

WAPPAR

John Po Lindvall 2021-04-20

The Noble Art and Science of Verbal Aikido:

In leadership and leadership training to contribute to the development of organisations.

Aiki can be written as 結合 = unite, 連合 = alliance, or 合意 = mutual agreement, and do = 'way'.

Aiki also represents an idea of reciprocity, 知り合う or 話し合い = negotiation/discussion/talk.

A summarised interpretation of Aikido = "The Way of Combining Forces".

Background:

Traditional leadership practices and 'traditional' leader and leadership development programs fail to enhance the motivation, working conditions and performances of teams - "*leadership development is going nowhere fast*" (Howard and Wellins, 2008, p. 4).

Why?

Research Question

What impact can a **leader-as-coach development program** have on the basic assumptions and behaviours of leaders per se, and as identified through the perspective of their co-workers and changes in KPI:s?



Progress of this Mixed Method Research Project:

A first chapter, a literature review on leadership is close to being finalised.

Title: “**The Evolution of Leadership in Theory and Practice**”.

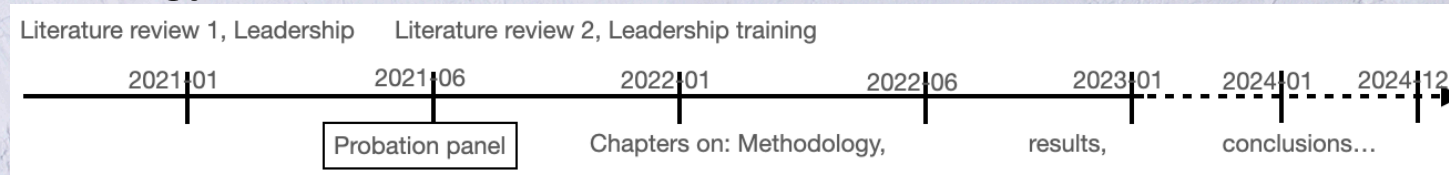
The review compare different leadership models and presents evidence in favour of the ***post-conventional Coaching approach to Leadership***. The behaviours identified in this model, presents outcomes not only in evolved leadership behaviours, but also in outcomes for the organisation. Examples are increases in productivity and decreases in sick leave and employee turnover.

What?

Two Coach2Lead coaching leadership training programs ends in June 2021 (18 managers/leaders). There are potentially two more Coach2Lead programs planned for 2021.

One open program for sports coaches was executed from Oct 2020 - Feb 2021 (8 sport coaches).

Next step 1: Write one (or two) more literature reviews on: ‘Leadership training’ (and ‘Organisational culture’), plus chapters on methodology, results and conclusions...



The reviews, including the nearly finished review on leadership, presents the evidence base for the leadership training program, that will be evaluated as part of the research.



A Mixed Methods Research Project

Next Step 2 - Data collection:

- Learning logs (episodic records) from 18 leaders + 8 sports coaches...
- 360-leadership questionnaire before and after internal programs
- 'Go and see' observations including evaluative interaction interviews
- Organisation wide questionnaire
- Running records and KPI:s

Triangulation...

How?



The **participants** are asked to write **3 learning logs** during the program.

They are **measured** through a **360-leadership questionnaire** **before** the program, and **near or after the end** of the program (normally only in business and public sector).

'Go and see' observations of a coaching conversation, team meeting or training, 45-60 minutes, plus an evaluative **interaction interviews** (subject to covid-19 restrictions these may be conducted online or through recordings and with interviews online that are recorded).

Organisation wide questionnaire, measuring leadership, motivation, climate and culture. Respondents will be **coworkers** and **participants** of the Coach2Lead training (as participants are also 'coworkers to each other'...).

Running records, as policies, vision, strategy, goals and documentation on how these have been formulated (Gray, 2018).

Key Performance Indicators relevant to the organisation(s).

A Mixed Methods Research Project

Next Step 3 - Data analysis:

How?

The data will be analysed to explore what participants have learned and what behaviours/skills they 'now' use and how co-worker's perceive that their leaders influence their work. In respect to; **motivation** (Deci & Ryan, 1985; 2008; Bandura, 1994), **competence development** and the **climate** and **culture** (Schein, 2004; Deci & Ryan, 2008; Alvesson, 2011), and **if and how changes in leadership behaviours can be measured in KPI:s**.

The data will be divided into themes related to leadership attitudes and behaviours, and leadership development according to **learning logs**, **360:ties** and the '**go and see observations**' with **interviews**.

The questionnaire will be analysed related to respondents perceived motivation and competence development in relations to the leadership practiced, how they experience the climate and culture of the organisation, currently and compared with three years ago.

Running records and KPI:s will also undergo comparative analysis, to explore any differences in formulations and processes of how the organisation formulate their purpose, vision, goals and routines. And if any differences in KPI:s can be identified.

Additional data can be collected during 2021-2022 through *learning logs*, *360:ties*, '*go and see*' observations with *interviews*, organisational *questionnaires*, *running records* and *KPI:s* depending on further internal or open Coach2Lead programs during 2021-2022.

If data from learning logs will be sparse or inconclusive, interviews to collect further data can be conducted, as a plan B.