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19-21 November 2015 – Istanbul, Turkey  
Building Business Engagement

## Turnaround Leaders and the Use of Coaching & Mentoring in Change Management

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### Survey

**A. Demografi Bilgileri:**

Adı: \_\_\_\_\_ Soyadı: \_\_\_\_\_

Sektör: \_\_\_\_\_ Şirket: \_\_\_\_\_

Yükümlülük Durumu(N): \_\_\_\_\_

Başlık / Pozisyon (Gözetim / Yönetim): \_\_\_\_\_

Yükümlülük / Pozisyon / Sorumluluk: \_\_\_\_\_

**B. Köklü / Pazarlık Uygulanabilirlik Kapasite ve Soruları:**

1. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
2. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
3. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
4. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
5. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
6. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
7. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?
8. İşletme köklü uygulamaları ve süreçleri için ne kadar başarılıdır?

**C. Liderlik Değerlendirme Testi:**

**Özellik:**

1. Başarıya odaklanıyor? Değerlendirme yapıyor mu?
2. Değerlendirme süreciyle ilgili bilgi ediniyor mu?
3. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
4. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
5. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
6. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
7. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
8. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
9. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
10. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
11. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?
12. Başarıya odaklanıyor ve değerlendirme süreciyle ilgili bilgi ediniyor mu?

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### Survey Findings - Demographics

Industry	Percentage
Banking - Finance	24%
FMCG	24%
Food and Beverages	5%
Automotive	5%
Healthcare	5%
Real Estate	5%
Pharmaceuticals	9%
IT	4%
Energy	4%
Retail	5%
Telecommunication	5%
Insurance	5%

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### Survey Findings - Demographics

#### Management Experience

Management Experience	Percentage
20 Years and Above	9%
Between 10-20 Years	67%
Less Than 10 Years	24%

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### Survey Findings - Demographics

#### Coaching Process in Companies

Coaching Process	Percentage
10 Years and Above	18%
Between 5-10 Years	29%
Less Than 5 Years	53%

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1. What's changing?

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2. What's the biggest challenge for me in this change process?

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3. Which behaviors of my team members & colleagues do I perceive as "resistance"?

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4. What makes me to see these behaviours as "resistance"?

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5. What could be "Threat" they perceive, which causes resistance in them?

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6. If I consider "Threats" as feedbacks; what can I learn about change initiatives and do differently?

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7. Which purpose and values could this resistance be in service of?

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8. Which tools do we use to manage / facilitate change & overcome resistance?

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9. What worked?

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10. What did not work?

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11. What would I do differently next time?

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12. How I perceive the contribution of Coaching/Mentoring programs to change process (%)?

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### Understanding Change: VUCA

	Drivers	Effects	Demands
<b>Volatility</b>	Change nature Change dynamics Change rate and speed	Risks Instability Flux	<b>VISION</b> Take action Probe changes
<b>Uncertainty</b>	Unpredictability Potential surprises Unknown outcomes	Direction paralysis due to data overload	<b>UNDERSTANDING</b> Wider understanding Different perspectives
<b>Complexity</b>	Task correlation Multifaceted effects Influencers	Unproductive Dualities	<b>CLARITY</b> Key focus Flexible Creative
<b>Ambiguity</b>	Ideal vs. Actual Misinterpretation	Induce doubts and distrust Lapses in decision making Hurt innovations	<b>AGILITY</b> Decision making Innovation

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### New Skills Needed for Leading Change

The Athena Doctrine:  
How Women (and the Men who Think Like Them) Will Rule the Future

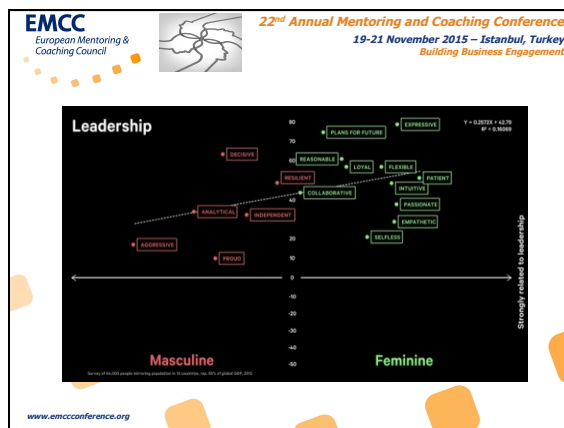
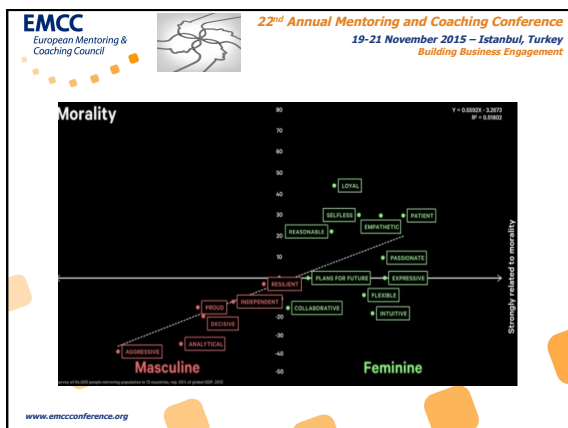
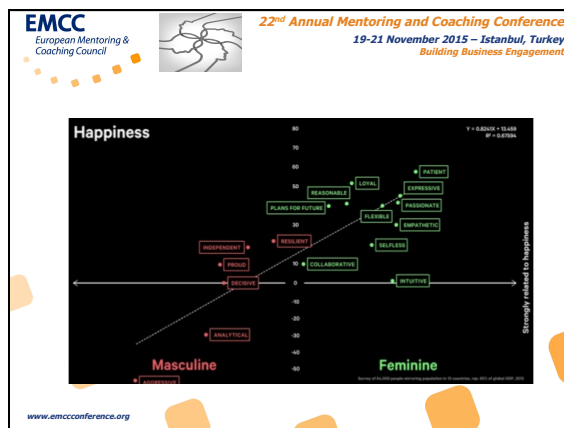
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### Leadership Skills Identifies as Feminine, Masculine & Neutral

RUGGED	AGGRESSIVE	VISIONARY	ORIGINAL	DOWN TO EARTH
DOMINANT	BRAVE	ENERGETIC	FREE SPIRITED	PLANS FOR THE FUTURE
STRONG	DARING	SIMPLE	CHARMING	UPPER CLASS
ARROGANT	COMPETITIVE	AUTHENTIC	TRUSTWORTHY	OPEN TO NEW IDEAS
RISK	DETER	DIFFERENT	ARTICULATE	URGENT
LEADER	STRIBORN	ABLE	RELIABLE	ENERGIC
NATIONAL LEADER	AGGRESSIVE	CAREFREE	DEDICATED	TEAM PLAYER
ANALYTICAL	DRIVEN	COLLABORATIVE	DEPENDABLE	HONEST
PROUD	DIRECT	INTELLIGENT	REASONABLE	IMAGINATIVE
DECEIVE	CAREER ORIENTED	CUNNING	MINBLE	HUMBLE
AMBITIOUS	DYNAMIC	CANDID	ADAPTABLE	CURIOUS
OVER BEARING	CONFIDENT	TRADITIONAL	DRILLING	LOYAL
HARD WORKING	STRAIGHTFORWARD	FUN	HEALTHY	CONSCIENTIOUS
LOGICAL	SELFISH		POPULAR	COOPERATIVE
CONSENSUS BUILDER	INDEPENDENT		PASSIVE	INVOLVED

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Which Questions Would Help Us as Coaches & Leaders in Change Processes?

Our Suggestions:

- What would you like to see changed at work, so you could be more effective, or so work would be more satisfying?
- What commitment does your complaint imply?
- What are you doing, or not doing, to keep your commitment from being more fully realized?
- Imagine doing the opposite of the undermining behaviour. How would you feel? Any discomfort, worry, or vague fear?
- So how would you define your competing commitment?
- By engaging in this undermining behaviour, what worrisome outcome are you committed to preventing?

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