

CONTENTS

About the editors ix

01 Introduction 1

Tony Wall

The three jewels in the crown of sustainable performance 1

A bird's eye view of the book 4

Ways to read this book 7

02 Twenty-first century needs transpersonal leaders with emotional intelligence 9

John Knights

Twenty-first century leaders 10

The neuroscience of leadership 12

Enabling leaders to become more competent 14

Case Studies:

Increasing the emotional intelligence of Poolia,

John Knights 22

Leadership assessment in a Japanese logistics company,

Dr Kate Julian 24

Tools:

Emotion check questions, *John Knights and Tony Wall 27*

EI self-assessment questionnaire, *John Knights 31*

03 Recurring leadership development needs: findings from research 35

Etukudo Odungide and John Knights

Leadership gaps 36

Research into gaps 37

Top three EI capability gaps 41

Conclusion 49

04 Blind spots and hidden strengths: findings from research 53

Etukudo Odungide and John Knights

The danger in blind spots and hidden strengths 54

Research into blind spots and hidden strengths 56

Top three hidden strengths 57

Top three blind spots 62

Conclusion 67

05 Transpersonal leadership journeys and assessment (LEIPA® and 8ICOL®) 71

John Knights

Transpersonal leadership 72

The transpersonal journey 73

The development of 8ICOL® 78

Developing leadership journeys and appropriate assessments 83

Case Studies:

West Midlands Pension Fund, *Nordine Perrins* 91

Oxford University Hospital NHS Trust, *Greg Young* 94

Tools:

Values self-assessment questionnaire, *John Knights* 98

The Mindfulness Triangle, *Tony Wall* 102

06 Feeding (back and) forwards for talent development 104

Tony Wall and Danielle Grant

Making feedback feed forward through to enhanced performance 105

Case Study:

Indirect feeding-forward for entrepreneurial growth, *Tony Wall* 119

Tool:

SCARF check tool, *Tony Wall* 123

07 Coaching for talent development 127*Danielle Grant*Setting it up clearly 128The 'live laboratory' 131Coaching to solutions, not problems 135Coaching to embed positive new behaviour 136*Case Study:*Coaching to support alignment to corporate objectives,
Danielle Grant 142*Tool:*Structure of a problem, *Danielle Grant* 146**08 Workplace projects for talent development 149***Tony Wall and Denise Meakin*Learning through real workplace projects 150Rewarding project learning through academic credit 158*Case Study:*Workplace project for empathetic behaviours, *Tony Wall* 164*Tools:*Project learning question checklist tool, *Tony Wall* 168The Meakin Salvage Strategy Tool,*Denise Meakin and Tony Wall* 170**09 Director peer groups for team talent development 173***Chris Gulliver*DPGs for team talent development 174How to set up, structure and run a DPG 176Using action learning to solve member issues 178Key aspects of good facilitation of a DPG 180*Case Studies, Chris Gulliver:*Peer groups to build a team and enable professional consultants
to become business coaches 185Peer groups and the CEO of a scientific instruments small
business 186*Tools, Chris Gulliver:*Conditions of membership and/or ground rules 188Agenda for a DPG meeting 189

<u>Group issue session topics</u>	190
<u>Key objectives</u>	191
<u>Expert session topics</u>	192
<u>Confidentiality letter for guest attendance at a DPG meeting</u>	193
<u>Reflection notes</u>	194
<u>Force field analysis</u>	194
<u>Feedback on a DPG meeting</u>	195

10 Storytelling for talent development 197

Lisa Rossetti

<u>Storytelling skills and applications</u>	198
<u>Once upon a time...</u>	199
<u>Tell me another...</u>	202
<u>Look behind you...</u>	204
<i>Case Study:</i>	
The role of personal narratives and leadership metaphors in assessment, <i>Lisa Rossetti</i>	212
<i>Tool:</i>	
Mentoring walks, <i>Lisa Rossetti</i>	217

11 Improving results through measuring 'return on investment' 219

Philip E Sweet

<u>Improving results through measuring RoI</u>	220
<u>Beyond beliefs</u>	222
<u>Leadership as development</u>	228
<i>Case Study:</i>	
Provider and client benefits realization, <i>Philip E Sweet</i>	233
<i>Tool:</i>	
The diligent dozen, <i>Philip E Sweet</i>	237

About the authors 239

Index 241