

DESTINED TO LEAD

This page intentionally left blank

DESTINED TO LEAD

Executive Coaching and Lessons for Leadership
Development

Karol M. Wasylshyn

palgrave
macmillan



DESTINED TO LEAD

Copyright © Karol M. Wasylyshyn, 2014.

Softcover reprint of the hardcover 1st edition 2014 978-1-137-35776-2

All rights reserved.

First published in 2014 by

PALGRAVE MACMILLAN®

in the United States—a division of St. Martin's Press LLC,

175 Fifth Avenue, New York, NY 10010.

Where this book is distributed in the UK, Europe and the rest of the world, this is by Palgrave Macmillan, a division of Macmillan Publishers Limited, registered in England, company number 785998, of Houndmills, Basingstoke, Hampshire RG21 6XS.

Palgrave Macmillan is the global academic imprint of the above companies and has companies and representatives throughout the world.

Palgrave® and Macmillan® are registered trademarks in the United States, the United Kingdom, Europe and other countries.

ISBN 978-1-349-47084-6 ISBN 978-1-137-43767-9 (eBook)

DOI 10.1057/9781137437679

Library of Congress Cataloging-in-Publication Data

Wasylyshyn, Karol M.

Destined to lead : executive coaching and lessons for leadership development / Karol M. Wasylyshyn.

pages cm

Includes bibliographical references and index.

1. Executive coaching—Case studies.
2. Leadership—Case studies.
3. Executives—Case studies. I. Title.

HD30.4.W374 2014

658.407'124—dc23

2014006016

A catalogue record of the book is available from the British Library.

Design by Newgen Knowledge Works (P) Ltd., Chennai, India.

First edition: August 2014

10 9 8 7 6 5 4 3 2 1

*To the eight courageous business leaders
who permitted me to publish
their executive coaching experiences.*

*My thoughts are joined by your words—and together, we've ignited a
fuller understanding of what really matters in this work.*

This page intentionally left blank

CONTENTS

<i>List of Figures</i>	ix
<i>Foreword</i>	xi
<i>Acknowledgments</i>	xv
Introduction	1
1 The Relentless Champion	7
Executive's Reflection	27
2 Destined to Lead	31
Executive's Reflection	54
3 The Recovering Perfectionist	57
Executive's Reflection	77
4 The Duality Within	81
Executive's Reflection	101
5 The Demon Slayer: Conquering a Dark Side of Deference	105
Executive's Reflection	124
6 A Midlife Reinvention	127
Executive's Reflection	146
7 Fighting the Force of Old Habits	149
Executive's Reflection	171
8 The Reluctant President	175
9 The Reluctant President Revisited	197
Executive's Reflection	212

10	From Executive Coach to Trusted Advisor	215
11	Client and Coach Views Compared	227
	Coda: As to the Future . . .	235
	<i>Notes</i>	241
	<i>Index</i>	259

FIGURES

1.1	SO SMART®—Emotional Intelligence	17
1.2	Ted’s Visual Leadership Metaphor® (VLM)	20
2.1	Interview Protocol—360 Data-gathering Questionnaire	37
2.2	Kathryn’s Visual Leadership Metaphor® (VLM) #1	39
2.3	Perspective-making—A Fundamental Leadership Responsibility	42
2.4	Two Factors for Assessing Employee Effectiveness	43
2.5	Seven Warning Signs of Executive Failure	47
2.6	Kathryn’s Visual Leadership Metaphor® (VLM) #2	49
3.1	Leadership 3000 Competencies and Essential Behaviors	58
3.2	Leadership 3000 Guiding Principles	59
3.3	Jean-Paul’s Visual Leadership Metaphor® (VLM)	74
4.1	Behavior Change Model	84
4.2	Rachel’s Visual Leadership Metaphor® (VLM)	87
4.3	SO SMART®—Emotional Intelligence	92
5.1	Leadership 2000 Leader Competencies	106
5.2	Leadership 3000 Guiding Principles	106
5.3	Leadership 3000 Essential Behaviors	118
5.4	Leadership 3000 Competencies Revised	119
5.5	A Five-P Model for Retirement Planning	122
6.1	Max’s Visual Leadership Metaphor® (VLM)	132
6.2	Stay-Go Exercise	141
7.1	Walt’s Visual Leadership Metaphor® (VLM)	157
7.2	SO SMART®—Emotional Intelligence	159
7.3	Interview Protocol—360 Data-gathering Questionnaire	160
8.1	Frank’s Visual Leadership Metaphor® (VLM) #1	183
8.2	Results/Attitude Grid	185
8.3	Customized Interview Protocol for 360 Feedback	192

9.1	Frank's Visual Leadership Metaphor® (VLM) #2	201
9.2	Stay-Go Exercise	209
10.1	Trusted Advisor—Four Dimensions	219
10.2	A Five-P Model for Retirement Planning	223

FOREWORD

It is the very nature of a story to transform. The stories in *Destined to Lead*, told by a master storyteller, will transform the practice of executive coaching. Authored by Karol M. Wasylyshyn, a pioneer in her field, this book teaches, inspires, and provokes.

I've known Dr. Wasylyshyn for more than 20 years. We met when I was on track to finish my doctorate. I recall after expressing my desire to marry my love of psychology to the business world, my colleagues telling me repeatedly, "Talk to Karol Wasylyshyn; she's the expert."

They were right: gracious and generous with her time, Karol gave me invaluable insights that helped guide me into a diverse and very rewarding career in leadership development. I have served as an executive coach, an action learning partner, a professor, and most recently as a vice dean for executive education at The Wharton School.

Throughout my career, I am often asked if one can really "learn" how to lead. My answer? Yes. Absolutely. Leadership is not a mysterious formula; it's a set of skills. It's the ability to apply these skills to a meaningful goal. Mastering the role of leader requires two things: first, a clear sense of the context in which one is leading; and second, a willingness to understand the nuances and complexities required in the role. I believe that if you have the right formula—intelligence, drive, ambition, and a compelling reason to lead—you can be a successful leader.

Today, many leaders also need the guiding hand of a confidential partner—someone courageous enough to cut through the noise, speak the truth, and provide a safe space for reflection, experimentation, and exploration. Karol embodies this type of leadership mentor. She's served as a trusted advisor to some of the top business and nonprofit leaders in the country. Her clinical orientation,

combined with her experience as a businesswoman, creates the right fit for the evolving practice of executive coaching.

Throughout her career, Karol has been known for quality and focus. She never accepts an assignment without a complete immersion into her client's business, a focused plan of action, and a strategic view of their competitive landscape.

- She knows the culture.
- She challenges her clients to deepen their commitment to leader development.
- She's vigilant about holding a critical but compassionate mirror before her clients.

She herself may not have “invented” coaching, but she surely is one of its pioneers, visionaries, and architects.

And, in *Destined to Lead*, she invites us to share her knowledge and wisdom, giving us a unique view “from the balcony.” Through Karol's example, we all can gain innovative practices and views into ways a trusted advisor can challenge and channel executives. She knows how to help an executive find his or her leadership voice and stay true to it.

In the years since our first meeting, Karol and I have often lamented the commoditization of coaching. We've seen the debate about the role of executive coaches intensify as more people entered the field. Is it, as some suggest, a perk for the high-potential leader, a “fix-it” prescription to ensure success at the top? Or is an executive coach simply a cheerleader to replace your favorite aunt who came to every ballgame? Or is the coach the external voice that keeps one from saying the wrong thing or making too many political blunders? It's possible that executive coaching is a little of all of these things. But, in the hands and heart of an expert like Karol Wasylyshyn, the practice becomes a personal and intimate partnership that honors the executive client, provides a trusted source of advice, and enables these individuals to grow and achieve their ambitions and goals as transformative leaders.

There are no qualifying criteria or universally recognized certifications for becoming an executive coach. The question of whether

our discipline is a profession has been heated for the last ten years. Even today, anyone can join the ranks of coach. And regardless of whether you call yourself a life skills, or presentation coach, if you are side by side with an executive, you must bring more than your business background to bear. Inexperienced but well-intentioned professionals who enter this field can give advice that might bring damage to reputations, business results, and perceptions of leadership readiness.

If you want to learn the power of a deep, trusting coaching relationship, open *Destined to Lead*. Reflect on Karol's lessons as one of our industry's true innovative thinkers, and apply them to your own methodology and practice.

As coaches, we walk with our executive clients through the ups and downs of their leadership journeys. To add value, we must go beyond the fundamentals. The craftsmanship inherent in this book is hard to teach. I have tried. But through Karol's compelling cases, we begin to discern the art of coaching. We discover that being a trusted adviser means many things: rigorous self-awareness, disciplined understanding of organizational systems, an immersion in the scholarly underpinnings of personal development, and a belief in the power of dialogue. Balancing the tensions of a complex relationship, keeping focused on the goals of your client, and having the courage to confront and critique someone you care about and respect—these attributes are the gold standard of the practice.

It's rare to have someone with Karol's background, experience, and gifts share knowledge so openly and with such clarity. I urge you to immerse yourself in this treasure of leadership coaching. *Destined to Lead* is a gift to the profession. Karol puts her hand out and asks you to walk with her and her clients. I firmly believe that if you take her hand, your thinking about experience coaching will be transformed.

MONICA MCGRATH
Vice Dean of Administration
Aresty Institute of Executive Education
The Wharton School of the University of Pennsylvania, USA

This page intentionally left blank

ACKNOWLEDGMENTS

My mother, Stella Winczo Wasylyshyn, was a Polish immigrant with a very fast eye and a tongue that could pierce right into the heart of you. When I graduated college, I remember her urging, “Don’t just do something; make sure you do something *different*.” So in some primitive and catalytic way, she influenced my career choices—choices through which I sought span of impact—and ultimately, placed me among the pioneers of executive coaching in the United States.

The actual catalyst for this book was a comment made by my colleague and friend, Lois Juliber, retired Vice Chairman and COO of the Colgate-Palmolive Company. She gave me the memorable prod, “So when are you going to write your *definitive* book?” With that word “definitive,” and in that unexpected “Stella moment,” I realized other books I’d written had been a dress rehearsal for this one. It was time.

My marvelous and ever-encouraging agent, John Willig, not only found a home for this project quickly at Palgrave Macmillan, he also reconnected me with Charlotte Maiorana, an editor with whom I had worked on another leadership book. Later, I would be rewarded by the guidance of Leila Campoli, Sarah Lawrence, and Kristy Lilas who all contributed to this becoming the instructive legacy work I intended it to be. I am grateful too for Elisabeth Tone’s wise marketing instincts. Surely this manuscript would never have been completed without the stellar efforts of my Office Manager, Carol Testa. For over 20 years, her anticipation, resourcefulness, steady competence, superb accountability, and infectious sense of humor have propelled my best efforts. I am beyond indebted to her for the work done here—including every table and reference.

A special mention goes to the talented artist Joseph Williams, who drew all the Visual Leadership Metaphors® (VLMs)—a key coaching tool in most of these cases. Further, his patience through many iterations of the illustration for my conceptualization of the *trusted advisor* (see figure 10.1) is especially praiseworthy.

An inner circle of provocative thought partners was always “there” to read chapter drafts, to guide me to the right references, and/or to keep reminding me of the timely contribution this work would be to the field of executive development. Notably this group included Marisa Guerin, Tom Kaney, Rick Ketterer, Frank Masterpasqua, Frank Smith, and David Washington. I am especially indebted to Paul Koprowski who with great discernment, kindness, and insight gave me critical input for many segments of this manuscript.

My deepest gratitude goes to Monica McGrath for the brilliance and stunning generosity of her foreword for *Destined to Lead*. Her faithful encouragement throughout this book’s three-year gestation, as well as her fierce and loyal presence in my life—surely have made her as much sister as colleague and friend.

I am grateful too for my professional home, Division 13 (Consulting Psychology) of the American Psychological Association. My colleagues here include Jim Quick with whom I had a pivotal conversation as I planned this project, and who later wrote a review of the proposal that helped “sell” it to the publisher. Important conversations with Dick Kilburg and Vicki Vandaveer have always stretched my thinking. And I have also been rewarded by the collegiality of other Division 13 members including Bill Haas, Bob Mintz, Jeremy Robinson, and Randy White.

The executive coaching outcomes captured in this book would not have been possible without the human resources professionals or other company insiders with whom I forged such strong, transparent, and trusting partnerships. Further, without their endorsement and confidence in my capabilities, I would never have received these senior coaching engagements. While they are not all living still, I honor them here: Benito Cachinero, Gene Carroll, Mark X. Feck, Joe Forish, Valerie Gervais, Gayle Gibson, Don Johnson, Tom Kaney, Jim Tabb, and Deb Weinstein.

In the category of people who “kept me going,” I include Bill and Anne George who welcomed me on and off the tennis courts in Cape May, New Jersey. Props too to my fitness trainer, Alma Qualli, who motivated my workouts even when I was away from Philadelphia.

Believing deeply in the interaction among creativity, productivity, and *place*, most of this book was written with the sea (Villas, NJ) as my constant companion. Up on a dune, in the lolling rhythm of that stillness within the home of my friends Bob Kaeser and Don Stremme, it all seemed possible—even on the days when the words refused to flow. One bittersweet morning there, Bob and I mourned the passing of their beloved dog, Miko, prompting my thoughts about how death and birth (of this book) had merged with the primal power of the sea.

While I have dedicated *Destined to Lead* to the eight business leaders at the center of these case studies, I acknowledge them again here for their ready willingness to participate. I feel especially indebted to each of them for the time he or she took to write an “executive’s reflection” to accompany his or her case study. Such explicit client input is rare in the executive coaching literature, and in providing it these leaders have made a distinctive contribution to the field.

Finally, for my husband, Ken Butera, there is the most fervent love and appreciation for all his supportive patience, vigilant checking in as I was writing, timely good humor, and fine grammatical scrutiny/editing of this entire manuscript. While we often joked about who was going to cook his “spaghettis” whenever I left home to write, there was always a hefty bag of tasty food that he had cooked and packed for my sojourns “al mare.” A little of Ken in the fridge . . . and fully warm in my heart. Sempre.

KAROL M. WASTLYSHYN, *Psy.D.*
Philadelphia, PA