



Leadership Coaching Tutorial

Science to Practice & Good Business

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AMBIDEXTROUS LEADERSHIP**

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DO YOU KNOW:

AMBIDEXTROUS LEADERSHIP UNLOCKS INNOVATION IN TEAMS? LEADERS NEED TO KNOW HOW TO ENGAGE IN BEHAVIORS TYPICALLY SEEN AS CONTRADICTORY. FOR INNOVATION YOU NEED TO BE HIGHLY DEVELOPED IN OPPOSITE STRENGTHS.

Ambidextrous Leadership

“Leading with both hands” can unlock the best in your people and culture.



Carol Kauffman PhD, Founder/Executive Director IOC, Assistant Prof. Harvard Medical School Chief Supervisor of Meyler Campbell, Leadership Coach with over 40,000 client-hours experience.

Article selected for this volume:

Ambidextrous leadership and team innovation

Zacher, H, & Rosing, K (2015) *Leadership & Organization Development Journal*, 136(1), 54-68

LEADERSHIP COACHING TUTORIAL

INTRODUCTION TO AMBIDEXTROUS LEADERSHIP

What you need to know to move from Science to Practice & Good Business

Ambidextrous leaders can engage in opposing behaviors when needed. On one hand, they need to be able to generate possibilities, brainstorm, and encourage tangents, mistakes and risk. On the other hand, these same leaders also need to be strong on implementation by carefully tracking progress, holding people accountable and having them adhere to rules. One or the other is not enough to predict their capacity to lead innovation.

Transformational leadership is not enough:

Here's how the concept of ambidextrous leadership fits into the larger leadership literature, which highlights the unique contribution it makes. There is substantial research literature on Transformative Leadership, and its relationship to increased performance and innovation.

Transformative leadership has 4 subcategories summed up as the 4 I's (see the full Transformational Leadership Tutorial, Volume 1(2)). These are: 1) Inspirational motivation; embodying and expecting high standards; 2) Inspirational motivation; communicating a vision and recalling positive events; 3) Intellectual stimulation: encouraging creativity and challenging the status quo; and 4) Individualized attention; caring for tailoring leadership to individual followers.

These are necessary for innovation – but – the addition of ambidextrous leadership behavior led to much higher innovation in teams. This makes sense. To innovate you first need to open up and explore. Then to get anything done, narrow down and deliver. As a leader, are you equally good at both sides? As a coach, are you aware of how to help build up a lesser used side?

How can we create greater innovation in teams?

First, learn more about the behaviors involved in Ambidextrous Leadership (see full tutorial). Knowing this data can support your efforts to prioritize goals. Being able to articulate the concept and practice can help with your leadership brand, or for coaches to both market your practice and deliver better service. In today's complex, rapidly changing markets, innovation is a crucial skill and overlooking how to foster it can put your leader in peril.

Explore & Exploit?

What behaviors open up possibilities? Then exactly how do you tip the balance and move toward making decisions, throwing out options and moving forward to deliver? What other balances are key?

For those of us versed in the **GROW** model of coaching, moving from the **Goal** (vision of the future) and then assessing **Reality** (or the full terrain of the challenge) are steps one and two. Research then is quite clear; when assessing options one needs to identify 4 - 6 **Options**, or unique pathways forward. For any situation, an innovation leader needs a wide repertoire of choices (see below).

Are you equally strong in opening up options and exploring as you are in narrowing down and challenging your client turn dreams into reality by being a tough advocate? See the full tutorial.

**CLICK HERE FOR THE FULL TUTORIAL
(Executive summary below)**

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