5. Session Details

**Session Type:**
Please **highlight** session type
- Keynote, Coaching Demonstration, Q&A

**Session Title:**
Coaching executives with overbearing or destructive bosses

**Session Description (200 words max):**
Please provide a description about what your session will cover

Managing a boss who is having a negative impact on you is a necessary skill for those navigating their way to the top. The research is clear on the negative impact of dissonant leadership but what are its implications for coaching? I’ve looked at hundreds of studies and coached many who are experiencing dissonant leadership.

For my first keynote we’ll look at four steps to successfully manage a dark leader. In the second, how to coach that dark leader.

The 4 steps: Identification. Impact. Internal interventions. Interpersonal interventions. We’ll go over the 4 I’s and go over some cases on how coaching in these situations can lead to success.

**Identification:** See what research and experience shows us to be typical patterns of the dark leader.

**Impact:** Two people, one boss, two different experiences. What is the “why” wrt this person is affecting you.

**Internal interventions:** How you talk to yourself can make it better or worse – consider how cognitive, emotional and values based interventions can help.

**Interpersonal interventions:** What can you do? How can you adjust your style and create a conversation that will help navigate a tricky relationship.

Research to practice will make you a better coach. I will have pre reads at CarolKauffman.com/WBECS.
**Three Key Learning Takeaways:**

*Please list the three most important pieces of learning your audience will take away from your session*

1. **How to identify and assess the impact on your client when they have a very difficult manager.**

2. **Internal interventions:** learn three or more ways to understand what is going on inside your client when experiencing this kind of leader and how they can manage themselves.

3. **Interpersonal interventions:** what are the strategies and sequences of conversations can shift a potential destructive relationship

**Conversation Starters:**

*Please list three conversation starters (questions, comments, facts, etc...) that will be used to guide. coach-led Implementation Mastery sessions (break-out rooms) after your session.*

1. **You have a client who is adversely impacted by their boss, what exactly is it doing to them?**

2. **In reacting to a difficult boss there are many factors -- what choices do they have and how can you find more choices?**

3. **The million-dollar question. Who do they want to be in the next challenging interaction?**

---

**Full Summit Session:**

**Full Summit Session Details**

<table>
<thead>
<tr>
<th>Session Type:</th>
<th>Keynote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session Title:</td>
<td>The Joys of Coaching the Destructive Leader.</td>
</tr>
<tr>
<td>Session Description <strong>(200 words max):</strong></td>
<td>Please provide a description about what your session will cover</td>
</tr>
</tbody>
</table>
Your client has had the feedback, people are afraid of him or her. But has the feedback been HEARD? When someone is powerful, no one tells them the truth. This is where a coach can have a brilliant impact on the trajectory of a client’s career and life.

I’ve read hundreds of articles, and coaching the powerful difficult leader is my chosen specialty. These bulls in China shops can be surprisingly open.

I’ll share some cases with CEOs who shifted significantly from being experienced as bullies to being experienced as protectors, advocates and allies.

There are clear steps this kind of coaching can take and even clearer requirements of the coach. This work is not for the faint of heart, but is extremely rewarding.

First, you must be ego free to work with the scary leader. You must be able to hold opposite truths in your mind simultaneously, you must care for them before you earn the right to confront them.

Second: take them through the journey of how to Identify their Impact and to create the impact they want. This requires them to take an internal journey and then to shift their interpersonal ways of relating. HBR and other articles at CarolKauffman.com/WBECS.

### Three Key Learning Takeaways:
*Please list the three most important pieces of learning your audience will take away from your session*

1. What are the top skills required of the coach working with a powerful leader who is experienced as destructive?

2. What is their internal journey -- what way can they understand how they think, feel and what they value in order to help them shift their mindset.

3. What is their interpersonal journey -- what behaviors can they begin to practice that will neutralize their negative impact, help them hit the rest button and create trust and the impact they want.

### Conversation Starters:
*Please list three conversation starters (questions, comments, facts, etc…) that will be used to guide coach-led Implementation Mastery sessions (break-out rooms) after your session.*

1. Breaking eggs. The leader says, sure I know the feedback, but you have to break a lot of eggs to make an omelette … Right - but what is the experience of the egg? And, what does that do to your brand?
2. What is your internal decision tree? Your report is annoying or has let you down. What factors do you need to consider in how you respond. Will you cave in to your emotions or hold them in check to create the space between the stimulus and the response.

3. Your report is annoying or has let you down. Who do you want to be, right now? To make big shifts, the micro behaviors of this very minute make the difference.

Thank you so much for providing these important details. We are delighted to have you involved in WBECOS 2021. For any questions or assistance with anything at all please do