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INTRODUCTION TO THE 4i COACHING FRAMEWORK™

We live in interesting times.

The rise of AI, the death of expertise, increasing volatility, uncertainty, complexity and ambiguity (VUCA) in the workplace, all threaten to overwhelm and undermine leaders.

Yet despite this barrage of disruptive change, we as human beings remain remarkably unchanged – at least for now.

Our biology, which has a far greater impact on who we are and how we think than environmental factors, evolved over millennia, not decades.

The central task of leadership development, then, is to bridge the gap between who we are as a result of our evolutionary past and who we need to be to meet the demands of an increasingly complex future.

There is no shortage of advice on how to bridge this gap. LinkedIn articles abound, informing leaders that if they do *this*, then *that* problem will be solved.

While some of this advice may be sound, heeding it without a deeper understanding of what the overall leadership journey looks like is equivalent to wandering around a city without any clear destination in mind.

You may see some exotic sights, meet some good people, and even get to know the city pretty well if you do it for long enough. But you run the risk of ending up in a rough part of town, getting mugged, and ending up dead in the gutter!

There has to be a better way.

A BETTER WAY

A developmental pathway to increasingly effective leadership – a roadmap, if you will – allows you to reach your destination quicker and with less risk.

You'll still be able to stop at places along the way, and maybe even take a detour or two, but you'll know where you're going and how you're going to get there.

That may sound like a pipe dream in the age of VUCA. How can you know where you're going when everything around you is changing? But remember, although on the one hand everything is changing, on the other, everything's staying the same. Until we start disrupting our biology much more significantly than we currently are, we are staying the same, even if the world around us is changing.

The methodology I have developed, in partnership with a senior consultant at Deloitte, capitalizes on this biological constant.

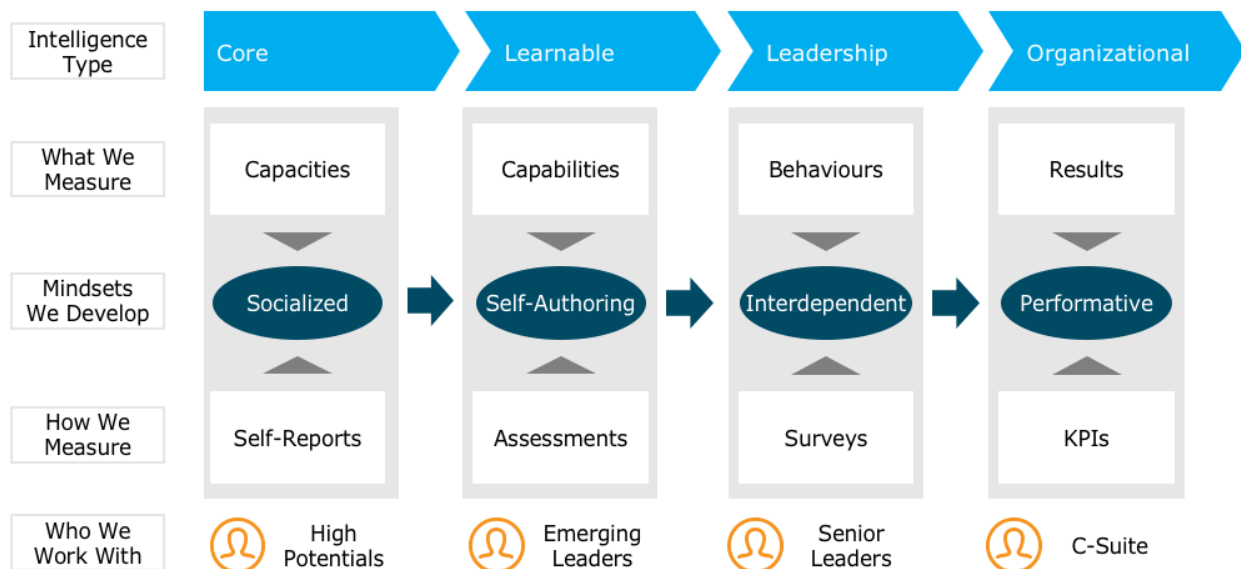
It offers a proven pathway to increasing levels of leadership effectiveness based on natural responses to environmental stressors.

It provides the optimal context for leaders to move through each transformational stage in their leadership journey.

And it allows organizations to build leadership capacity more quickly and more cost-effectively than ever before.

THE FOUR STAGES OF LEADERSHIP DEVELOPMENT

The four stages of leadership development outlined below integrate research and best practices in the areas of adult development and executive coaching with additional insights from postmodern philosophy, management theory, probability, and neuroscience.



The first stage, which begins soon after entering the workforce, is focused on the development of **Core Intelligence**, the understanding of individual differences through an awareness of innate capacities. Innate capacities are measured through self-reports that deliver non-hierarchical feedback, such as personality, strengths, and values assessments. With these assessments, no one personality type, strengths profile or values orientation is superior to another – they are simply different. Developing Core Intelligence enables people to focus on what’s important to them, and work more effectively as part of a team.

The second stage, which begins when a person is responsible for managing people for the first time, is focused on the development of **Learnable Intelligence**, the understanding of new and subtle aspects of experience through reflection on experience. Current abilities are measured using psychometric assessments that deliver hierarchical feedback, such as Emotional Intelligence (EI) and Positive Intelligence (PQ) assessments. Although these assessments provide objective data, they are intended for developmental purposes only. The result of developing Learnable Intelligence is the ability to skillfully manage oneself and optimally motivate others.

The third stage, which begins when a leader is first promoted to a key decision-making role, is focused on **Leadership Intelligence**, the understanding of key competencies required for effective leadership. Observable behaviors are measured using surveys that deliver benchmarked data, such as 360° Leadership Profiles or Culture Surveys, that contextualize subjective perceptions within established norms. The result of developing Leadership Intelligence is the ability to build alignment within and across teams, and to manage increasing degrees of complexity.

The fourth stage, which begins when a person holds an executive role for the first time, is focused on the development of **Organizational Intelligence**, the understanding of business priorities and their underlying rationale. Success is measured using KPIs that are strategic, meaningful and defensible within the larger cultural context. The result of developing Organizational Intelligence is the ability to capitalize on multiple, competing perspectives, set direction and lead change.

It is important to note that these stages are cumulative – a leader is not able to move to a more advanced stage without first mastering its predecessor. This is because, while distinct, each stage does not replace its predecessor, but builds upon it.



WORKING WITH THE 4i COACHING FRAMEWORK™

The 4i Coaching Framework™ allows those responsible for leadership development in organizations to know exactly what should be worked on, by whom, and when.

Because the model is sequential, any gaps in leadership development are identified early and addressed proactively.

And because the framework focuses not just on senior leaders but on high potential and emerging leaders, organizations become generative, self-perpetuating and sustainable over the long term.

SUMMARY

- Coaching delivers superior results when it is targeted on specific outcomes for specific people at a specific time in their leadership journey
- The 4i Coaching Framework™ allows those responsible for leadership development in organizations to know exactly what should be worked on, by whom and when.
- The 4i Coaching Framework™ allows you to build leadership capacity more quickly and more cost-effectively than ever before.

FURTHER READING

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EVIDENCE-BASED COACHING IN TO YOUR ORGANIZATION CALL
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