

Meyler
Campbell
Unleashed

LEADER AS COACH

Developing leaders from the traditional leadership styles into Leader as Coach.

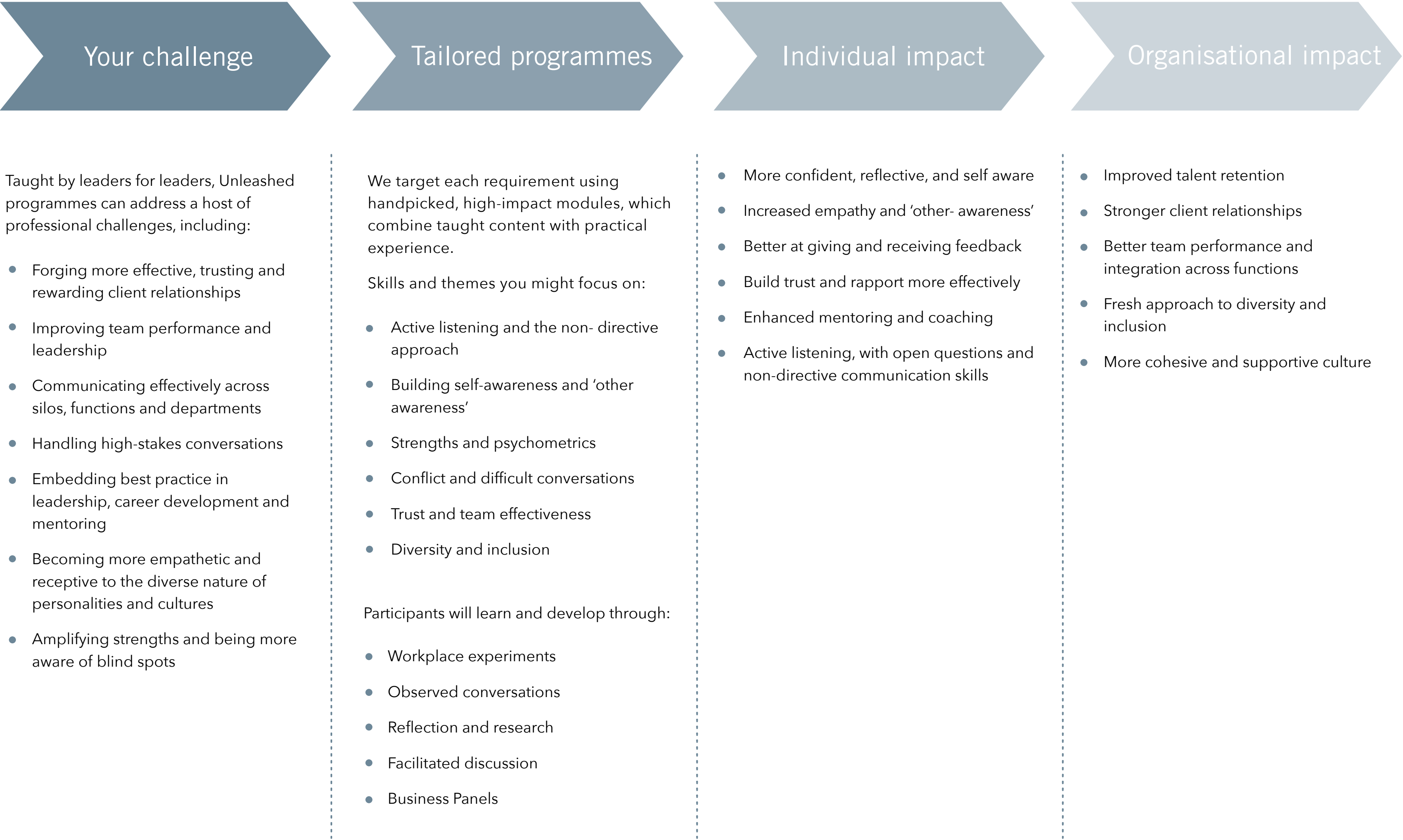


"It has been revolutionary in converting advice givers and problem solvers to a different way of leading. We are noticing the positive impact this is having with our people and with clients, through creating more of a listening culture. It truly embodies the culture we are looking to create, and is transforming what it feels like to be part of our firm"

Tim Richards

Managing Partner, Michelmores

Challenge, Programme, Impact



Coaching fluency - the language of leadership

Every Unleashed programme reflects the essence of Meyler Campbell's approach to unlocking potential: the insights, mindset, and practical techniques that are the DNA of successful leaders.

The remarkable power of active listening and non-directive conversations. The courage to embrace vulnerability and uncertainty. Ways to build trust or tackle conflict. Insights that drive more reflection, respect, and empathy... These are just some of the aspects of leadership you can discover and practise for yourself.

When an individual gains fluency in just one of these techniques, the effect is transformative. The skills last a lifetime, and can also be applied beyond the world of work.

You can read the award-winning article, *The Leader as Coach*, by Meyler Campbell cofounder Anne Scoular and Meyler Campbell Alumni Herminia Ibarra, that really analyses the power of Unleashed how leaders can unleash their innovation, energy and commitment with the most success.

Unmatched. Unmissable. Unmistakably different.

Unleashed programmes combine taught modules and hands-on practice, through group tutorials alongside working sessions and social events.

If that much sounds familiar, take note: this isn't 'training' as you know it. Expect to be challenged and surprised; to discover things you didn't think possible; and to forge new relationships that change your path through life for good.

These programmes are the opposite of business-as-usual and the calibre of our participants is testament to what makes Meyler Campbell different. That's why Unleashed may not be for everyone.

Potential structure

To give an idea of how your Unleashed programme might be structured, overleaf is a typical sequence and set of modules.

When it comes to the size of each group, one:three is the magic ratio of tutor to participant, in cohorts of three, six or nine participants.

The key to the programme is to allow space between tutorials: periods for reflection, experimentation, and practical application of the lessons learned.

Potential Structure

Briefing		Meeting & Dinner We kick off with a meeting and dinner. Participants will build a connection and an overview of the programme's structure and outcomes.
Tutorial 1		Essentials Skills and themes: Framing Effective Conversations The Non-Directive approach Listening to Understand Using Questions Observed Conversation practice
Between Tutorials		Workplace experiments • Practice conversations • Reflection and research • One-to-one tutorials
Tutorial 2		Self-awareness, 'other-awareness' Self-awareness Diversity Observed Conversation practice Psychometric debriefing
Between Tutorials		Workplace experiments • Practice conversations • Reflection and research • One-to-one tutorials
Tutorial 3		Effective Teamwork Team Effectiveness Changing Behaviour Observed Conversation practice
Between Tutorials		Workplace experiments • Practice conversations • Reflection and research • One-to-one tutorials
Tutorial 4		Challenge & Conflict Conflict High-stakes Conversations Integration & Planning Observed Conversation practice
Between Tutorials		Workplace experiments • Practice conversations • Reflection and research • One-to-one tutorials
Completion		Business Panel & Wrap-up Your programme will culminate in a session with a panel including representatives from your own organisation, giving you the chance to share what you've learned with a wider group.
Ongoing Development		Join our community As a participant, you'll have access to our resource library and the opportunity to attend Meyler Campbell learning and networking events

Unleashed in action.

Client

A leading property consultancy

Context

Meyler Campbell was called on to help the firm with succession planning by establishing a culture among the next generation of leaders that would enable a smooth transition in the short and medium term, and create a solid foundation for the future.

The programme

A small group was selected to join the Unleashed programme, which had been designed to build on the company's 'agile' culture by equipping leaders with a non-directive, listening approach. The group's attitude of openness and mutual respect created the willingness to try new things, even when this was uncomfortable. As well as embracing the scheduled sessions, they met informally, which accelerated their learning and cemented their rapport.

The programme began just before the outbreak of the Covid-19 pandemic, with a shift to virtual meetings during the rest of that year. The group found it especially helpful to have the structure and support provided by Unleashed, as they adapted to this unprecedented global shock.

Impact

The programme established a strong coaching culture at a high level in the organisation. At their final Business Panel the team presented to the company's Board, who were highly engaged and positive about their Unleashed experience, and the potential impact it could have on the whole firm.

The programme also brought together individuals who didn't interact often in their

daily professional lives, and turned them into an effective unit. Due to the nature of the course and the vulnerability required to practise as coach and coachee, the cohort found themselves bonding and supporting each other outside the course. Those who did have occasion to work together subsequently reported greater mutual understanding and the ability to work together more effectively.

The team is still referred to as 'Unleashed' and they are a force for good, taking on cross-divisional key strategic projects: including being champions for coaching across the organisation.

Feedback included:

"The methods for exploring our thinking and our role in leadership were extremely powerful, and we have all begun to apply them in formal and informal situations at work - either in one-to-ones or as part of group-working"

"[The programme] has been empowering for [my team] and eye-opening for me... Coupled with the greater self-awareness the course has given me, [it] is already paying dividends, making me a better leader and my team more energised and coherent"

Unleashed in action.

Client

A major investment management firm

Context

Before they came to us, the firm had been small enough to give every senior stakeholder clear oversight of every major decision. But as they began to scale up, leaders needed to adapt rapidly: creating a culture that could support this growth with greater openness, trust and independence across teams.

The programme

We designed an Unleashed programme to equip the leadership team with the ability to nurture a less directive culture: shifting from an 'expert telling' style to a 'coaching and questioning' one. This shift would help harness the potential and collective strength of a larger team. Starting with the CEO and two senior leaders, we then rolled out the programme for several cohorts across multiple locations, with a mix of in-person and online tutorials.

Participants learned about themselves and each other, as well as developing coaching techniques for deploying in their day-to-day roles. The space to try out techniques and then discuss with a tutor facilitated deeper learning, while the sessions created the dedicated headspace for thinking through how to be more effective and productive, both personally and as a team.

Impact

Participants said the programme resonated more deeply than any other leadership training they had experienced: more personal, immersive and with more immediate practical applications.

New habits of self-reflection were found to be valuable in driving more conscious, and better

decisions: in several cases, the programme provided the impetus, tools and support to address a live challenge that had been lingering.

The programme rollout facilitated deeper, more trusting relationships company-wide - a closeness and ability to support that had not been present before.

Following the formal programme, a series of continuing professional development opportunities have been created for this growing group of alumni, to ensure lasting value and help embed new ways of working.

Feedback included:

"The programme has fostered an even deeper understanding of the skills and approaches required to effectively manage and develop talented people. The Meyler Campbell tutors have quickly developed a deep understanding of our business and culture, refining the course content to meet our needs and reflecting back observations to help us develop even stronger connections across the senior team"

"Transformational. It opened my eyes to the benefits of listening and meaningful interactions. I have no doubt that Unleashed has changed the way in which I approach communication and collaboration, fostering more deeply rooted relationships with clients and colleagues"

What participants say

Unleash stronger client relationships

"The programme tools help me to... get the optimum outcome from every conversation. They've been very well received by my clients too: I'm listening to what they want to talk about rather than what I think they should be talking about"

"I have more connection to my clients now because I speak less and listen more. I don't have to have all the answers"

"Very helpful in tough or complex conversations, helping you prepare, anticipate, listen and respond. I'm using these tools with clients on fee negotiations and with my team on career conversations"

"You can implement the tools in all your relationships at all levels inside and outside the firm and all of my relationships have improved as a result"

Unleash better teamwork

"I've structured my appraisal conversations differently - a more open exchange that worked to their goals not mine. I kept the discussion open, and the team more engaged"

"I've learned so much about my own biases, fears and prejudices - now I can leave them at the door"

"This has completely changed how we now run meetings: much better and everyone participates"

"It fast tracks executives into transformational leaders"

"I have a reputation for not being very empathetic - the programme has helped me do a better job, helping people to come to their own decisions is really empowering both for them and for me"

Unleash individual strengths

"I don't often pause to think about how I am doing what I am doing"

"I always thought of myself as open to diversity - throughout the course I realised that I had many unconscious biases at play. I am now able to open my mind to different perspectives and experiences"

"It gave me the space to step back and self-analyse. I have developed greater confidence to broaden my approach and try new things"

"The structure really helps you learn to leave your own baggage at the door - I had known this in principle but before I did the programme I didn't apply it"

"Great course - techniques so useful; not just in a formal coaching situation, but in lots of other situations too! I found the one-to-one practice sessions extremely useful; to work with real issues using the skills being taught was excellent"

Who are we?

Meyler Campbell was founded in 1999 as a centre of excellence for training leadership coaches of the highest calibre. We support our community of trained coaches with continued learning, professional development and networking opportunities.

Guided by a faculty of around 20 tutors, our generous, lively and diverse coaching community now boasts around a thousand senior leaders, who work around the world and across all sectors.

Who we work with

Our Unleashed programme clients have included Allen & Overy, Berkeley Partnership, CMS, Dow Agrosiences, Michelmores, Schillings, Spencer Stuart, Stephenson Harwood, and Tristan Capital among others.

Get in touch

You and your team have so much more to offer.

Get in touch if you want to **Unleash** it.

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