



Strength-Based Leadership Coaching in Organizations

An evidence-based guide to positive leadership development

Doug MacKie



LONDON PHILADELPHIA NEW DELHI

Publisher's note

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publisher and author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2016 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street
London EC1V 3RS
United Kingdom

1518 Walnut Street,
Suite 900
Philadelphia PA 19102
USA

4737/23 Ansari Road
Daryaganj
New Delhi 110002
India

www.koganpage.com

© Dr Doug MacKie, 2016

The right of Dr Doug MacKie to be identified as the author of this work has been asserted by him in accordance with the Copyright, Designs and Patents Act 1988.

ISBN 978 0 7494 7443 0

E-ISBN 978 0 7494 7444 7

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

Names: MacKie, Doug, author.

Title: Strength-based leadership coaching in organizations : an evidence-based guide to positive leadership development / Doug MacKie.

Description: London ; Philadelphia : Kogan Page, [2016] | Includes bibliographical references and index. | Description based on print version record and CIP data provided by publisher; resource not viewed.

Identifiers: LCCN 2016005942 (print) | LCCN 2015050727 (ebook) | ISBN 9780749474447 (ebook) | ISBN 9780749474430 (paperback)

Subjects: LCSH: Leadership. | Executive coaching. | Executive ability. | Positive psychology. | Psychology, Industrial. | BISAC: BUSINESS & ECONOMICS / Leadership. | BUSINESS & ECONOMICS / Human Resources & Personnel Management. | PSYCHOLOGY / Industrial & Organizational Psychology.

Classification: LCC HD57.7 (print) | LCC HD57.7 .M3345 2016 (ebook) | DDC 658.4/092--dc23

LC record available at <http://lcn.loc.gov/2016005942>

Typeset by SPi Global

Print production managed by Jellyfish

Printed and bound by CPI Group (UK) Ltd, Croydon, CR0 4YY

CONTENTS

Preface x

Acknowledgements xiv

01 An introduction to strength-based approaches in organizations 1

Chapter overview 1

The challenges of contemporary leadership
development 2

A history of positive approaches 3

What lies behind the focus on the negative? 8

The evolution of leadership behaviour 10

The epigenetics of talent 11

Origins of a more positive approach to
leadership 13

Contemporary trends in positive leadership
theory 14

Contemporary trends in positive leadership
development 15

Coaching and positive psychology 16

What's the definition of positive leadership? 17

Rationale for a strength-based approach to
leadership development 18

Tools to help understand strength-based
approaches 19

Conclusion 20

Some questions to consider 20

References 21

02 Strengths: definitions and models 25

Chapter overview 25

Introduction 25

Models of strengths 27

Differentiating strengths across the state–trait continuum 31

The strengths and performance link 33

Strengths overdone 36

Strengths in context 37

Strengths and decision latitude 37

Summary and conclusion 38

Some questions to consider 38

References 39

03 Positive leadership theories 41

Chapter overview 41

Introduction 41

The origin of leadership behaviour 42

Positive leadership theories 43

Outcomes in positive leadership development 53

Summary and conclusion 55

Some questions to consider 55

References 56

04 Strengths identification and assessment 59

Chapter overview 59

Introduction 59

What types of data can inform us about strengths? 60

When to use self versus other ratings 62

What value do psychometrics add? 62

Self-report strength-based questionnaires 64

Multi-rater questionnaires 68

Structured interview approaches 73

How assessment impacts methodology	74
Conclusion	75
Some questions to consider	75
References	76

05 Evidence for the effectiveness of positive approaches to leadership development 79

Chapter overview	79
Introduction	80
Levels of evidence	80
Challenges to effective research in coaching	82
Evidence for the effectiveness of positive approaches	83
Conclusion	94
Some questions to consider	94
References	95

06 Strengths development 99

Chapter overview	99
Introduction	99
Developing professional expertise	101
Positive goal selection	103
Generic strengths development	104
Developing specific leadership strengths	111
Summary and conclusion	113
Some questions to consider	114
References	114

07 Coaching for positive leadership development in organizations 117

Chapter overview	117
Key components of coaching for PLD in organizations	118

Readiness to change and develop	118
Mapping the stakeholders	121
Selecting a strength-based leadership model	121
Identifying strengths in the individual through MSF	122
Socializing the coachee to the strength-based model	123
Ensuring the coachee is ready for each session	123
Ensuring the process supports the content	124
Ensuring uniformity of delivery – coach variables	126
Ensuring strategic goal alignment	126
Ensuring visibility of change	128
Ensuring the sustainability of change	129
Ensuring reliable and valid outcomes and ROI	130
Conducting a leadership coaching evaluation	133
Summary and conclusion	135
Some questions to consider	136
References	136

08 Using strength-based approaches as a leader or manager 139

Chapter overview	139
Introduction	140
Generic issues of adopting a strength-based approach as a leader/manager	140
What factors determine how strength-based approaches are utilized in organizations?	143
Developing competence as a strength-based leader/manager	144
Developing the strength-based managerial mindset	145
Frequent objections to implementing a positive coaching approach	150
Specific areas that can benefit from a strength-based approach	151
Summary and conclusion	155
Some questions to consider	155
References	156

09 Using strength-based approaches for team development 159

Chapter overview 159

Introduction 160

Theoretical underpinnings 160

Assessing the strengths of your team 167

Building a strength-based high performing team 169

Conclusion 172

Some questions to consider 173

References 173

10 The context and limits of strength-based leadership coaching 177

Chapter overview 177

Introduction 178

Context of a strength-based approach 178

Horizontal versus vertical leadership
development 179

The limits of strength-based leadership coaching 181

Research/theoretical criticisms 183

Cultural criticisms 184

Political criticisms 185

Ethical issues 187

Separating positive leadership and positive
psychology 188

Enough about leaders – what about followers? 189

Key characteristics of effective followership 189

Developing as a strength-based practitioner 190

Best practice strength-based leadership
development 193

Conclusion 195

Some questions to consider 196

References 196

Index 198