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Coaching and Mentoring at Work conference 1st July 2015
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1st July 2015

Disruptive Innovation: Oxford Nanopore Technologies Coaching Case Study

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Focus for the Case Study

Outline a coaching programme case study in the context of exceptional opportunity, breakthrough and growth
Provide an overview of the informing coaching philosophy, purpose and organisational model of coaching
Demonstrate the value of rigorous, data based assessment in coaching in facilitating insight for individuals around their vertical leadership development
Demonstrate how this aggregate assessment data can inform future Organisational Development initiatives
Provide time for deeper exploration of the coaching approach and questions at the end of the presentation

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Formed in 2005 to develop a novel single-molecule sensing system for DNA sequencing, proteins and other analytes

Scalable electronic products: MinION™ USB, PromethION desktop, microsensors / GridION installation

MinION commercially available within MAP community programme. Several hundred users piloting for DNA sequencing - novel publications appearing, applications developed
Total investment to date > £180M

Experienced management and Board

230 employees

Broad intellectual property portfolio: in-house and through collaborations including Harvard, Oxford, UCSC

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Highly entrepreneurial and non-traditional culture
Data driven / innovative / can-do working environment
Agile practice and fluidity key to deliver disruptive innovation within its technology and market place
Flat leadership structure to enable innovative thinking, freedom to operate and rapid response
Significant shift from pure R&D to commercialisation (MAP) 2014 Rapid growth of employee base / skillset from 2013
Enhance leadership capability and resilience as Company transforms Embarked upon bespoke coaching program to engage mind-set and culture (data focussed) of top level leadership (phase 1)

Coaching at the heart of strategy

Developmental & motivational
Leaders fit for future purpose
Develop self awareness and
conscious choice
Develop greater agility in
leadership style
Accelerate development Increase capability, capacity & resourcefulness
Increase resilience
Embed behaviours in the business Develop cross silo synergy Enhance performance

Disruption & ascendance
Funding supports growth Evolution of scale & scope of organisation
Restructuring and reorganisation Transformation & transition Discontinuous environments, VUCA world
Create followership
Reduce leadership dependencies Challenging deadlines
Manage people & business risk
Evidence due diligence in leadership

Coaching Purpose Business context

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Coaching Philosophy

Underpinning humanistic, relational approach – building for success Set in context of aspirational Vertical Leadership Developmental model Applying an emergent eclectic coaching toolkit drawing from Positive Psychology, CBC, Gestalt, Integrated and other approaches
Creating awareness - based on rigorous data based analysis
Aiming for buy-in and role-modelling at the top of the organisation Paying attention to the conditions for effective coaching

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Coaching Philosophy

COGNITIVE
BEHAVIOURAL

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Accelerating
leadership

Capacity &
capability

Matching

Briefing
Readiness

Contracting
for Change/

Impacts

Coaching
Meetings

Follow up
activity

Mid Point
Review

Coaching
Meetings

Follow up
activity

Completion
Evaluation

Sustaining
Development

External impacts
in complex & dynamic
environments

Hogans Leadership Forecast
360 Feedback exercise
Self Awareness

Developing Vertical
Leadership agility,
creativity and
resourcefulness using a
range of customised
interventions

Working holistically
through Challenge
& Support

Involvement of key
stakeholders as
appropriate

Pro-actively engaging and
managing process elements
of coaching.
Working with parallel
process
Feedback etc.

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Moving from INSIGHT
to ACTION

6 x 1 2 1 Coaching
sessions

Team Profile Values Report

Leadership Forecast

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Aggregate 360 Feedback data

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Stages of Vertical Leadership Development

• Team Player
• Faithful follower
• Reliant on authority
• Seeks direction
• Aligns with others

• Independent Thinker
• Self Directed
• Drives an agenda
• Takes a stand for what they
believe in

• Guided by internal compass

• Inter-dependent Thinker
• Sees systems. patterns, and
connections
• Longer term thinker
• Holds multi-frame perspectives

• Holds contradictions Dependent Conformer

Independent Achiever

Inter-dependent
Collaborator

Source: Kegan & Lahey, McGuire & Rhodes TIME

LEVEL OF DEVELOPMEMT
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Case Study Vignettes

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Interdependent

thinking Holds
contradictions

Holds multi
frame
perspectives

Longer
term
thinker

Sees
patterns &
connections

Vignettes accessed with permission from individual client feedback

Examples of
Vertical
leadership
development

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CEO Comment

Dr Gordon Sanghera, CEO

The pace of change and transition from an R&D company to a fully commercial company was catalysed by the coaching intervention.

The rapid expansion required the empowerment of a new level of leadership within the company.

Asking ‘what can Nanopore do for you’ whilst moving at 100mph actually accelerated the rate of change

Next Steps

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Continue momentum and sustainability of the program……

Phase 2 - next level of leadership with sponsorship from top
level (phase 1)

Phase 3 – operational management / emerging leaders

Ø• apply blended approach of 1:1 and peer group interaction along with sponsorship of leadership (phase 2)

Discussion and Questions

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Thank-you

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