Coaching for Higher Order Thinking: From Drowning to Surfing

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ARE YOU EXPERIENCING VUCA?

- Complexity
- Ambiguity
- Volatility
- Uncertainty
The challenge
When we are ‘drowning’ …

AMYGDALA HIJACK
Coaching conversations: Connection points of human systems
Secure Base Leadership: Care to Dare

Leader as Coach: The Belayer
Intentional Change

• What is my intention?

◆ Then, what am I going to do?
Coaching Case Study

• Commodore Michael Houghton
  – Director General, Future Submarines Project
  – Graduate QUT Executive Masters Complex Project Management
Solution-Focused Coaching

- What am I noticing?
- What patterns am I seeing?
- What am I curious about?
- What don’t I know?
- Who do I need to talk to?
- Who needs to talk to who?
- Who has a different view?
- What is working?
- What resources do I have?
- What is possible here?
Coaching for Stages of Consciousness
Robert Kegan

Shifts through navigating adaptive challenges

Being in and out of the action at the same time
From a position of social constructivism

Wanderer, there is no road
The road is made by walking
By walking one makes the road

Antonio Machado
Surfing with paradoxical thinking

• Encourages the holding of different issues, points of view and ideas that are in tension
  Task and relationship
  Serious and playful
  Individualistic and collective
  Structured and flexible
  High care encourages High dare
  Exploit and explore
Comfort with discomfort

**SCOVILLE CHILE HEAT CHART**

**SCOVILLE HEAT UNITS**

- 15,000,000
- 2,000,000-5,300,000
- 1,000,000
- 577,000
- 200,000-350,000
- 100,000-250,000
- 30,000-50,000
- 15,000-30,000
- 12,000-30,000
- 8,000-23,000
- 5,000-8,000
- 3,500-8,000
- 2,500-4,000
- 1,500-2,500
- 1,000-2,500
- 1,000-2,000
- 500-2,000
- 500-1,500
- 500-1,000
- 500-750
- 0

**TYPES OF PEPPERS**

- Pure Capsaicin
- U.S. Grade Pepper Spray
- Bhut Jolokia
- Red Savina
- Habanero
- Chiltepin
- Cayenne
- Arbol
- Manzano
- Serrano
- Yellow Hot
- Jalepeño Pepper
- Guajillo
- Chilaca
- Pasilla
- Poblano
- Anaheim
- Chile Verde
- Yellow Genetics
- Red Chile
- Sweet Bells
Coaching cultures – the way forward?
QUT Executive Graduate Certificate
Leadership through Coaching and Mentoring

Unit 1
GSN/GSZ 620
Grounding Theory and Practice

Unit 2
GSN/GSZ 621
Linking Leadership and Complexity of Mind

Unit 3
GSN/GSN 622
Groups, Cultures and the Collective

Unit 4
GSN/GSZ 623
Influencing Organisational Systems and Strategies

Creating insight through coaching and mentoring conversations

GROUPS
TEAMS

SELF

SOCITIES
ORGANISATIONS

Graduate Certificate in Leadership through Coaching and Mentoring

• Delivering Ongoing Value
• Global Evaluation
• Taking it forward

Application through positive difference project

15 months

Business School
Group: Find 3 new friends

1. What idea triggered your discomfort and why might that be?
2. What is your key insight?
3. What one action are you going to take as a result of (1 and 2)?
4. Tweet insights