

UMUC Business and Executive Programs Podcasts
Executive MBA Education in Global World

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Glenn: Welcome to Executive MBA Education in the Global World, a weekly podcast that features highlights of the Executive MBA Program and discussion of how the program prepares executives for today's global business environment. I'm Dr. Nancy Gentry Glenn, Director of Administration, Business and Executive Programs, your host for the day.

Our guest today is Dr. Bill McCarthy, Executive Coach, National Leadership Institute. The topic for today's show is Practicing Leadership in Teams. Our discussion addresses the executive coaching experience in the Executive MBA Program, and how small groups of participants develop their own personal leadership goals and practice leadership competencies during coach-facilitated forums.

Dr. McCarthy, I understand that coaching takes place in a team environment in the Executive MBA Program, and that the focus of executive coaching is on developing leaders of teams. In the team coaching sessions, can you give an example of team leadership behaviors that you expect to see?

McCarthy: Okay, big topic, leadership behaviors, and in order to really come to grips with it, what we do initially is begin to delineate specifically what exactly these behaviors are. There's a wide range of executive behaviors that we work with. We work with technical skills, we work with managerial skills, we work with leadership skills. All are important for our development. Technical skills speak for themselves, but we delineate management skills as those skills that help the individual teach and tell people what to do, managerial functions. We then go on and delineate leadership behaviors as those behaviors that will inspire and motivate and develop other people. We then take that and say okay, within this leadership sphere, we work with six elements of leadership, those elements being the overall context in which you're being asked to demonstrate these leadership behaviors. We also invite people to look at the core of who they are, what motivates these leadership behaviors from their personality. From there, leadership provides vision, leadership communicates that vision, leadership has people skills, enable people to carry out these activities and finally, good leadership has to have good results.

Glenn: Thank you. Tell us how participants use their feedback from the three different leadership assessment instruments to develop team leadership goals.

McCarthy: We mentioned that one of the elements of leadership is self, the core, who you are. Without a doubt, good leadership has to have those characteristics well in hand and be well aware of what drives them, what motivates them, how they might react to certain situations. The Hogan is a wonderful personality assessment that gives me a sense of

what my drivers might be and how I'm going to react to people. The emotional competency inventory and the cultural orientation inventory begin to spell out for us the context in which I'm being asked to demonstrate these behaviors. My being aware of all of those factors make me a better person, better leader. We then begin to start to identify those and how those interact.

Glenn: And can you provide an example of how you as a coach help participants develop goals or try new behaviors?

McCarthy: What we have, I mean if we buy this notion of leadership and inspiration in developing people, the next step for us is to understand that one of the most essential skills in leadership is the ability to do good coaching. We then look at kind of an outline of what does that mean, good coaching. We recognize that good coaching involves trust, trusting kind of a relationship, and then we look at very specific behaviors. We look at the art of using open-ended questions. We look at the idea of paraphrasing what you hear. We then will summarize what we've heard. We then push the individual for commitment where they would then have to make a statement to which you say, okay, I like that, let's do that. Coaching process doesn't stop there, it goes on to support. How can I help you? How can I role model this for you? How can I help you with this accountability? And obviously the last step is follow-up. Say, okay, we're going to do this, let's follow up and see how it works. We line those out. Once we do that, we then invite the students to kind of do their own inventory. Where are you on these skills? How well can you handle them? How well do you use them? The idea that we lay out is that we do this inventory, we look at our own self, where do we stand with this? But we want to learn these new skills. As we learn these new skills, these new leadership skills in the team, the next quest is to show them off. Showing them off hopefully will get it to show up in our paycheck as well.

Glenn: Very helpful. I understand that the team coaching environment is designed to provide an opportunity for participants to refine their coaching skills. Can you provide some examples of how the coaching experience has translated into participant's work experience?

McCarthy: What we have is that we practice "how to" technique. One of the techniques that we use is kind of the technique of transfer. If we define that we're going to use open-ended questions more often, the individual then kind of contracts with other team members, says, I'm going to do this. I've got to get better at doing open-ended questions. How you going to do this? One of the techniques is to take over-sized paper clips, take 10 of them and put them in your right pocket. As you go through the day and as you practice these open-ended questions and you become aware of doing that, you take one of these over-sized paper clips in your right pocket and put it in your left pocket. We then encourage people to journal it. We look for personal accountability and then there is also a team accountability when we get together. You said you were going to do this. You were going to try open-ended questions. You were going to transfer paper clips. How did it work? How did it work? How did it work? It kind of lays the background for us.

From there, probably the last aspect of this is we've mastered these techniques and we want to get some applicability here, and we always use real-life situations to accomplish that. We invite other team members to say, okay, how is it going this week? What's happening, what's happening? So the students have just brought to the forum some marvelous, marvelous examples. We have one student who is – his job is monitoring elections in South America. We were talking about open-ended questions and paraphrasing and this student just gave a marvelous testimonial to the fact that open-ended questions, paraphrase, and summarizing are the most important tools in his arsenal in working with these South American companies.

We had one student who came in and was looking to expand his career. He saw a position posted and there were six applicants applying for this job. So we took on the task of coaching this individual in kind of doing the prep work to get his name known, to get visibility, but we coached him on interviewing techniques that he could use in order to kind of really nail the interview, and the results were that the team were – they were very engaging with him, helped him a lot. He did beat out the other six applicants, he got the job and was also very, very grateful to us for having armed him with techniques to be more effective.

The other one we just finished up a couple ago is one student was given the responsibility of making a very significant hire for an individual to take over the company's entire West Coast operations. She came to the class, she said, "Oh my God, I've never done this before in my life, what am I going to do, what am I going to do?" Fortunately, within the team we had two students that have HR backgrounds. We asked her open-ended questions. We asked her to clarify what she was looking for, what kind of talent she would want in this position. She was able to kind of delineate the parameters of this. We then kind of talked to her about what interviewing techniques she might use in order of kind of carry this out. She hired what we all consider a truly outstanding individual and the good news is, is that her upper senior executives also thought she did a real nice job. Brought in some outstanding talent to take over the West Coast. So yeah, we've gotten some real good applicability from this approach with folks.

Glenn: Thank you for sharing those success stories. This is Nancy Gentry Glenn and I'd like to thank Dr. Bill McCarthy for helping us understand how leadership is practiced in the team environment. Thank you, listeners, for joining Executive MBA Education in the Global World.

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