



**GNORIZO**  
Know how to achieve

## Gnorizo's coaching strategy

**Gnorizo proposes a tailored coaching strategy that addresses the strengths and developmental needs of leaders individually and as a collective team, whilst accounting for organisational context. Gnorizo's strategy is subject to confirmation of 'the intention, objectives and strategic direction' of the organisation and is open to co-creation pending further discussions.**

**Gnorizo recognises the following considerations as required for success.**



# Considerations for success

## 1. Agreement and sponsorship

By the organisation's leader.

## 2. The right focus

The coach gains an accurate understanding of the organisation's strategic direction from the Leader, as each party may hold differing perspectives. Consultation with the Leader and administration of LEA Strategic Directions Assessment<sup>1</sup> to Leaders are recommended.

A 360 Leadership Effectiveness Analysis<sup>TM2</sup> that identifies individual and collective Leader strengths and developmental needs and then aligns these with the organisation's strategic direction is highly recommended.

The results will provide the right focus and be used in the formulation of the coaching strategy.

## 3. Coaching as a strategy

Gnorizo does not see coaching as a single event, more so an iterative process that embeds new learning with adequate follow-up. The aim is to solidify new thinking and behaviours into new habits. Empirical research clearly demonstrates that a single team coaching event is limited in producing sustained behavioural change. Without effective follow-up, coaching outcomes are either nominal or counterproductive, as performance expectations may be set without provision of adequate support (Olivero, 1997). Research suggests that with no follow-up, 80% of skills learnt are lost within one month (Zenger, Folkman and Edinger, 2010).

Team and individual coaching with adequate follow-up comprises Gnorizo's coaching strategy.

The team coaching addresses the group's developmental gaps in parallel with the emergent team dynamics. It allows the Leadership team to build on relevant skills and experience collective trust, collaboration and cohesion. Action plans from each team session are then taken back and experienced in the work environment. Learning is followed up session by session, embedding new skills and dealing with any new issues as they arise.

The individual coaching allows Leaders to address individual developmental needs and concerns they might not want to share and aims to reinforce and build on strategies learnt in the team coaching. Individual action plans are developed to be taken back and experienced in the work environment. Learning is followed up session by session, again embedding new skills.

Gnorizo's strategy therefore allows for connectivity to the Leader's real work and mitigates the adverse impact a single intense three to five-day program has on the business and coaching outcomes.

## 4. The advantage of consistency

The entire coaching strategy will be conducted by the Director of Gnorizo, Mina Candalepas, bringing consistency in implementation and providing the expertise of one coach, who through the varying levels of interaction, gains in depth understanding of the systemic concerns from multiple Leader perspectives.

<sup>1</sup> Management Research Group. [www.mrg.com](http://www.mrg.com) (Refer Appendix A)

<sup>2</sup> Management Research Group. [www.mrg.com](http://www.mrg.com) (Refer Appendix A)

# Gnorizo's approach

Gnorizo is a Greek word that means 'to know, to gain knowledge of'. Gnorizo coaches the Leader and/or the Leadership team towards a new understanding. This empowers adaptation and capacity to manage ambiguity, complexity and chaos. The Leader individually and the Leadership team collectively gain strategic insight and capacity to effect decisions, setting the foundation of sustained change and transforms the organisation towards their strategic direction and achievement of their desired outcomes.

Team performance is enhanced as the Leader and/or the Leadership team impart this new found understanding onto other individuals, their team or other teams within the organisation. The coaching ripple effect is experienced (O'Connor, S., & Cavanagh, M., 2007).



Coach

Leader(s)

Team(s)

Organisation

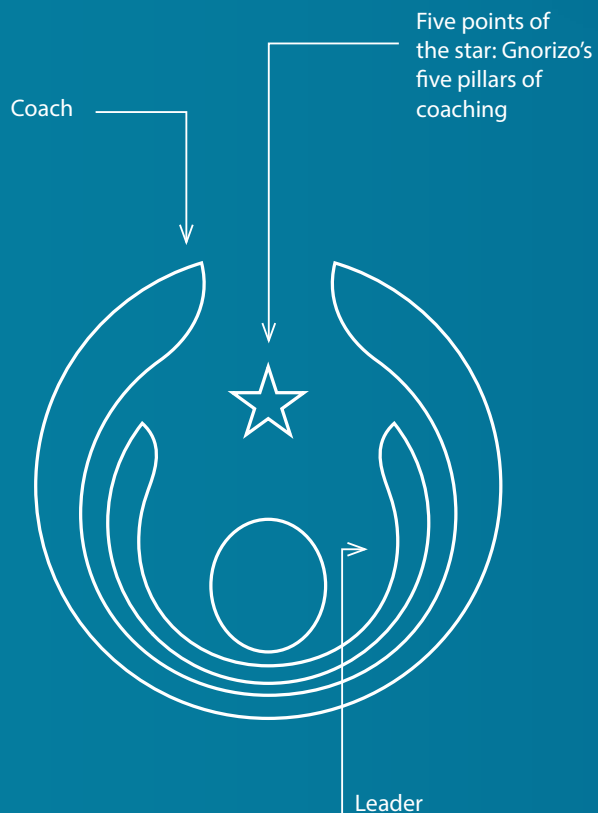
Client(s)



# The logo

The Gnorizo logo has been adapted from the ancient Greek symbol for wisdom. It depicts the coach on the outer working collaboratively whilst supporting the Leader, on the inner, to reach for the star, 'their desired outcomes'.

The five points of the star represent the 'five pillars' of Gnorizo's coaching.



# The Pillars

## 1. Philosophy

*When it comes to leadership development, there is 'no one size fits all'.* High performing teams and leaders emanate a certain energy, team cohesion and emotional buy-in that works specifically to their organisation's vision.

## 2. Attributes

### 2.1 Leader

*Individual leader attributes are complex and varied. Their values and motivations differ, as do individual responses to situations.* Gnorizo develops tailored developmental coaching strategies that assess, yet embrace, individual characteristics, identifying developmental needs whilst considering the organisation's strategic direction.

### 2.2 Leadership team

*A team is more than just the sum of its parts. Teams that work collaboratively and cohesively can achieve far more than the individual.* The quality of the conversations, patterns of interrelationships and leader influence, impact on team capacity to, collaborate and work cohesively, to achieve the organisational goals. Attributes required for high performing teams differ for each team and their respective organisation. Gnorizo understands this and assesses team behaviour patterns, through a developmental coaching strategy aligned to the organisation's strategic direction.

## 3. Science

*Leadership is a science.* Gnorizo's coaching strategy is based on empirical research founded from evidence based best psychological practice.

### 3.1 Diagnostic

Our diagnostic assessments are guided by 35 years of research by the Management Research Group (refer Attachment A).

### 3.2 Coaching strategy

Gnorizo's coaching strategy is founded on solution-focused and results oriented research and aims to meet individual and collective team needs. It is informed by psychological disciplines/domains of: developing emotional intelligence (David, 2015); goal theory (Grant, 2006); Acceptance and Commitment interventions (Spence, Cavanagh & Grant, 2008); positive

psychology (Linley et al., 2009); cognitive behavioural coaching (Auerbach, 2006; Froggatt, 2006) and schema interventions (Klosko & Young 2011).

The coaching takes a systemic approach whereby the individual and team are coached within the organisational context and the complex interrelationships within this context.

Thus equipping the Leader with the awareness and strategies to achieve their desired outcomes and move the team towards the organisation's strategic direction.

## 4. Practical

Coaching is essentially collaborative. The Leader(s) and coach agree to coaching protocol, confidentiality and developmental goals. Dynamic questioning, self reflection and out of session action plans and practice, facilitate achievement of self awareness and reinforcement of behavioural change. The Leader's strengths and potential to flourish, both personally and organisationally, are supported. The Leader and team are empowered to direct their own development.

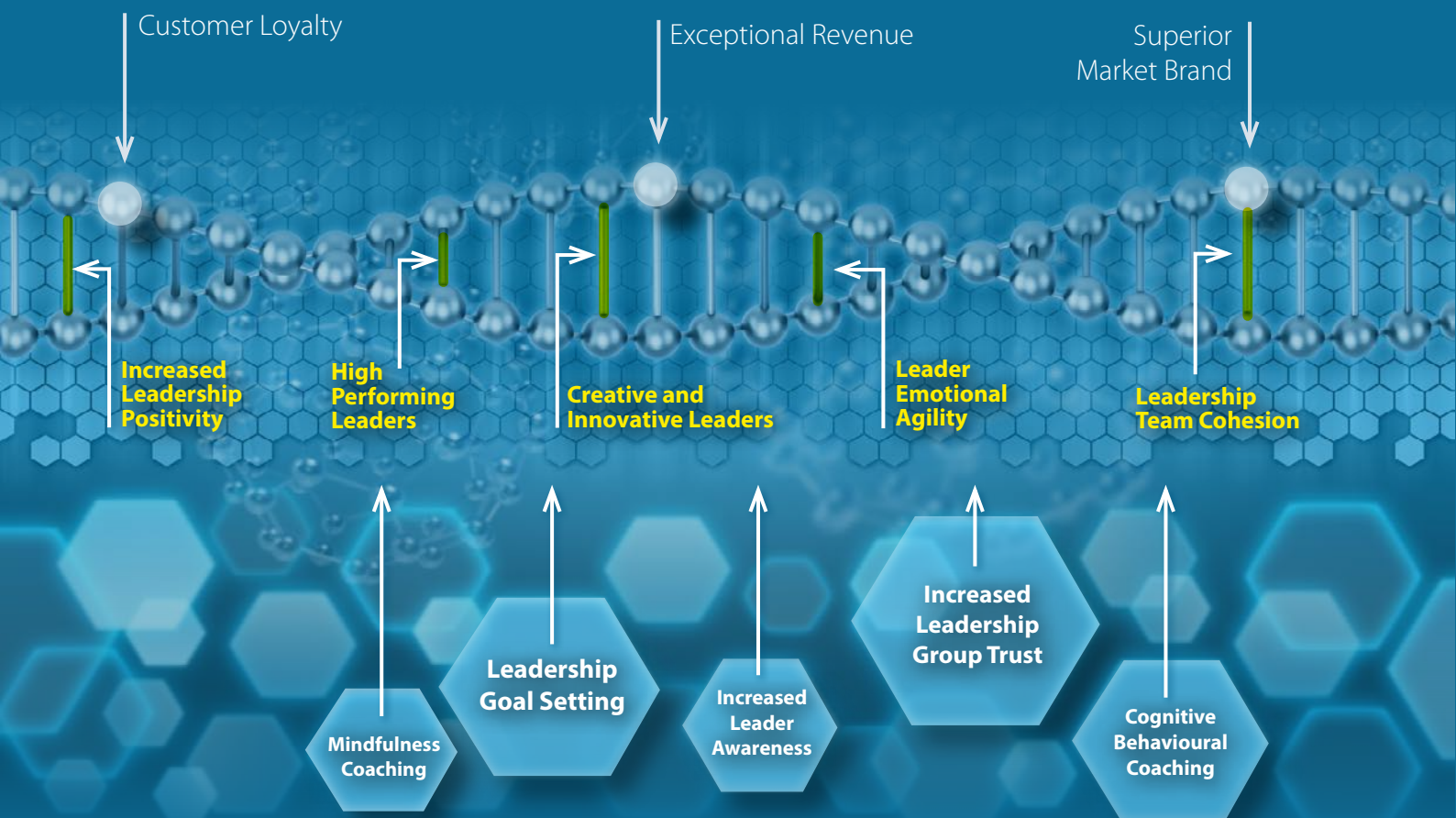
Pre and post coaching, three way coaching conversations with the Leader, their manager and the Gnorizo coach can also be conducted to confirm clarity on shared goals and developmental needs.

## 5. Client care

Client care, in the form of confidentiality and connectedness that emerges from this personalised experience and the collaborative coaching relationship, allows for openness and trust. The leader is therefore able to reflect on their developmental needs in a safe and non-judgemental environment. Barriers preventing goal achievement are identified and discussed respectfully and break-throughs in behavioural patterns obstructing progress are often experienced.

The International Coaching Federation (ICF) and Australian Psychological Society (APS) Code of Ethics are adhered to by the Gnorizo coach.

The doors to performance enhancement are opened. Coaching provides the catalyst for transforming the organisation's DNA.



# The Director

Mina Candalepas, Director, Gnorizo brings over 25 years experience from consulting and 17 in clinical practice.

Mina supports senior leaders in finance, top tier legal firms, professional services and Government, to reach new levels of performance and business results, effecting positive change to individuals and the bottom line. She works with Leaders and their teams on their specific organisational challenges such as: change management, restructures, mergers, crisis management, complexity, performance management, wellbeing and conflict resolution. She has supported thousands of clients and has facilitated hundreds of groups.

Mina is particularly skilled in tailored leadership and team development strategies that support organisational and business requirements. In the beginning of her career, Mina developed, implemented and assessed her own tailored 360 feedback tool for an international finance organisation, distributed this across the Japan Asia Pacific Region, effecting significant improvements in leader performance. Mina understands that although 360 feedback tools can be powerful, they can also be damaging, when not managed effectively. Mina's skill leads to open, authentic conversations that take into account individual needs and challenges, facilitating



positive change for the individual and organisation.

Mina specialises in developmental coaching, and uses a questioning process that involves: prompt identification of key concerns, hence goals; dynamic questioning; self-

reflection; and perspective taking. Barriers preventing goal achievement are identified and discussed. Break-throughs in behaviour patterns obstructing progress are often experienced. The leader is assisted with adapting and managing ambiguity and chaos, gaining strategic insights that effect decisions to transform their organisation into attaining peak performance.

Mina is a strong presenter, has delivered presentations on team and leadership performance to the International Quality and Productivity Centre and, on confidentiality to the Australian Psychological Society. Mina has sat on a number of boards, including the Vice Chairman for ProviCare (a psychological advisory committee). The diversity of her background is complimented by media presentations on: CBA TV; radio presentations; and, psychological editorials.

## Qualifications and Accreditations

Areas of expertise	Qualifications	Accreditations	Registrations / Memberships
Senior leadership coaching	MSc (Psych Coach); Executive and Workplace Coaching Specialist, University of Sydney	Leadership Effectiveness Assessment 360 (MRG)	Registered Psychologist
Executive team development		Strategic Directions (MRG)	Member of APS
High potential development	MA (Psych), University of Sydney	Personal Directions (MRG)	Member of AHPRA
Leadership assessment	BA (Psych), University of Sydney	Strong Interests Inventory (CPP)	Member of International Coaching Federation (ICF)
Change management		Advanced Mindfulness (ACT Mindfully)	
Evaluation and research	Dip. Adv. Counselling, Institute of Applied Counselling		
Psychological clinical practice			
Stress management, mindfulness			



## Coaching as a return on investment

Over the last 25 years Mina Candalepas, Director, Gnorizo, has consulted with over 2,500 clients<sup>3</sup> and assisted them with moving through performance barriers towards superior performance occupationally and interpersonally. Outcomes have ranged from client personal victories, to significant improvements in individual and team productivity, in addition to sustainable and significant revenue increases.

Zenger, Folkman and Edinger (2010) identified that extraordinary Leaders of a Fortune 500 company, more than doubled profits for their organisation when compared to leaders that were identified as good. They also confirmed that extraordinary leaders could be developed.

## Program experience

### Leadership team coaching

In 2015, Mina commenced the implementation of a two year coaching intervention that assessed and addressed complex systemic (dysfunctional) team dynamics, achieving positive outcomes for the organisation, significant increase in reported productivity and work outcomes, a more cohesive working team unit, in addition to mitigating organisational risk.

The program involved a customised iterative coaching, involving a needs analysis, which set the foundation of the design and goals of coaching at the Executive Director level, Director and team member level.

### 360 Leadership Development

Mina developed, designed and implemented a customised 360-leadership program for approximately 30 American Express leaders. The analysis of this tool identified key leadership behaviours to be addressed for each individual leader and a customised training program for each leader. This program was implemented in Australia then sold to other units throughout the Japan Asia Pacific Region.

The success of this program indicated statistically significant positive changes in behaviours by leaders. Mina was presented with two awards for this program.

### Account management

Mina has consulted on high level initiatives for an international motor vehicle company and a national level for financial institutions, including one of Australia's leading banks. Initiatives include management of the psychological impact of: change management (restructures and implementation of new programs); corporate mergers; and leadership programs.

This has provided her with an in-depth understanding of the victories and challenges associated with the implementation of major projects.

<sup>3</sup> Client refers to an individual or team

# ATTACHMENT A

## The measurement tools

### **The Management Research Group**

Management Research Group® is a global leader in designing expert psychometric assessments and talent management solutions. With offices in Portland (Maine) and Dublin, MRG serves international clientele located throughout the Americas, Europe, South Africa, and Asia Pacific. These tools are now the assessment of choice with leading multinational corporate, humanitarian and NGOs, consulting organisations, public sector bodies and prestigious business schools globally such as Harvard Business School, IMD, Yale and Wharton.

### **LEA Strategic Directions**

The organisation of today is facing an unparalleled series of challenges that have, and continue to create constant and often turbulent change. In order to succeed and fulfill its potential, an organisation needs to align its resources more closely than ever before. The strategies that the organisation drafts to build the business and overcome challenges, and the speed, efficiency and effectiveness with which it can execute these strategies make up the foundation of the organisation's performance, growth and success.

It is not surprising that organisations know that leadership factors are crucial to their success, because ultimately it is the people within the organisation who must translate strategy and goals into action. Organisations differ greatly in terms of what they require to succeed in the future and the culture and climate they choose to create as part of their evolution. Thus, individuals within your organisation need to clearly understand what the organisation's goals are for both what it wants to achieve and how it wants to accomplish that achievement to be able to contribute most constructively to the success of the organisation. Ideally your employees will become the champion of both the goals and the culture and will influence others to move enthusiastically toward realizing the organisation's vision. This is the essence of leadership. This is the role your organisation is asking its leaders, managers and individual contributors, at all levels to play.

The Leadership Effectiveness Analysis (LEA) Strategic Directions is a process designed to help create the link between business objectives and leadership practices. The objectives of the LEA Strategic Directions process are to:



- Identify the critical leadership practices that will be necessary to support and achieve the organisation's strategic goals and objectives;
- Establish a common language and clear expectations for leadership;
- Provide a framework your organisation can use to communicate this information throughout the organisation, facilitating the development of a shared, constructive leadership culture;
- Clarify developmental priorities for the organisation's leaders and establish criteria for training and development initiatives;
- Identify action steps for the senior management team needed to support the development of the desired leadership culture

The ultimate objective of the LEA Strategic Directions process is to help you and your team to determine which leadership practices will be most important to achieving your organisation's business goals and objectives and build your organisation's leadership strength by both creating alignment and allowing for diversity of approach where needed.

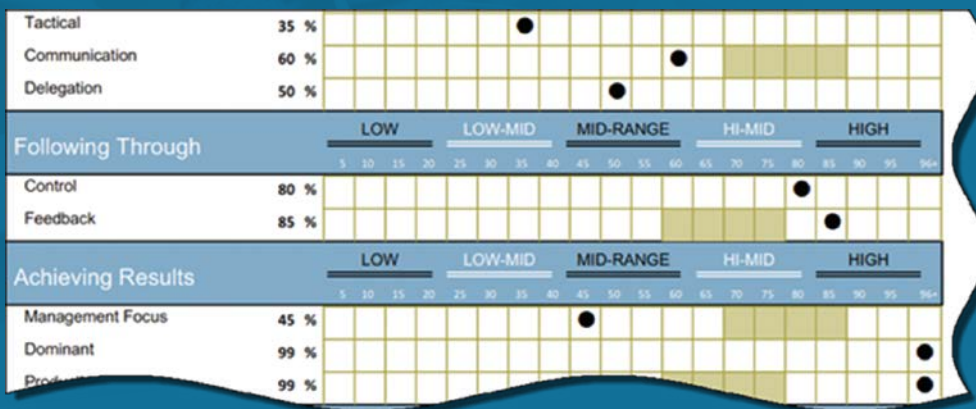
#### The Leadership Effectiveness Analysis (LEA)

The LEA is one of the most researched self or multi-rater behavioural instruments globally, backed by over 30 years of research and the third largest normative database in the world. It can be fully customised to each client's specific needs and context, and can be mapped to the organisation's leadership competencies or to the specific characteristics required in selection, development and succession planning contexts. It measures 22 critical leadership behaviours gathered into 6 main categories:

- Creating a Vision
- Developing Followers
- Implementing the Vision
- Following Through
- Achieving Results
- Team Playing

The standard LEA 360 is a multi-rater, descriptive assessment that includes the observations of the Boss, Peers and Direct Reports in whatever proportions are suitable for the coaching process. The LEA 360 includes the Leadership Impact Report, which additionally measures the Observer ratings of your effectiveness of the leader in their role, which can be very useful in validating areas of high performance while objectively identifying opportunities to develop.

The report format makes it easier to map organisational competencies and requirements directly to the instrument, thereby identifying key behavioural characteristics that are most critical in the role, against which each candidate can be assessed. These ranges are populated automatically into each report in the form of highlighted areas as in the example below:



With any MRG tool, we can add open-ended and/or anchored questions (using a 1-7 Likert Scale) to allow for the greatest degree of flexibility and tailoring to client-specific needs. Everything is administered online and is available in multiple languages and with many different norm reference groups.

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