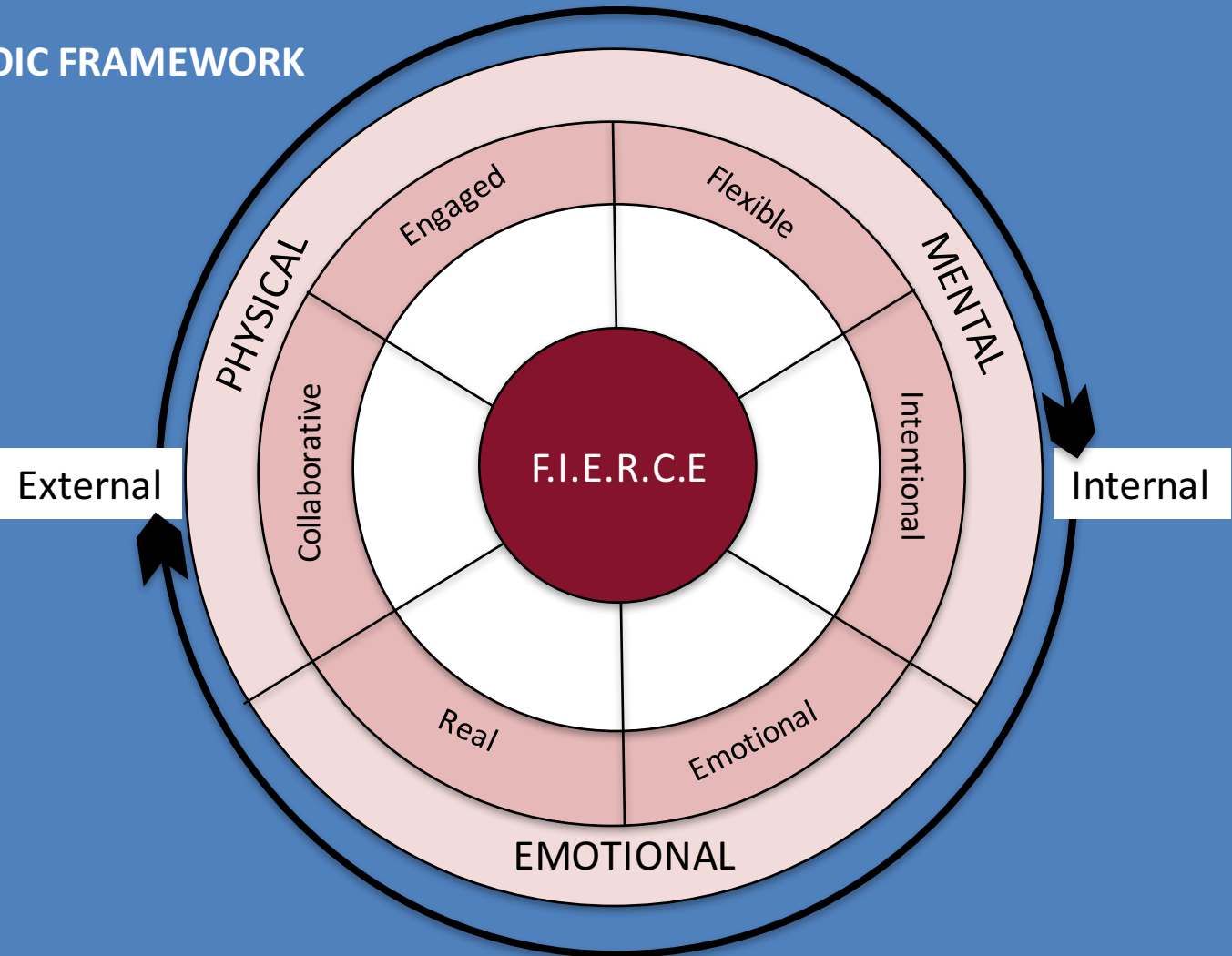
# SIX ADAPTIVE SHIFTS TOWARDS POST-HEROIC LEADERSHIP



# SIX ADAPTIVE SHIFTS TOWARDS POST-HEROIC LEADERSHIP



POST-HEROIC FRAMEWORK



# HOW DO WE AS COACHES NURTURE “TRANSFORMATIONAL” SPACE?

- IDENTITY

Who am I as a leader? Can I follow and lead at the same time? What does it mean to be THE HERO in this context of complexity?

- AGILITY

How do I develop Emotional/Intellectual/Behavioral/Physical/Contextual agility?



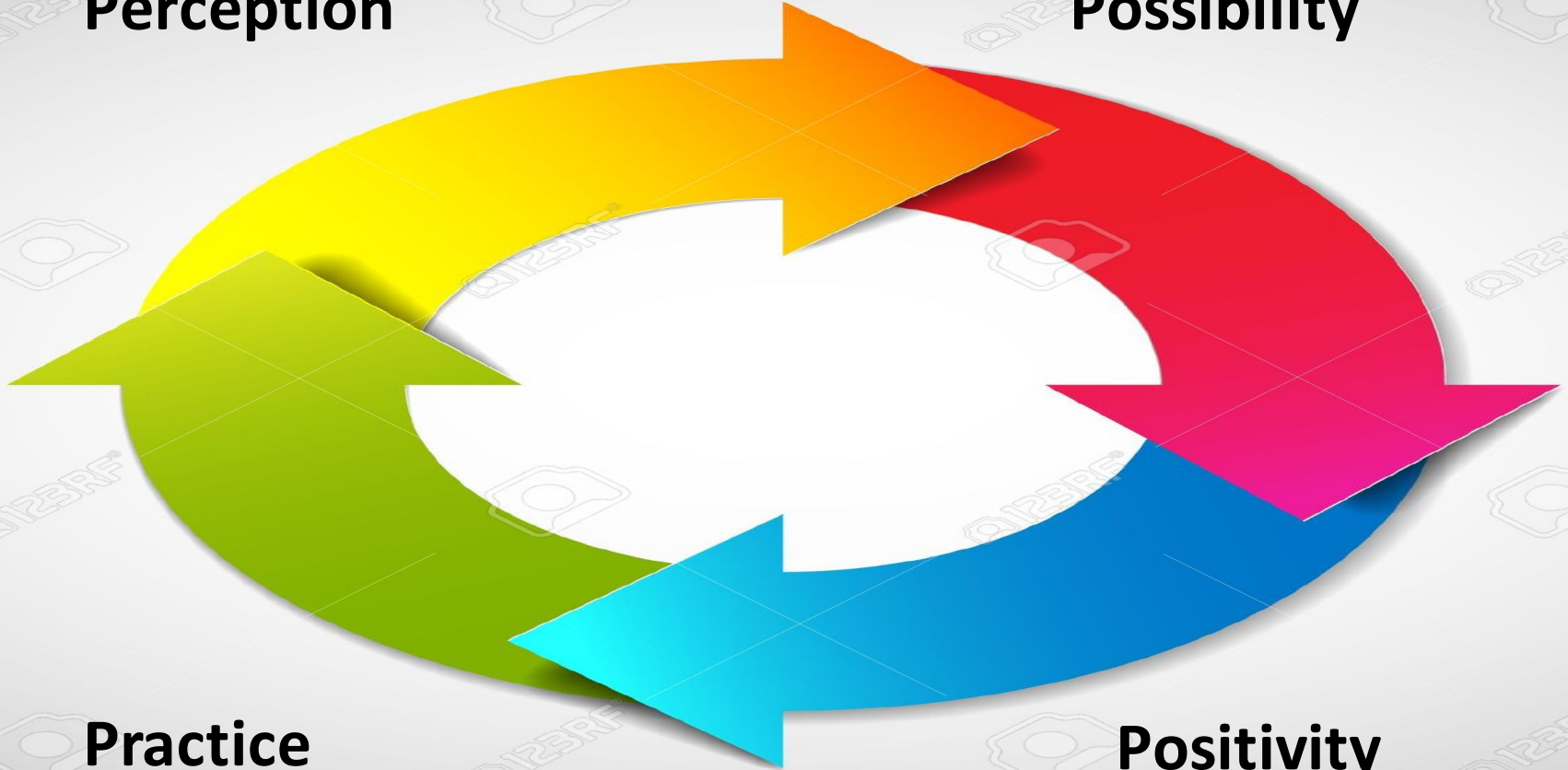
# The Cycle of Change

**Perception**

**Possibility**


**Positivity**

**Practice**




## CASE STUDY 1: Robert

### FLEXIBLE



Assertive	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Receptive
Multi-tasked	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Focused
Fast	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slow


### INTENTIONAL



Visionary	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Grounded
Strategic	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Aspirational
Analytical	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Intuitive

### EMOTIONAL

Self-contained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	Self-aware
Rational	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Empathetic
Reserved	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Expressed



## CASE STUDY 1: Robert

# REAL

Self-assured	X								Vulnerable
Conservative	X								Transparent
Declarative		X							Inquisitive

## COLLABORATIVE


Independent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Interdependent
Delegating	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Empowering
Advising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	Coaching

# ENGAGED

[illegible]

## CASE STUDY 2: Cynthia

FLEXIBLE



Assertive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	Receptive
Multi-tasked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Focused
Fast	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slow

INTENTIONAL

Visionary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	Grounded
Strategic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	Aspirational
Analytical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	Intuitive


EMOTIONAL



Self-contained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	Self-aware
Rational	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	Empathetic
Reserved	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Expressed

## CASE STUDY 2: Cynthia

REAL




Self-assured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vulnerable
Conservative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	Transparent
Declarative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	Inquisitive

COLLABORATIVE




Independent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	Interdependent
Delegating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	Empowering
Advising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coaching

ENGAGED



Cerebral	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Embodied
Work-Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	Whole-Life
High Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	Conserved Energy



# ARE YOU A F.I.E.R.C.E. COACH?

- FLEXIBLE- present, fluid, spontaneous
- INTENTIONAL- clear on self/client agenda
- EMOTIONAL- expressive, vulnerable, direct
- REAL- transparent, authentic, confidential
- COLLABORATIVE- partnering, dialogical
- ENGAGED- relevant, relatable, empowering



*From Power to Strength:*  
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THANK YOU



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