



Sponsored by:



consultingtools



Keynote Speakers:



Prof Adrian Furnham

Adrian Furnham has been Professor of Psychology at University College London since 1992. He has written over 700 scientific papers and 60 books including recent publications: *The Elephant in the Boardroom: The Psychology of Leadership Derailment* (2010); *People Management in Turbulent Times* (2009); *The Psychology of Personnel Selection* (2010); *Body Language in Business* (2010)

Professor Furnham is on the editorial board of a number of international journals, as well as the past elected President of the *International Society for the Study of Individual Differences*. He is also a founder director of Applied Behavioural Research Associates (ABRA), a psychological consultancy. He has been a consultant to over 20 major international companies, with particular interests in top team development, management change performance management systems, psychometric testing and leadership derailment.

He is also a newspaper columnist, previously at the *Financial Times*, now at the *Sunday Times*. He writes regularly for the *Daily Telegraph* and is a frequent contributor to national and international radio and television stations including the BBC, CNN, and ITV.

Keynote: The danger of derailing behaviours

This paper will consider the paradox that the very factors that help one up the greasy pole of corporate life are also those that derail one. Similarly, those who need coaching most resist it most, and often benefit from it least.



Dr Jonathan Passmore

Dr Jonathan Passmore is a chartered occupational psychologist and the director of the coaching psychology programmes at the University of East London which includes both taught and distance learning programmes. In addition to his work at the University, Jonathan is a writer, researcher and speaker. He has written 13 books, including editing the AC series and titles on the psychology of social networking and organisational change. He has also written 20 peer review papers, over one hundred articles for trade and popular magazines and spoken across the world at conferences from New York, to Jerusalem and from Copenhagen to Jo'berg. Jonathan was awarded the Association for Coaching's Global Influencing award 2010 for his research and contribution to the field.

Keynote: The role of coaching in leadership development

This session will focus on leadership coaching and how coaches can use leadership models to help their work with managers. The session will also explore a model of leadership suitable for the new era.



Prof Alex Linley

Alex Linley is Founding Director of the Centre of Applied Positive Psychology (CAPP; www.cappeu.com). He works with clients across the public and private sectors, bringing to bear his academic knowledge and practical insight in the applications of strengths psychology to organisational development and people practices. Alex has held the position of Visiting Professor in Psychology at the University of Leicester since 2007, and has delivered keynote presentations on strengths and positive psychology throughout Europe and in the Caribbean, the Middle East, the United States, and India.

Alex has written, co-written, or edited more than 130 research papers and book chapters, and eight books, the latest being *The Strengths Book: Be Confident, Be Successful and Enjoy Better Relationships by Realising the Best of You* (CAPP Press, 2010). He was a Managing Editor of the *Encyclopaedia of Positive Psychology*, and an Associate Editor of the *Journal of Positive Psychology* (2005-2009), as well as currently serving as Co-Editor of the *International Coaching Psychology Review*.

Keynote: Positive Psychology Leadership

Positive psychology offers many lessons for leaders about who they are as individuals and about what the individuals need who follow them as leaders. In this keynote presentation, I introduce the basic principles of positive psychology and explore what they mean for leadership in the 21st century. Leaders face seemingly unheard of challenges – the pace of change, the globalisation of relationships, the rise of competition, the challenge of transparency – that pull them and their organisations in ever more different directions. This presentation shows how leaders can navigate these different currents, while keeping themselves and their organisation focused but agile, performance-oriented but sustainable, and competitive but socially contributing. The presentation ends by asking the question “How ought organisations to be?” and providing some tentative answers through the lens of positive psychology leadership.



Christine R. Williams

Chris serves as Systems Department Director within the NASA Academy of Program, Project and Engineering Leadership (APPEL). She is also the Director of NASA's Systems Engineering Leadership Development Program. In this role Chris designs and implements Agency-wide programs and conducts studies focused on enabling NASA program and engineering leaders to achieve mission success.

Chris began her Federal Government career as an Oceanographer and quickly moved to broader management roles finally focusing her efforts on developing NASA's best and brightest. Her scientific background serves as the catalyst in her unending search to better understand and improve human performance. Chris' programs are considered world-class by both industry and Government standards and she has been invited to speak internationally on the topics of leadership development, executive coaching and the application of advances in neuroscience to improving employee learning.

Among her awards Chris received the Leadership in Action Award from the Council for Excellence in Government, and NASA's Outstanding Leadership Medal, External Achievement, Creative Management, and Innovative Management Awards. She was also recognized as Woman of Achievement in Maryland, USA where she lives.

Keynote: Coaching in Technically Complex Environments – A Case Study

NASA is synonymous with complex, one-of-a-kind, never-been-done-before, technological marvels. The hard sciences, mathematics, physics, chemistry and the like, are hard wired into NASA's DNA. The softer sciences involving human dynamics and organizational effectiveness, have posed greater challenges. With more geographically dispersed teams involving multiple NASA Centers, industry, academia, and international partners, NASA is using coaching as a key tool to enable its leaders and teams to meet the challenges of tomorrow.



Dr Anthony Grant

Dr Anthony M Grant is recognized as a key pioneer of Coaching Psychology and evidence-based approaches to coaching. He is the founder and Director of the Coaching Psychology Unit at the University of Sydney. He has written five books on evidence-based coaching and has over fifty coaching-related publications in the peer-reviewed and professional press, including six randomised controlled coaching outcome studies. In 2007 Anthony was awarded the British Psychological Society Award for outstanding professional and scientific contribution to Coaching Psychology (Special Group in Coaching Psychology), and in 2009 he was awarded the "Vision of Excellence Award" from Harvard University (McLean Hospital, Harvard Medical School) for his pioneering work in helping to develop a scientific foundation to coaching. He is both a practitioner and a researcher.

Keynote: Making the most of leadership coaching

Although within organisational settings leadership and executive coaching have become mainstream methodologies for facilitating goal attainment and enhancing well-being, there is still little published quantitative research on the outcomes of coaching. Whilst qualitative data can provide a rich picture of the coaching intervention, organisations typically want a numerical evaluation of coaching success. Thus, in an attempt to quantify outcomes in monetary terms, much of the debate on the efficacy of leadership coaching considers "return on investment" (ROI) to be a key outcome variable. In this presentation, using a series of case study examples, I argue that ROI is a spurious measure of leadership coaching success and that an over-emphasis on ROI undermines the professionalism and credibility of leadership coaching. I will give examples of how to overcome some typical problems in the assessment of leadership and executive coaching, and discuss a number of validated and reliable coaching outcome measures.



Katherine Tulpa

Katherine is CEO and Co-Founder of the Association for Coaching, and Co-CEO of Wisdom8, an international boutique coaching firm specializing in CEO, Board and Top-Team development. As a sought-after Global Coach and a past board-level executive, Katherine has coached leaders across 26 different nationalities. She is also an author, speaker, lecturer, and coach assessor/supervisor. Recipient of a number of awards for her contribution to the profession, including 'Coaching/Mentoring Person of the Year' by Coaching at Work, Katherine is passionate about raising the bar in coaching. Her purpose is "to inspire and stretch global leaders, wholly and authentically, so that they make a positive impact in the world."

Keynote: Coaching Top Teams

Drawing upon the studies and experiences highlighted in her recent chapter, "Coaching Global Top Teams" in the AC's new *Leadership Coaching* book, Katherine will lead an interactive discussion on what's different, along with success factors, typical interventions, and tools and techniques for getting elite performance when coaching top teams. She also looks at the areas around coaching virtual top teams, along with the challenges – and rewards – that come with this emerging area of coaching.

Workshop Leaders



Ian Roberts

Ian is an experienced and passionate coach, supervisor, assessor and consultant. He is currently a Principal at The Thinking Partnership, a leadership consultancy in the UK. In his work with his clients, he balances helping individual leaders make the most of their strengths with a commitment to delivering organisational outcomes. He seeks to marry a strong theoretical and research base with a practical and results focus. His current client list includes working with leaders in a large multimedia organisation, a multinational telecoms business, a nationwide charity and a large government Department.

Ian has particular interests in leadership presence, political intelligence, courage and working with brilliant but flawed characters.

Workshop: Developing authentic leadership

There is a tension at the heart of leadership. On one hand, leaders need to draw on core character strengths to remain true and grounded, particularly in testing times. We require our leaders, for example, to be courageous, driven and results focused. But if our character strengths are expressed inflexibly, without question, self-awareness, reflection, tuning-in to others or humility, and applied like a rigid set of behavioural competencies or expectations, then the resultant leadership will not be able to adapt to the rapidly changing demands of a complex environment. We describe the ability to manage this tension as 'authentic leadership'.

In our work with senior leaders we have sought to examine exactly what this capacity looks like and how it can be developed. This session will introduce you to our work and draw your attention to your own authenticity as a coach and as a leader.



Declan Woods

Declan is a Board and executive level leadership coach, business psychologist and management developer with a 20 year track record delivering people-based change that sticks. He works with experienced leaders identified by their organization as highly talented to reach their maximum potential. After working in corporate performance and post-merger integration, Declan worked as a Strategy Consultant with Accenture, helping organisations produce and implement corporate strategies. As well as holding an Executive MBA (Warwick) specialising in strategy development, Declan is qualified as a psychologist (Cambridge University) and accredited as an executive coach with Ashridge and the Association for Coaching (AC).

Declan is Penna plc's Director of Public Sector Board and Executive Coaching and coaches leaders across the private and public sectors.

Workshop: Coaching for strategy

The workshop will look at organisational strategy and will explore the skills of coaches involved in working with leaders in this area. Participants will learn about three different conceptions of organisational strategy and look at the role of strategy coaching and coaches in theory and practice.



Stephan Lucks

Stephan Lucks is a Managing Psychologist at Pearn Kandola. He is an occupational psychologist with a strong background in management development, leadership and coaching. Stephan is the project lead for a number of significant development projects, including the development of potential Directors and Partners in a number of professional service firms. Stephan has particular experience of the legal, accounting, and retail sectors and specialises in identifying leadership talent, developing potential through one-to-one coaching and designing innovative development tools. He regularly contributes commentary on development issues through television, radio and the national press.

Workshop: Coaching leaders using feedback

Building on the chapter written for Leadership Coaching, the workshop will be based around a pragmatic and visual model for monitoring and evaluating leadership. One of the challenges for leaders in business is to gauge the effectiveness of their contribution and the relative time that they spend across a range of leadership activities. The Leadership Radar provides a simple framework for the leader to be able to monitor their activity and the impact of that activity on the business. The workshop will engage participants in discussion on the challenges of gathering and using feedback in coaching, and look at a range of opportunities for using the framework in a coaching context.



Dr Christian van Nieuwerburgh

Christian is an executive coach, educational consultant and academic. He is the Deputy Head of the Educational Development Service of Warwickshire County Council. At the same time, Christian is a Senior Lecturer in Coaching Psychology with the University of East London and an executive coach for the West Midlands Coaching Pool (WMCP). A strong advocate of coaching within organisations and the public sector, Christian was a member of the Management Board of the WMCP in its early stages.

Workshop: Building a coaching pool to enhance management performance

The workshop will focus on the practical considerations, advantages and pitfalls of setting up a cross-organisational coaching resource, using the West Midlands Coaching Pool as a case study. Delegates will have an opportunity to engage with some of the questions emerging from this project.

Chair



Gladeana McMahon

Gladeana McMahon is considered one of the leading personal development and transformational coaches in the UK. Gladeana was instrumental to the Association for Coaching's growth over the years since it began in the UK in 2002, and now holds the positions of Fellow and Chair, Association for Coaching UK. Accredited as a Coach and Therapist, she is a Fellow of the BACP, The Institute of Management Studies and The Royal Society of Arts. Gladeana is widely published with some 18 popular and academic books on Coaching and Counselling. An innovator, Gladeana is one of the UK founders of Cognitive Behavioural Coaching who is currently Director of Professional Coaching Standards for Cedar Talent Management and Director of Gladeana McMahon Associates.