

## fusing three disciplines for outstanding leadership

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**S**harp strategy, great coaching and inspirational leadership might sound like a formula for footballing glory but they also make for outstanding organisational leadership.

When those three areas come together in the corporate world, the result can be strong and motivational leadership – just the kind that is needed to steer companies through times of uncertainty, complexity and rapid change.

Strategic leadership through coaching is designed to lift technically proficient and accomplished execu-

tives to inspirational leader status through an approach that combines strategy, leadership development and executive coaching.

Three disciplines – leadership, one-on-one coaching and strategy – when fused, create an innovative learning mix that enables delegates to reach deeper levels of self-knowledge to understand and improve their contribution towards leading strategic change within their organisations.

New research suggests that this type of authentic leadership can make a big difference for organisations during troubling economic times.

For example, a poll conducted this year by Maritz Research in the US suggests that employee confidence in senior management is dwindling across all industries in America and that companies are paying the price.

The study found that only 11% of the employees surveyed strongly agree that their managers show consistency between their words and actions.

Further findings showed that only 7% strongly agree that they trust senior leaders to look out for their best interests; one-fifth disagree that their company's leader is completely honest and ethical; and one-quarter disagree that they trust management to make the right decisions in times of uncertainty.

Interestingly, the study showed that in cases where management trust was strong, employees were significantly more committed to their companies. More than half of respondents (58%) with strong trust in their management were completely satisfied with

their job, while only 4% of respondents with weak trust in management said the same.

While the findings are not specific to South Africa, they reveal the crucial universal link between great leadership and employee loyalty and performance. With the recession continuing to drag its feet, companies need leaders who can unite their employees and inspire them to perform at their best. This means leaders need to match their actions with their words and develop high-impact communication skills.

Process and communication also need to come together if leaders want to positively influence their organisations. Too often, process details remain the core focus of leaders at the expense of the critical conversational – or people-oriented – aspects of role.

The aim is not just to talk about leadership development, but also to actually make it happen.▲

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