



# Third National Coaching Psychology Symposium

*'Leading Coaching Excellence – How to do it'*

## Averting the March of Folly: Coaching for Wisdom in Leadership

Peter Webb

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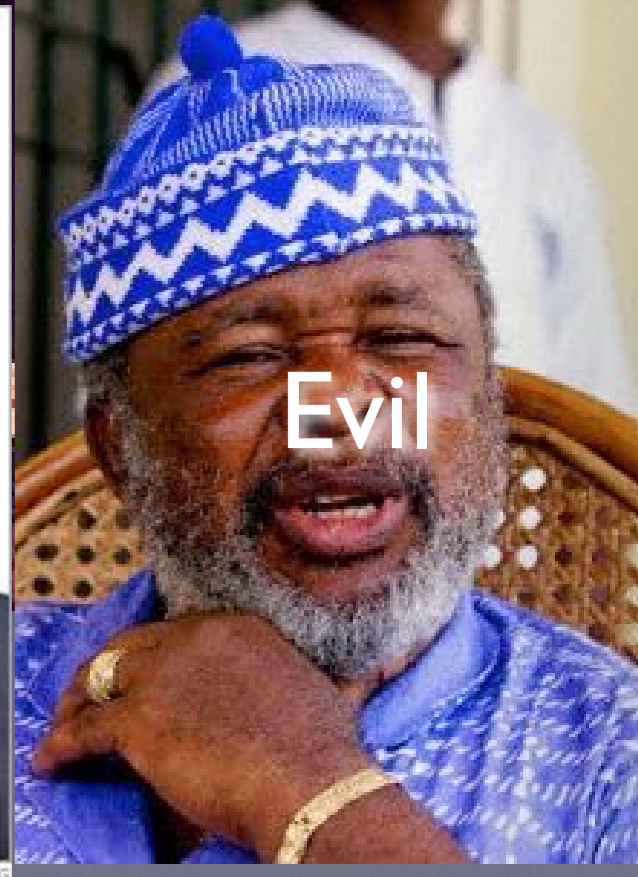
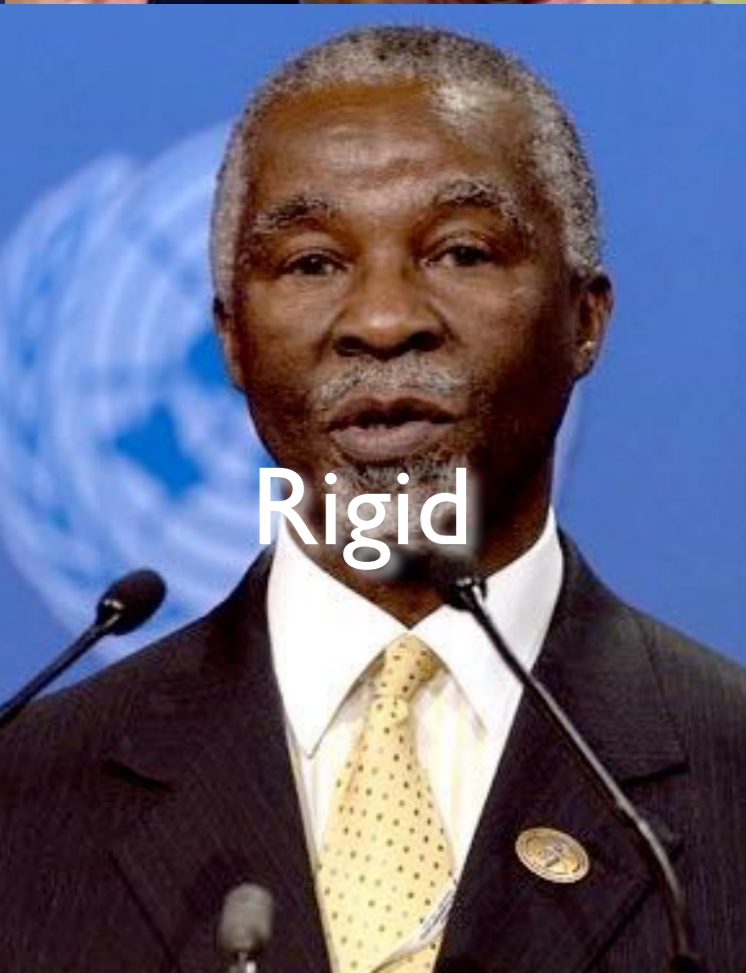
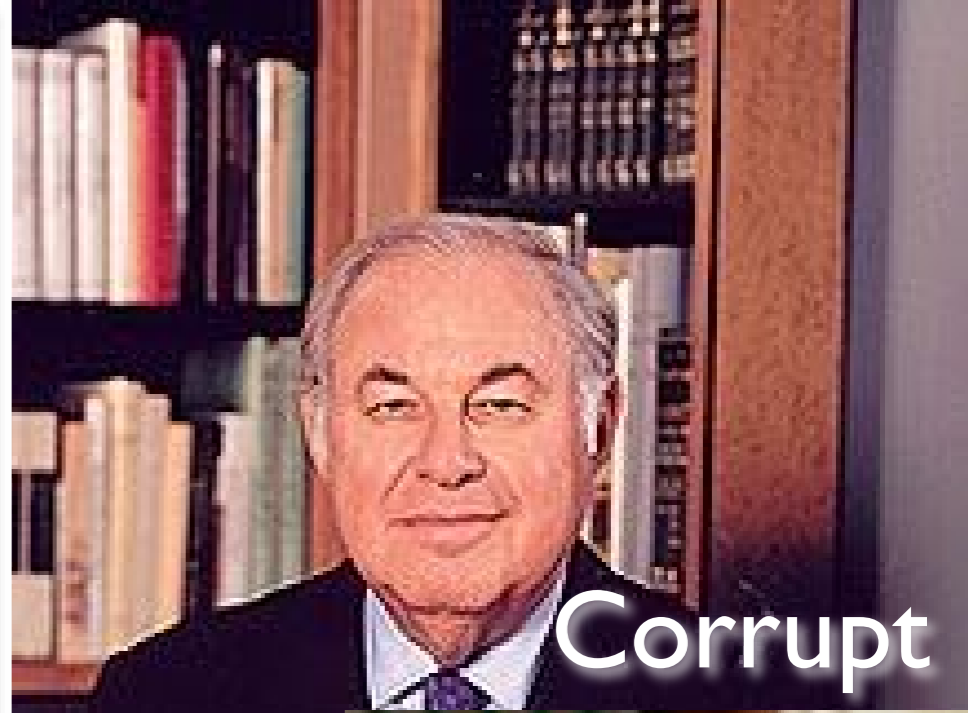


INTEREST GROUP IN  
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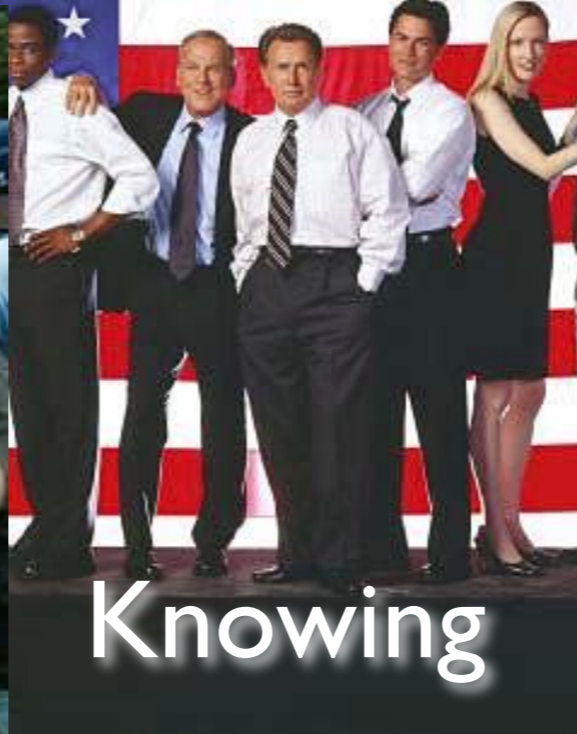
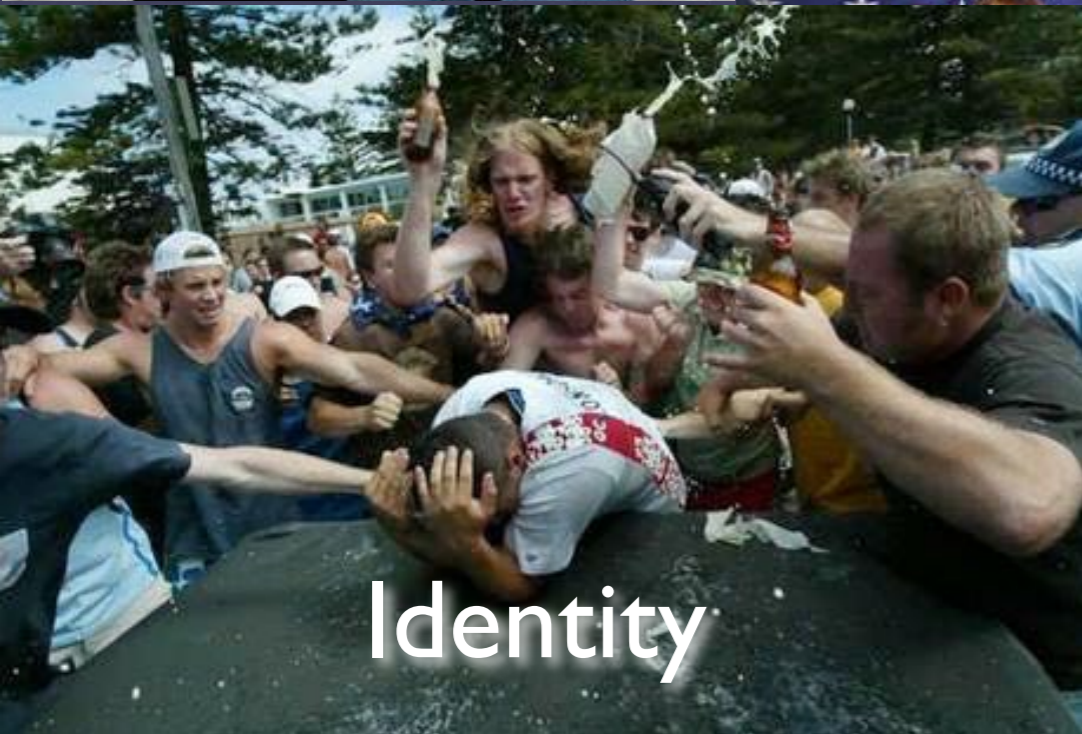
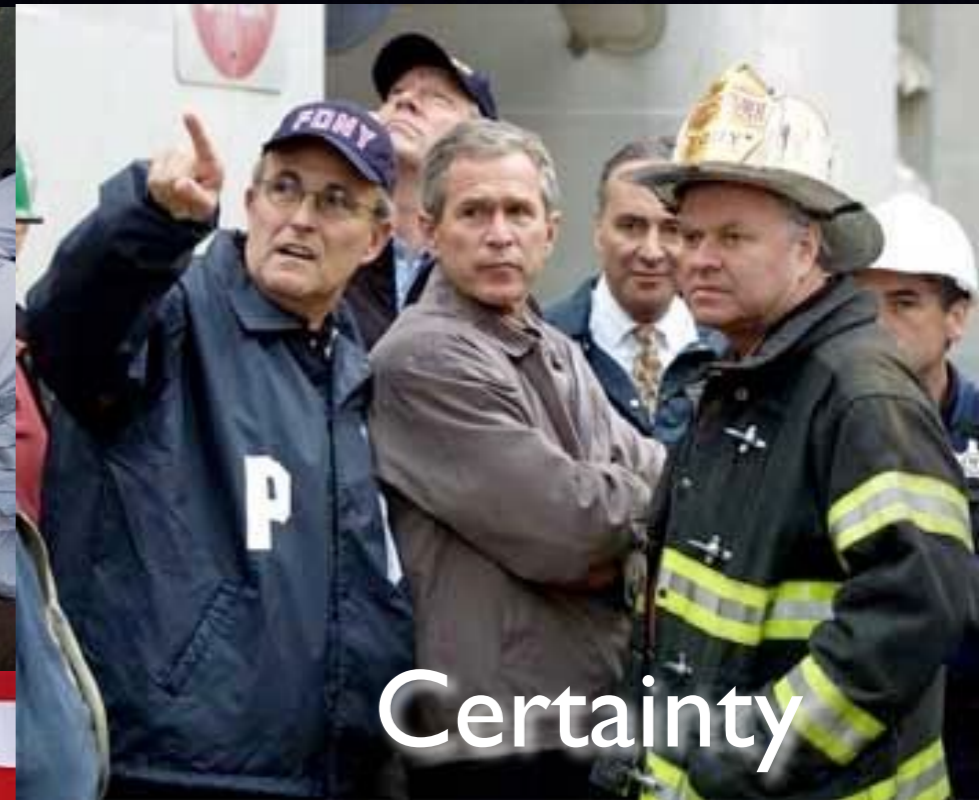
# Folly in leadership

(Kellerman, 2004)



# Folly in followers

(Lipman-Blumen, 2005)



# Averting the *March of Folly*

Become self-reliant



Avoid illusion



Avoid “we/they”



See mutuality



# What is a wise decision?



# Wisdom as personality



# Cognitive dimension of wisdom

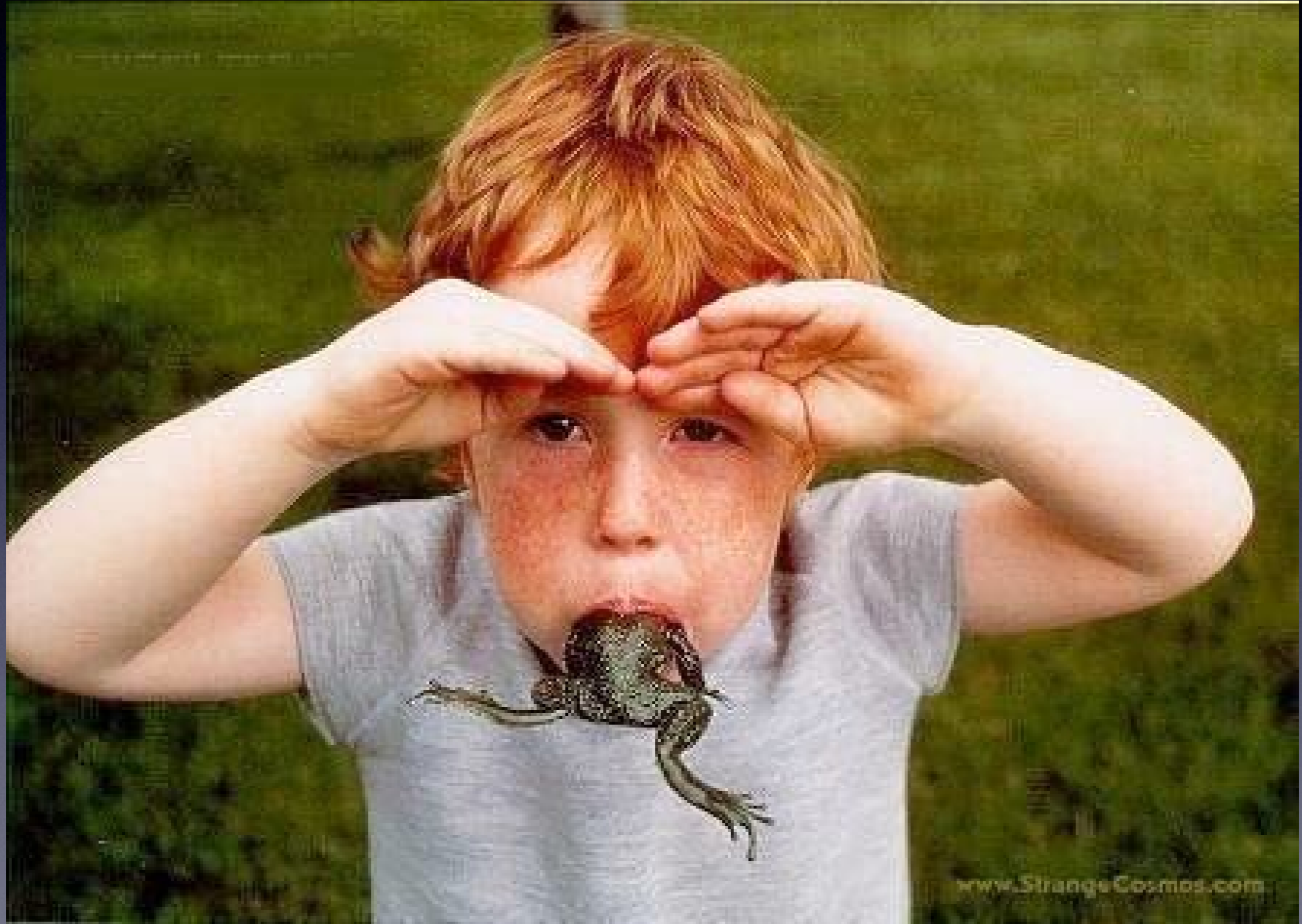




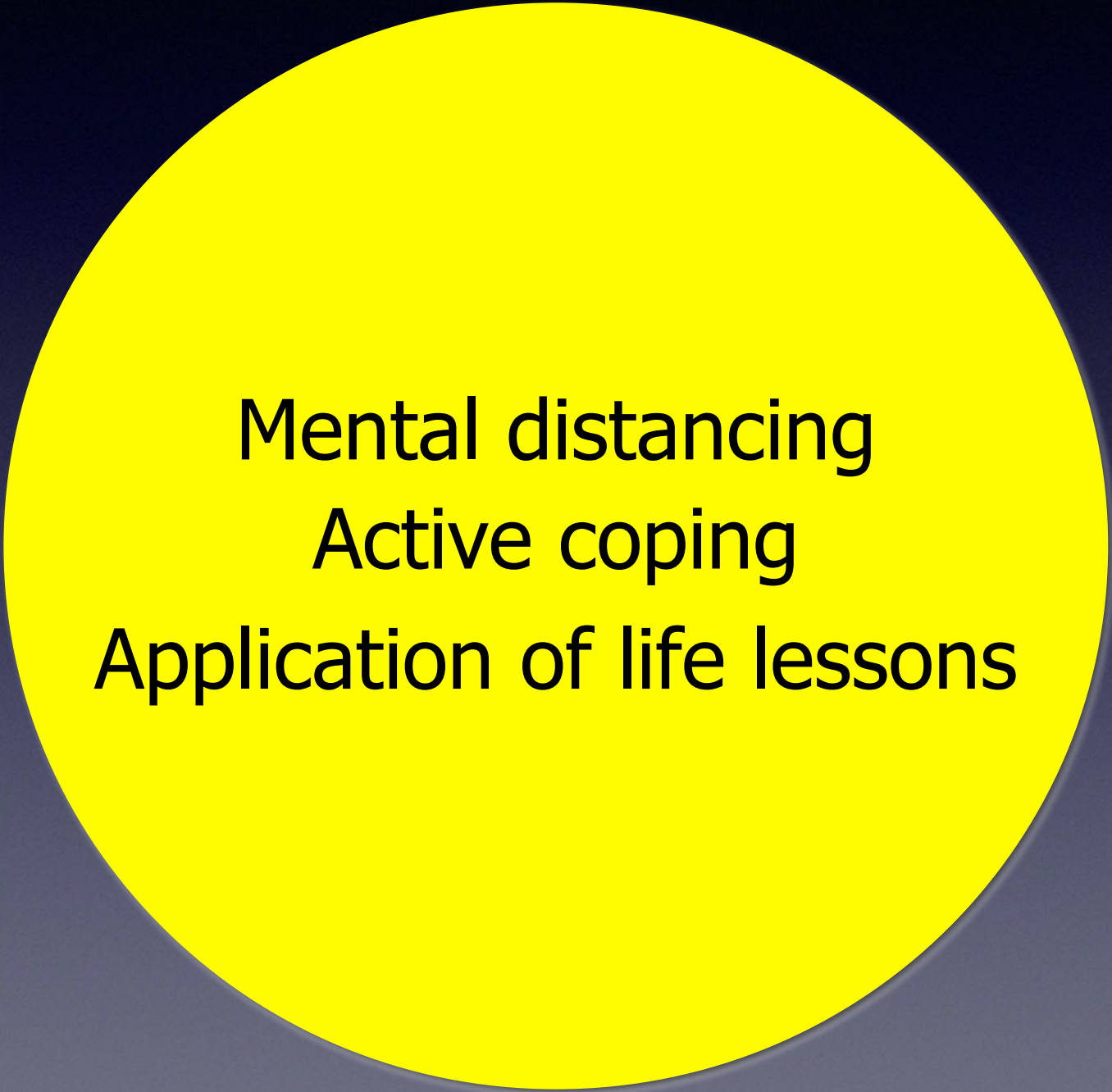
# Affective dimension of wisdom



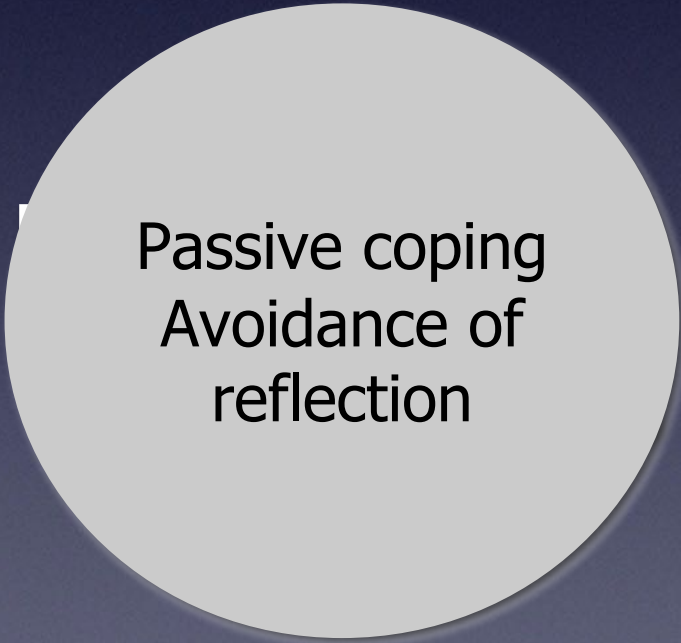
# Reflective dimension of wisdom



# Coping with crises and obstacles in life



Mental distancing  
Active coping  
Application of life lessons

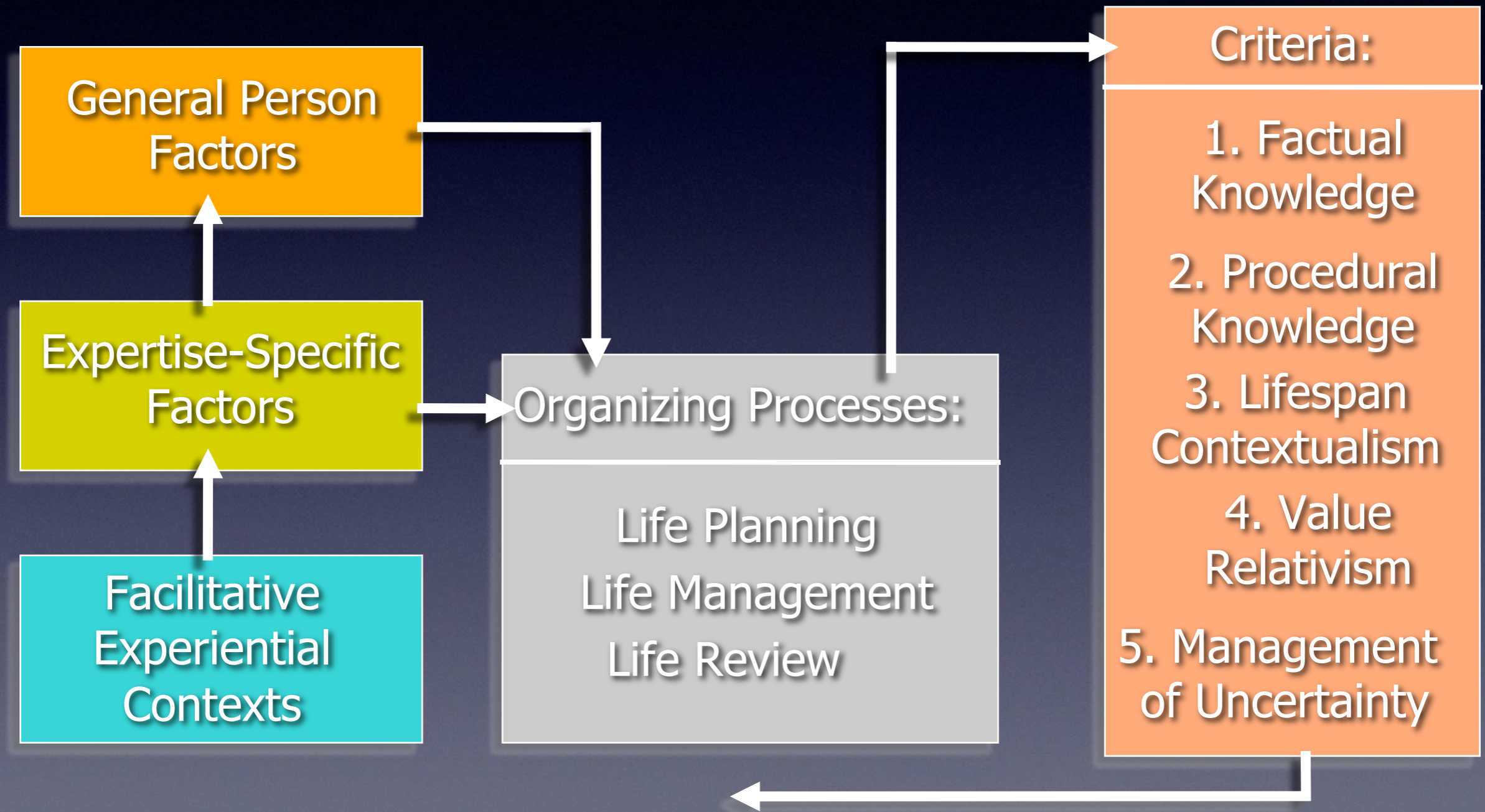


Passive coping  
Avoidance of  
reflection

# Wisdom as knowledge

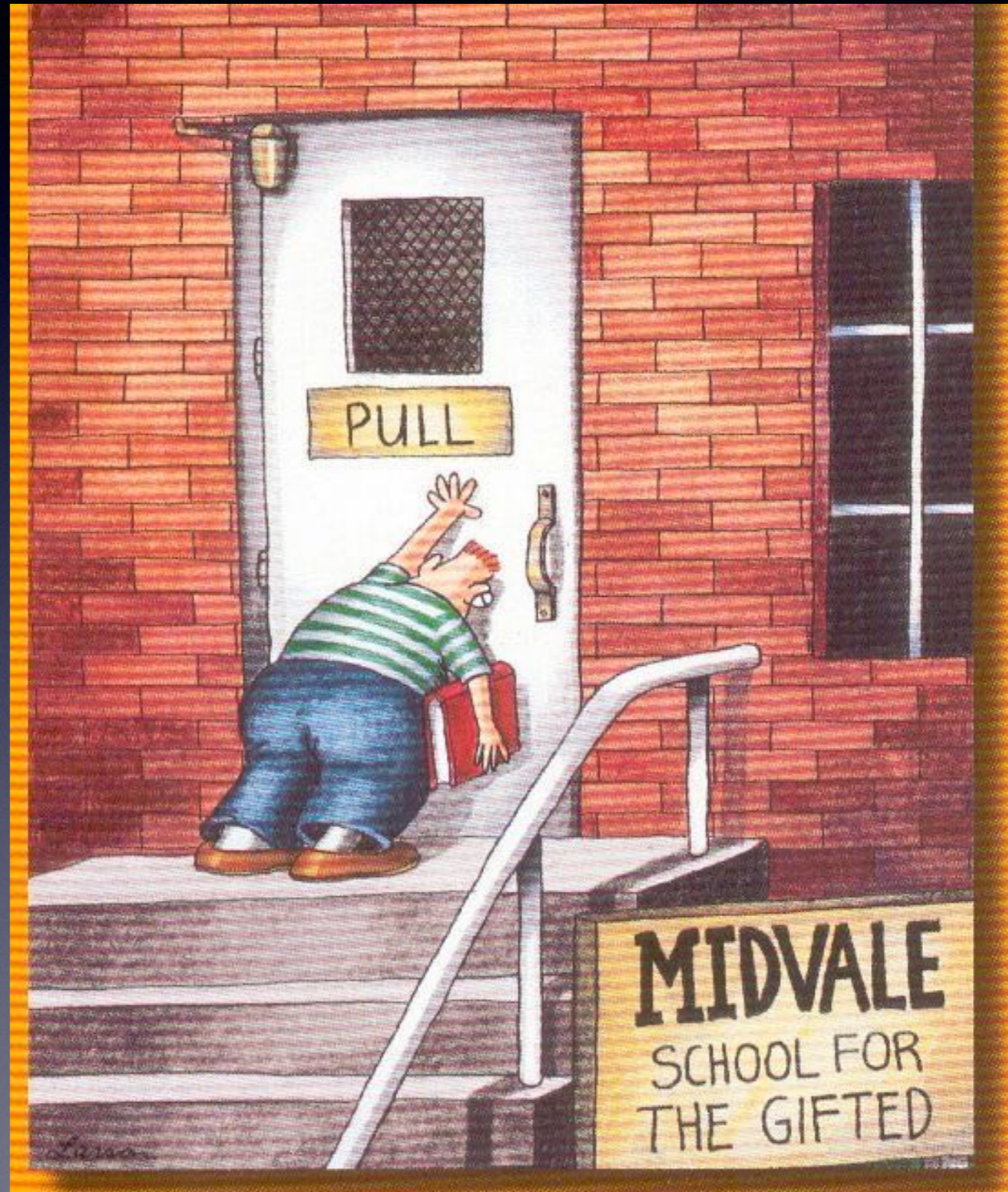


# The Berlin Wisdom Paradigm

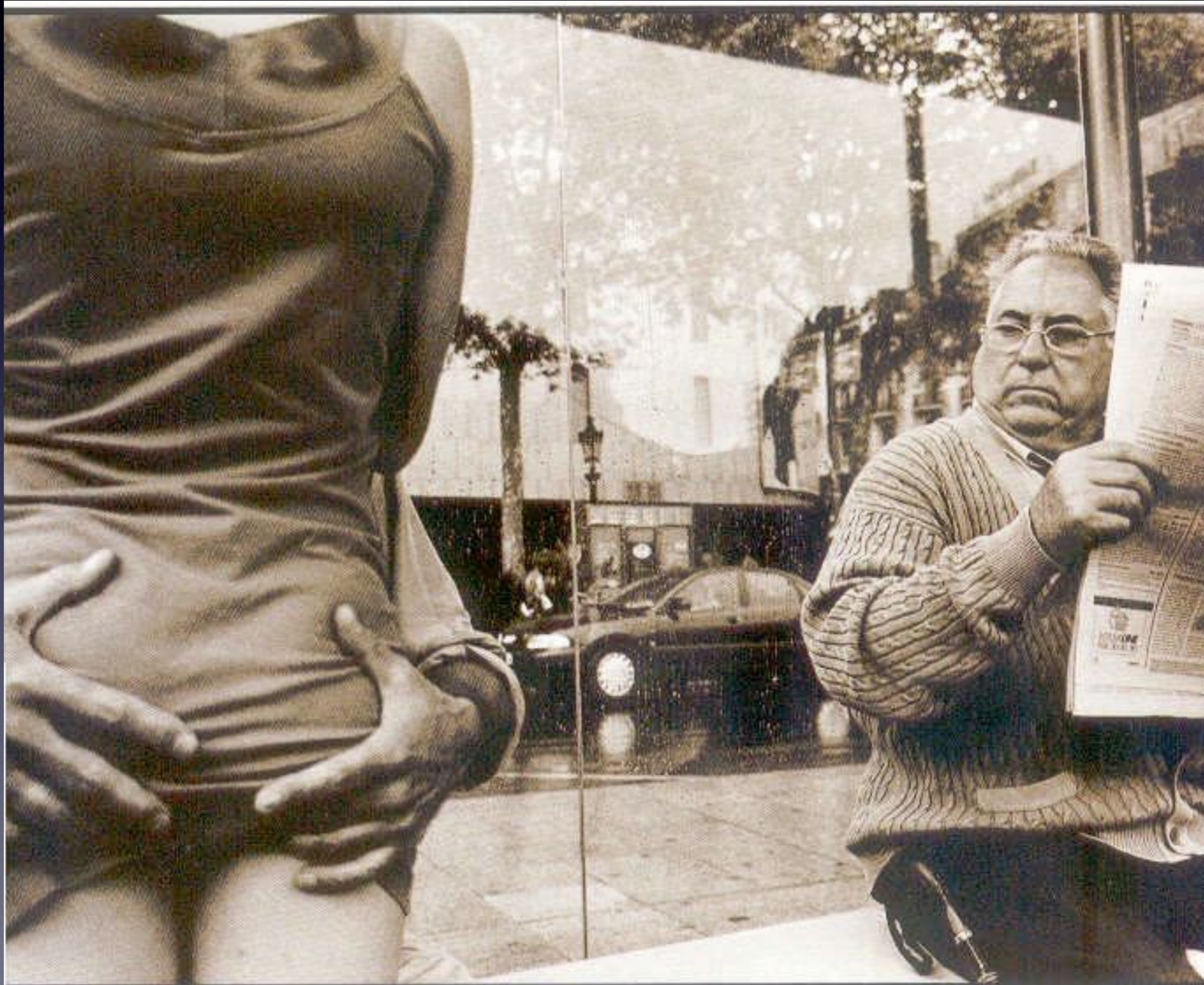


(Baltes & Staudinger, 2000)

# Wisdom-related performance



# I. Factual knowledge



## 2. Procedural knowledge





# 3. Lifespan conceptualization



## 4. Value relativism

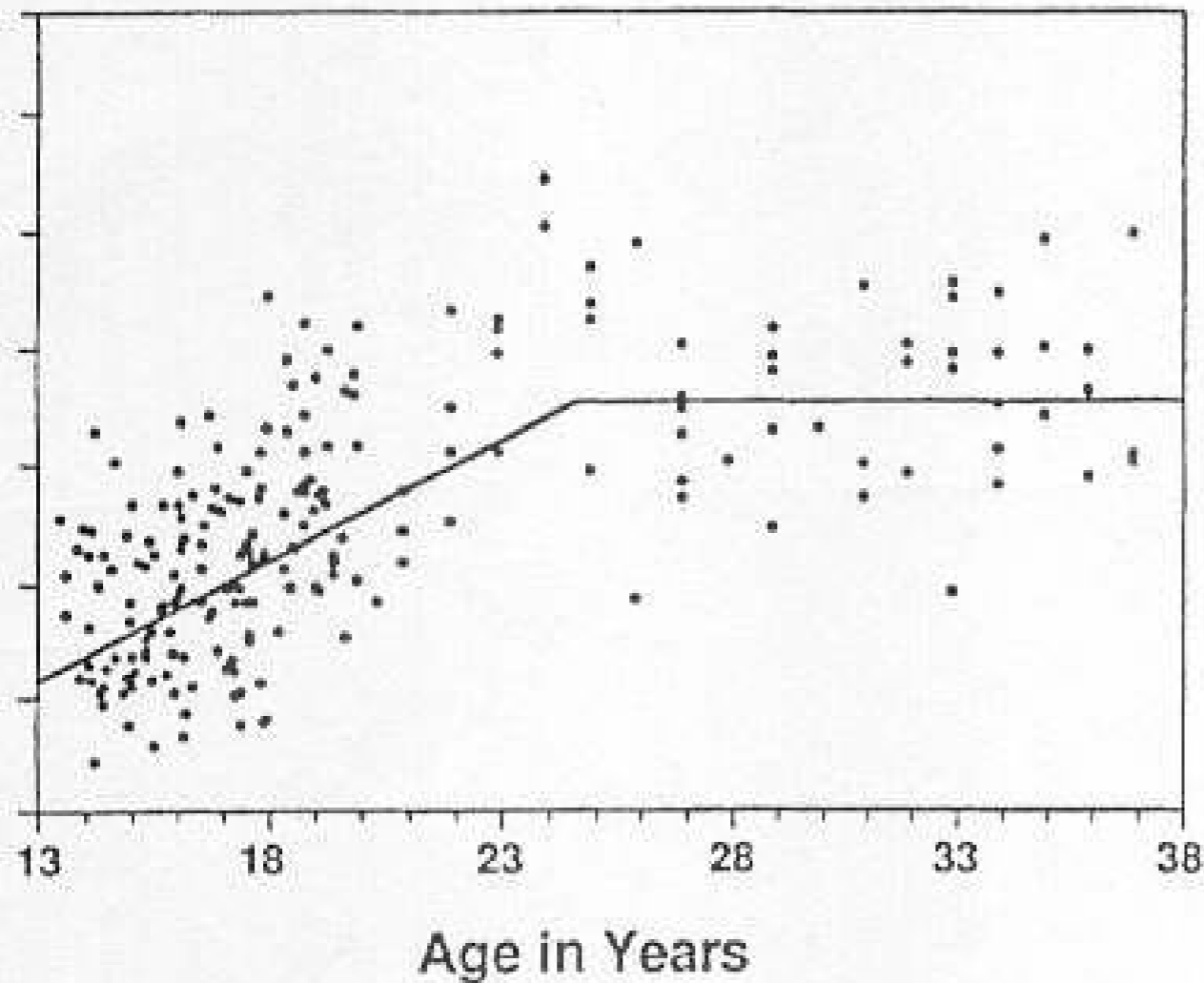


# 5. Management of uncertainty

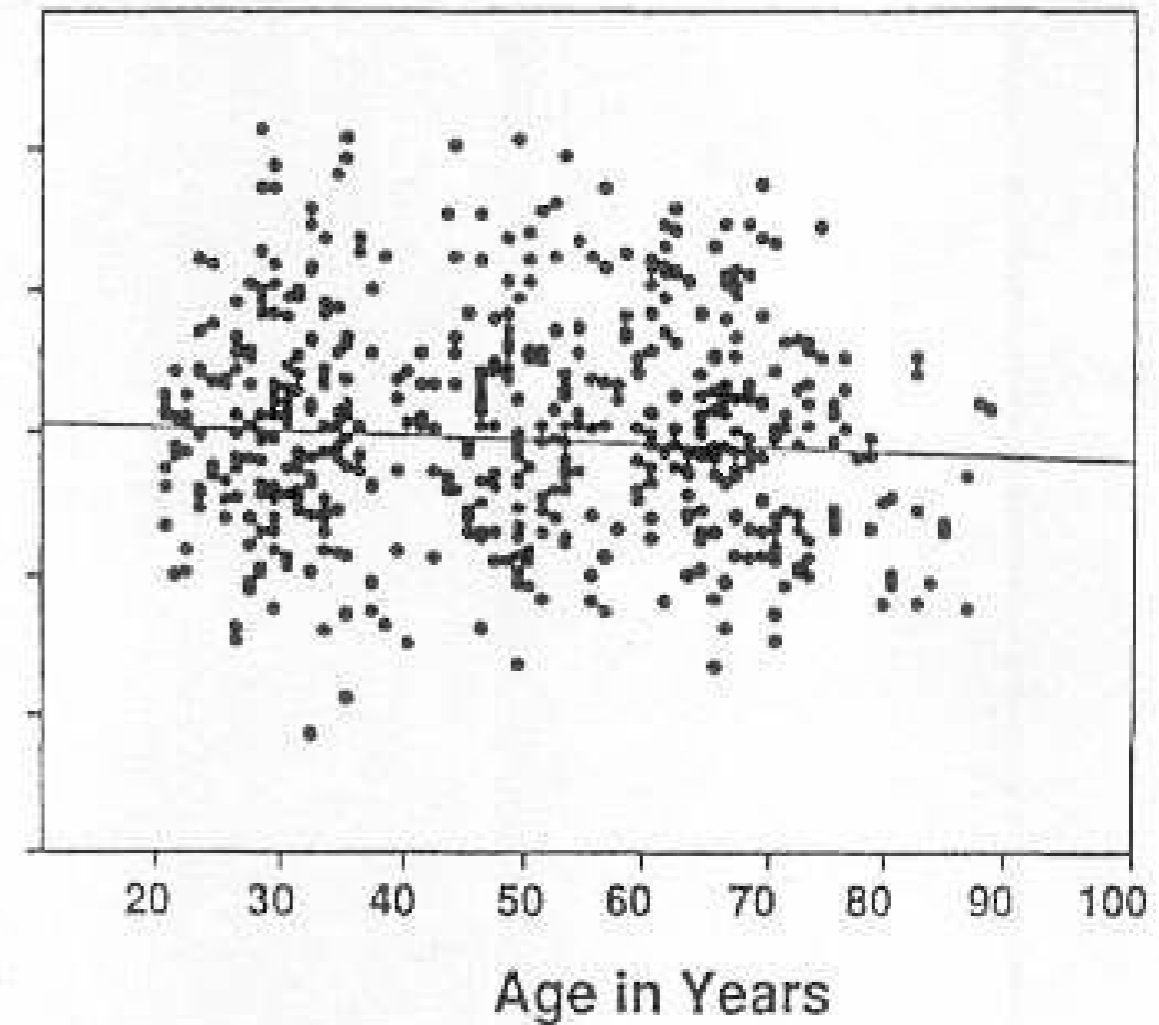


# Wisdom-related performance by age

Wisdom

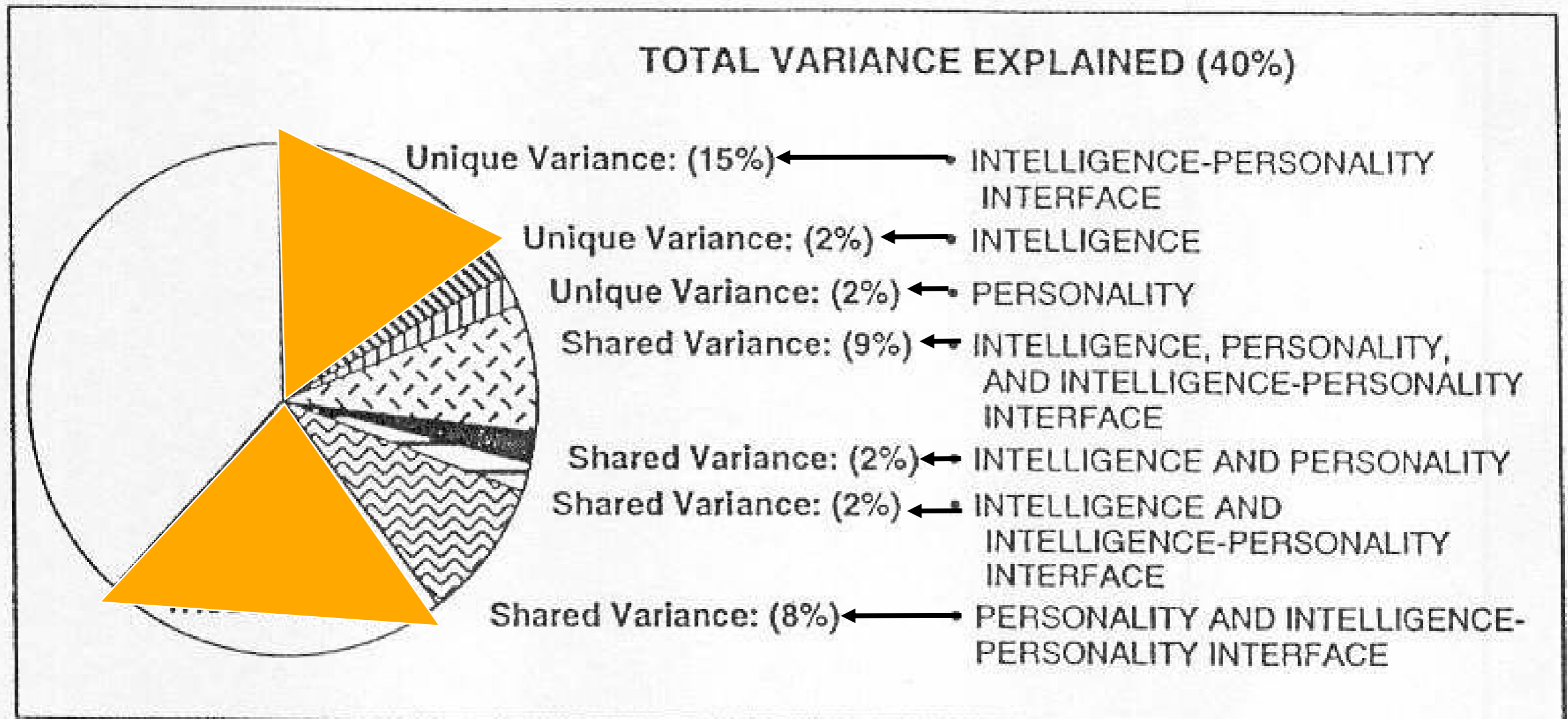


Wisdom



(Baltes, Glück, & Kunzmann, 2002)

# Psychometric location of wisdom-related performance



(Staudinger, Lopez, & Baltes 1997)

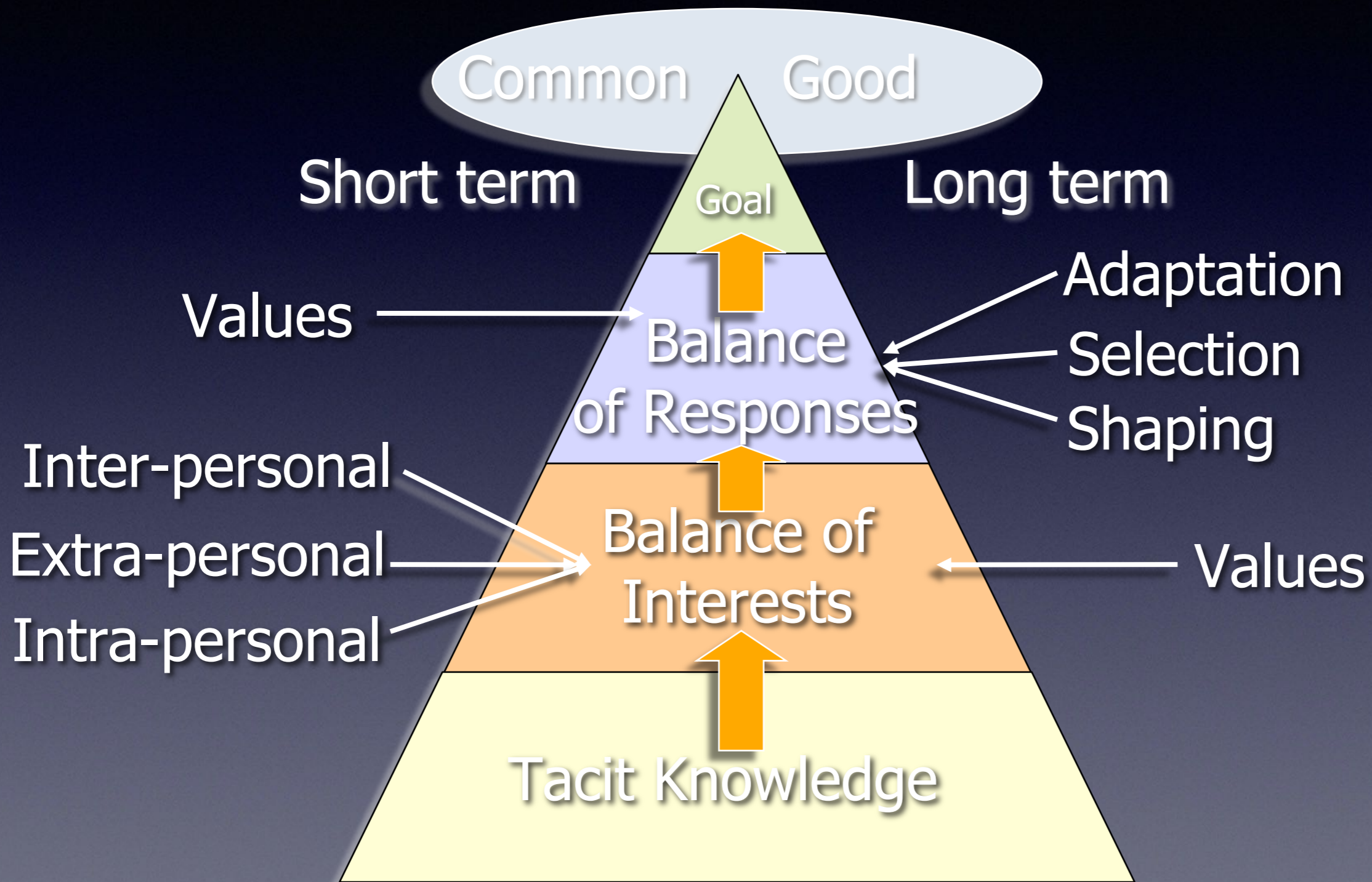
# A life dilemma



# Wisdom as situational



# A balance theory of wisdom



(Sternberg, 1998)



# Enhancing wisdom performance



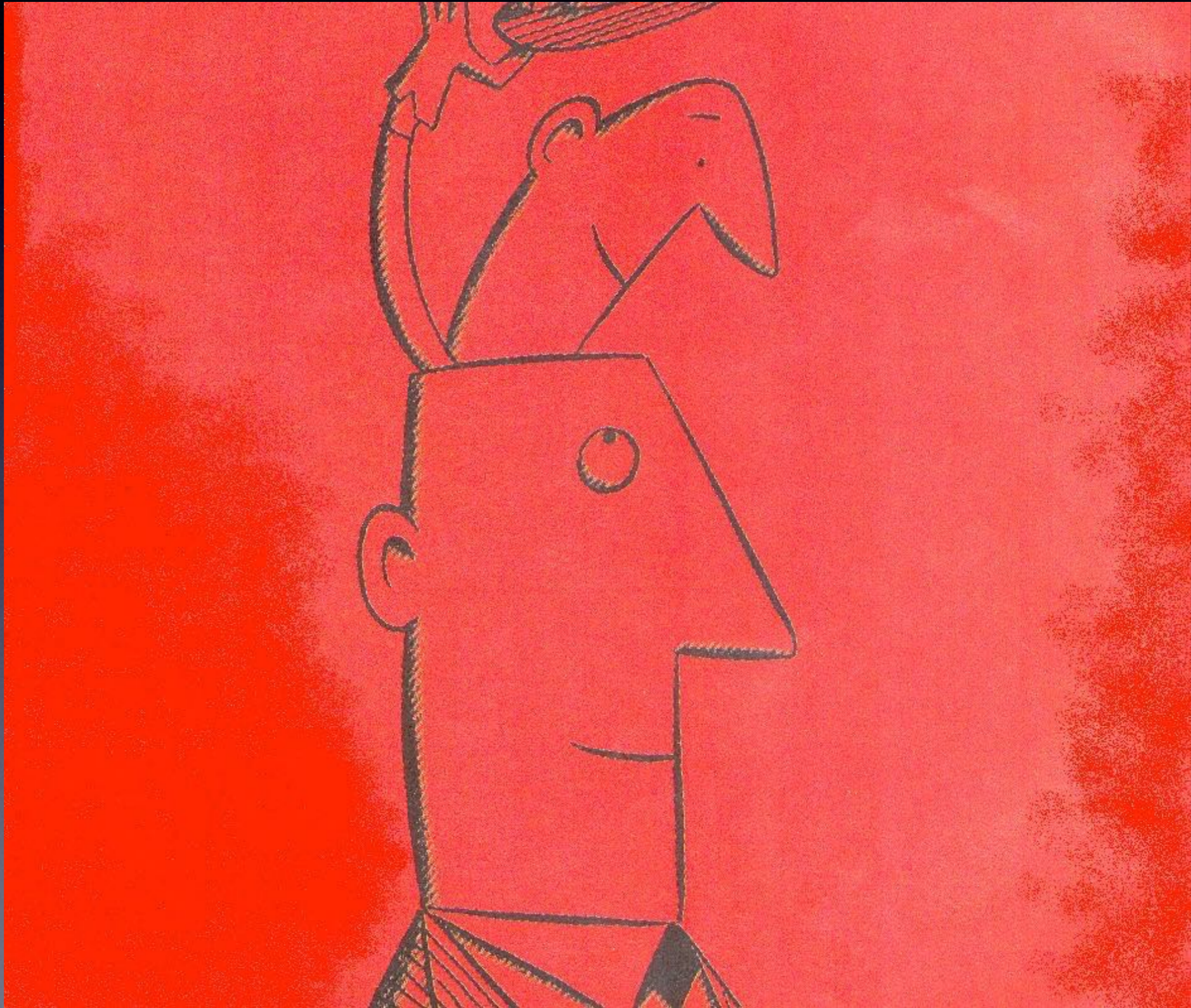
# Life experience



# Teaching: a wisdom curriculum



# Mentor/imaginary dialogue



# “The philosopher’s dream”

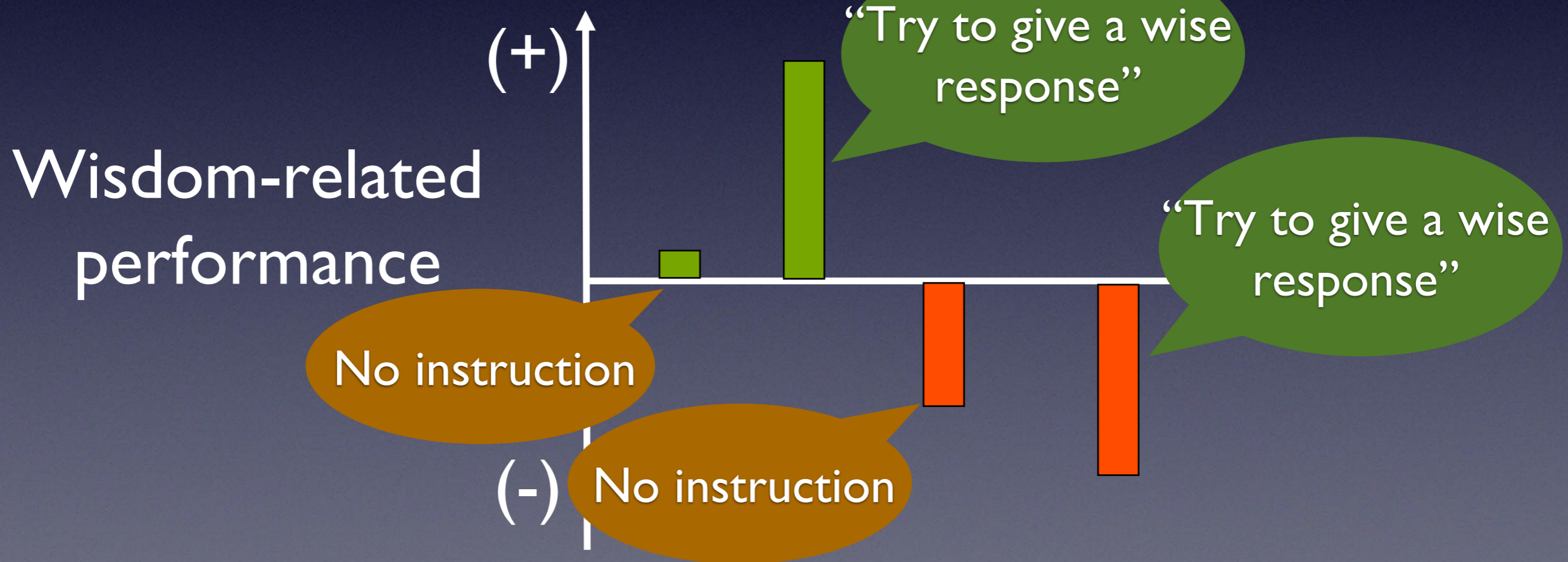


# Activating wisdom resources

## Resources

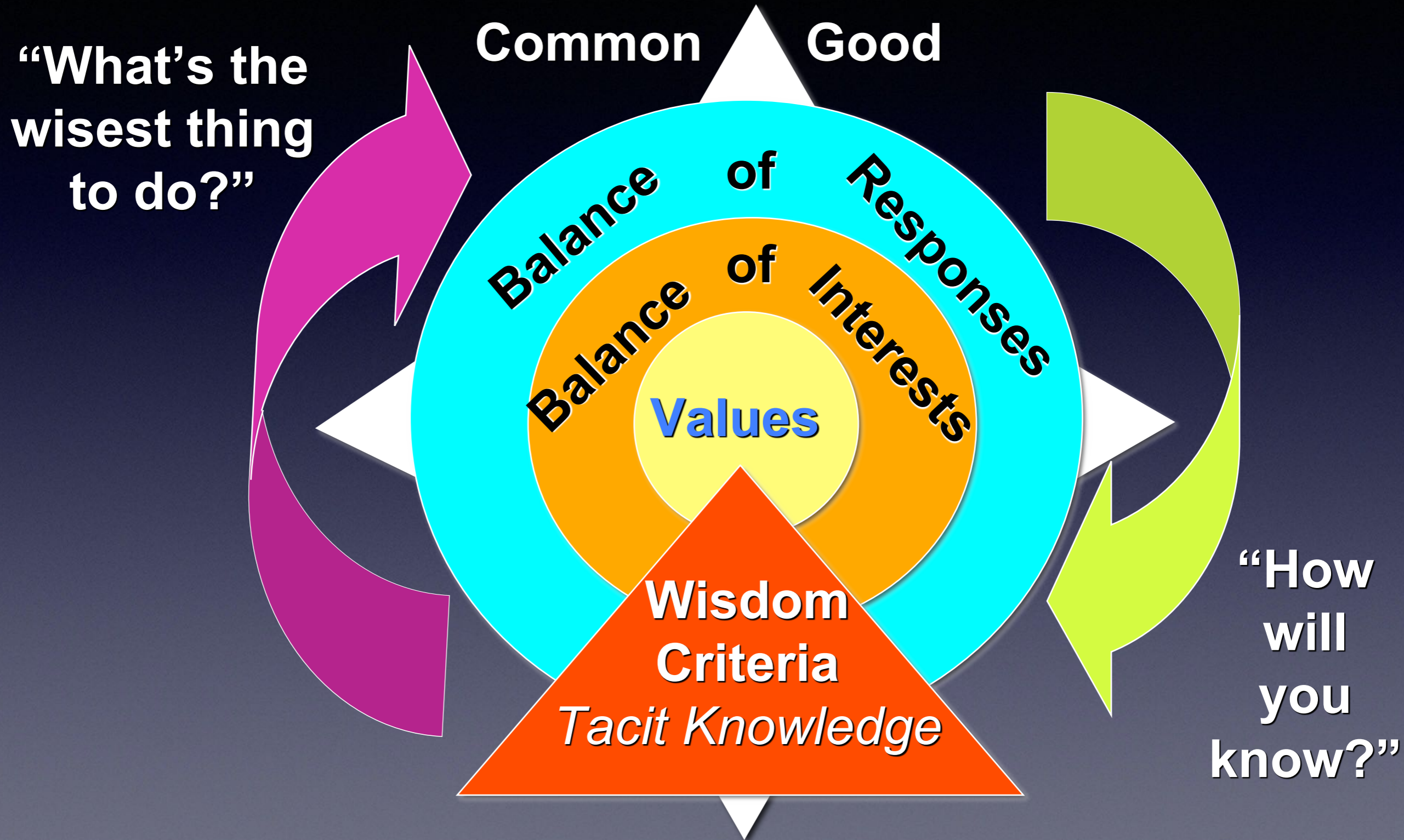
- Fluid & Crystallized Intelligence
- Life Experience
- Personality-interface factor  
(self-regulation & openness toward growth)

- High on all 3 Resources
- Low on all 3 Resources



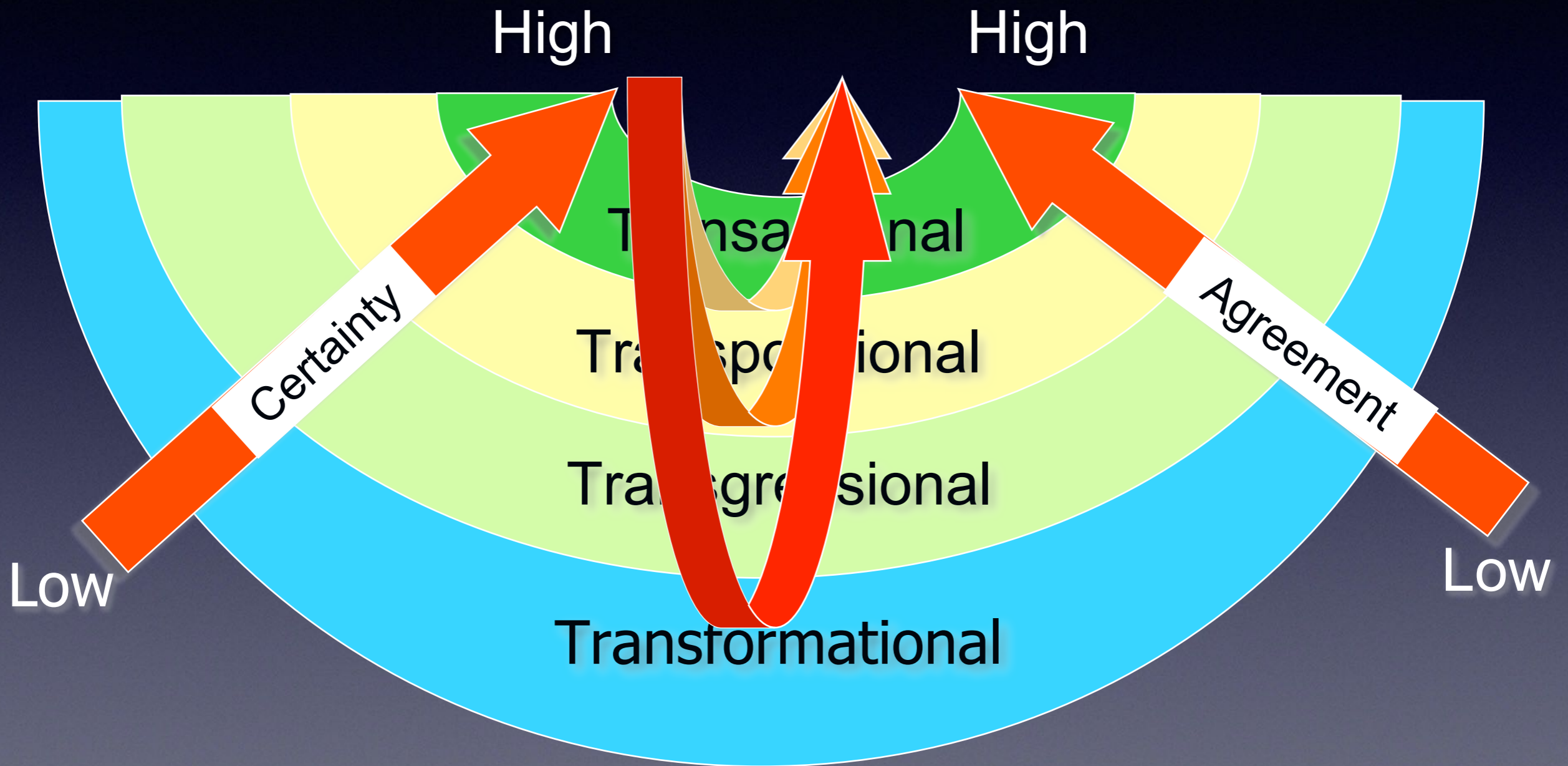


# Wisdom Compass<sup>®</sup>

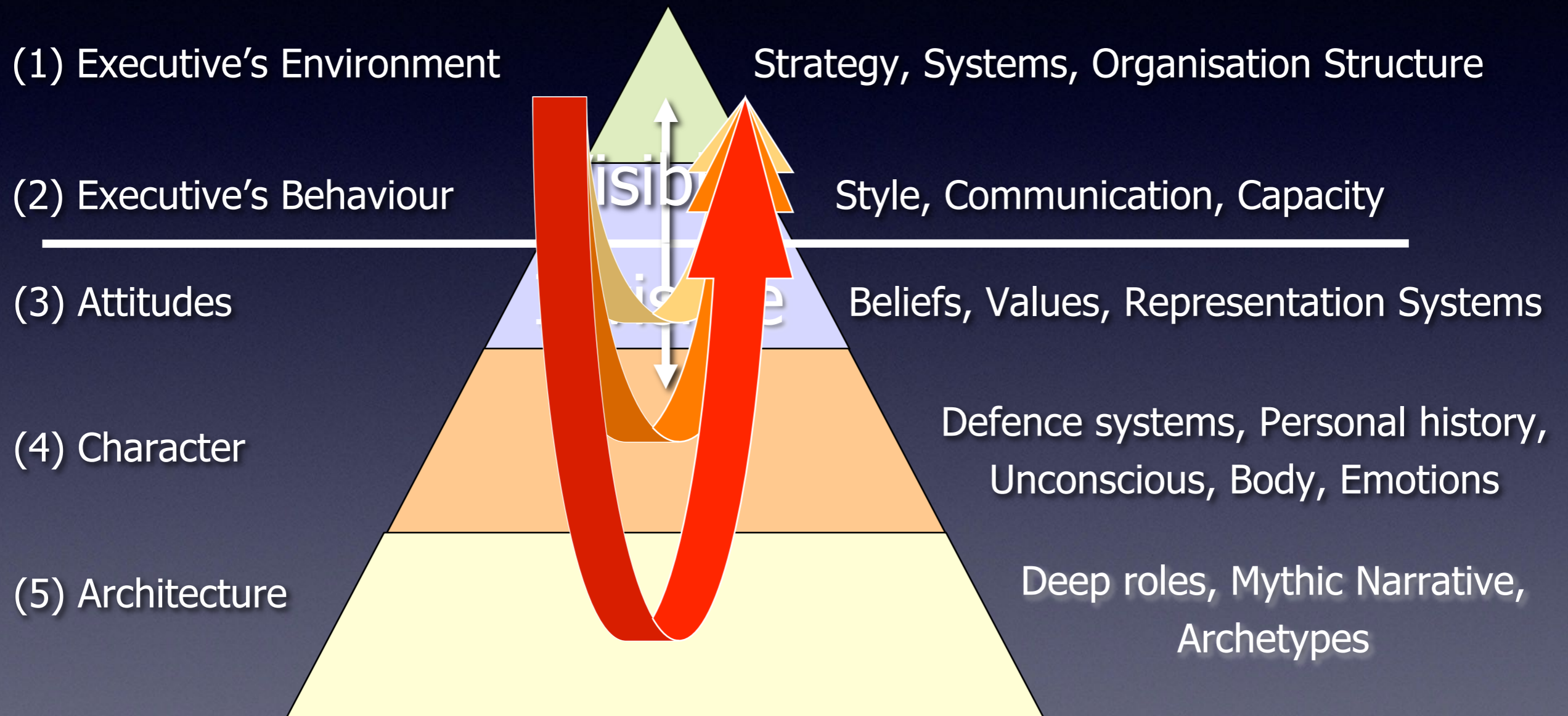




# Four levels of coaching

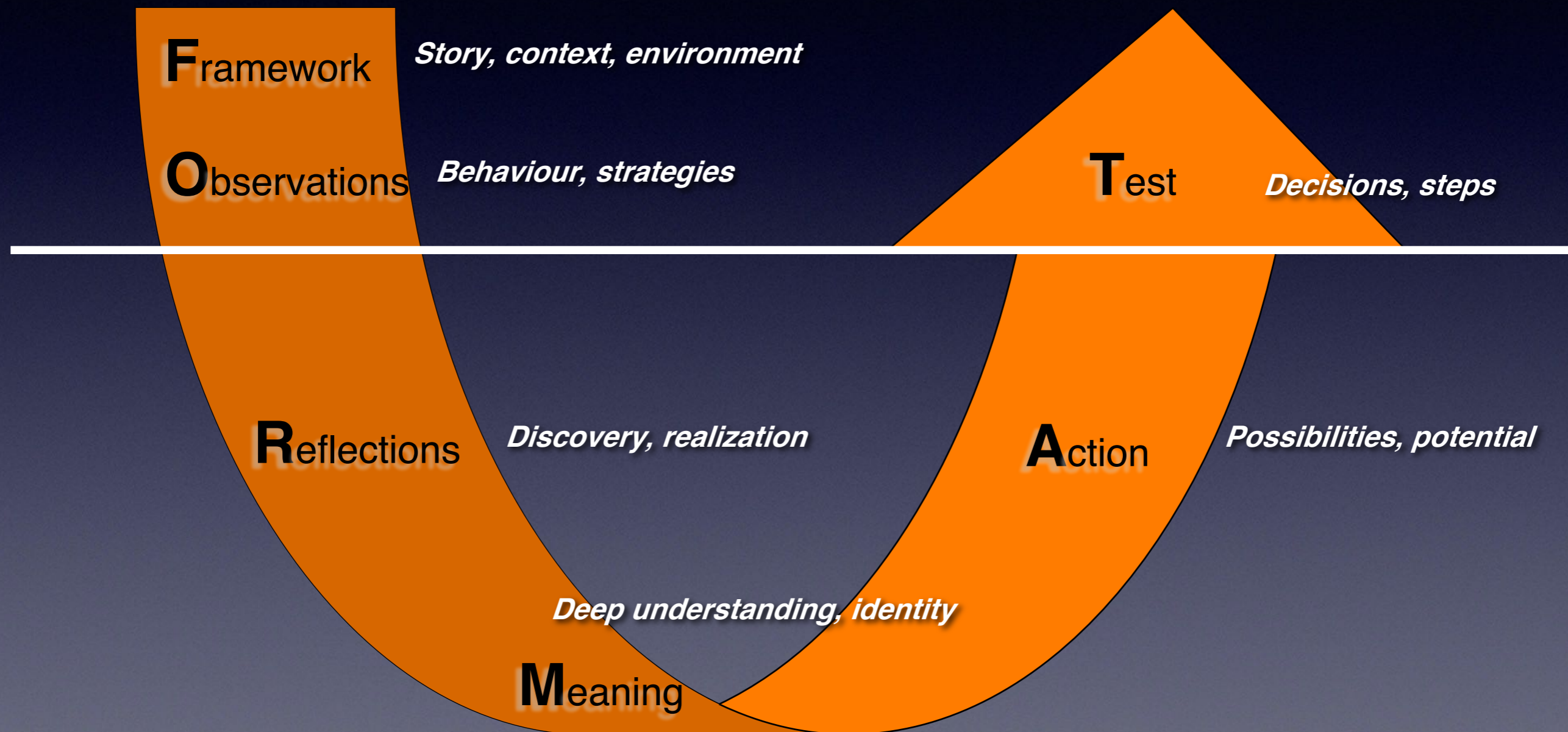


# Coaching for wisdom

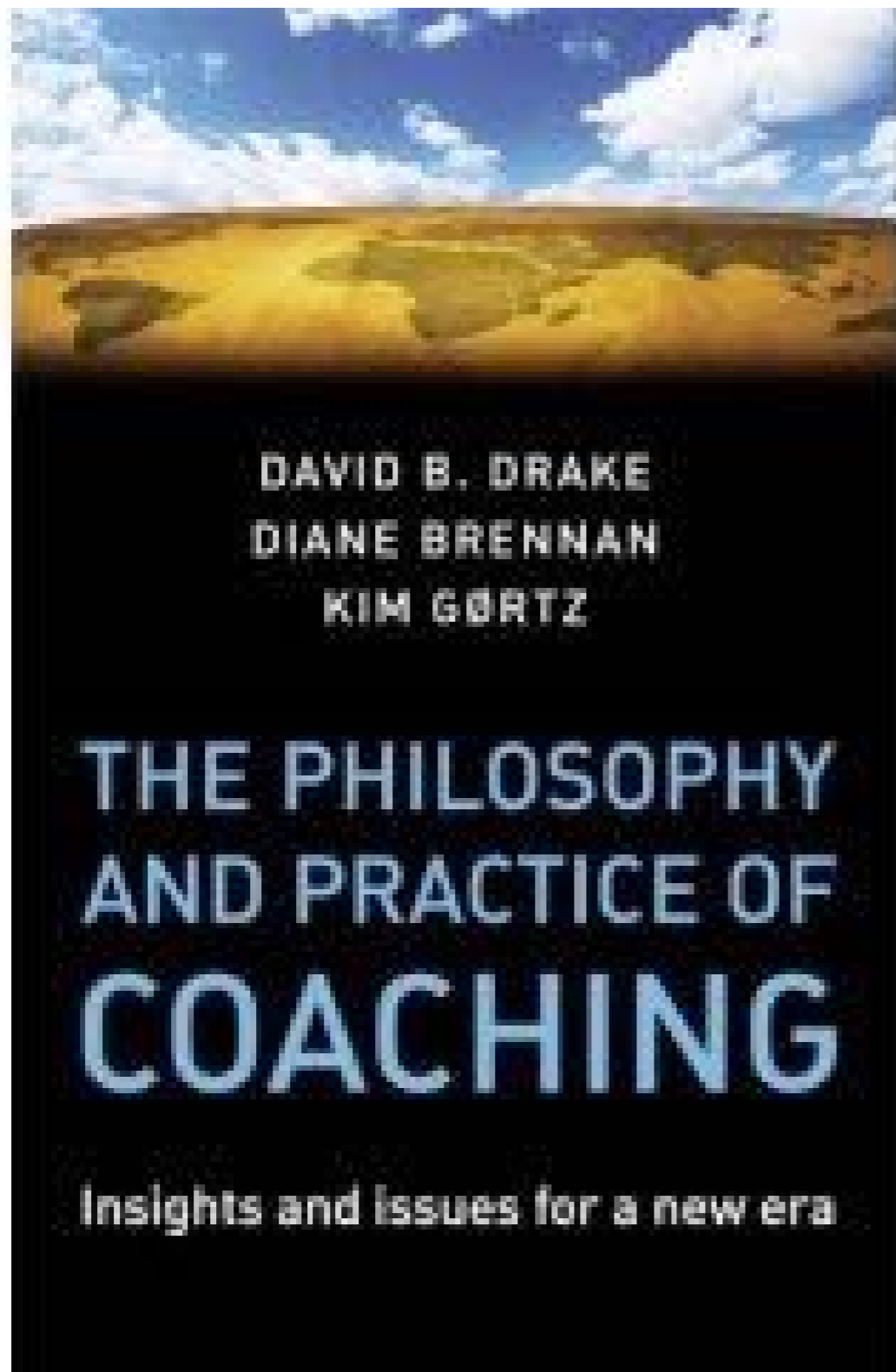


(Webb, 2005)

# Coaching for wisdom using the FORMAT<sup>®</sup> Model



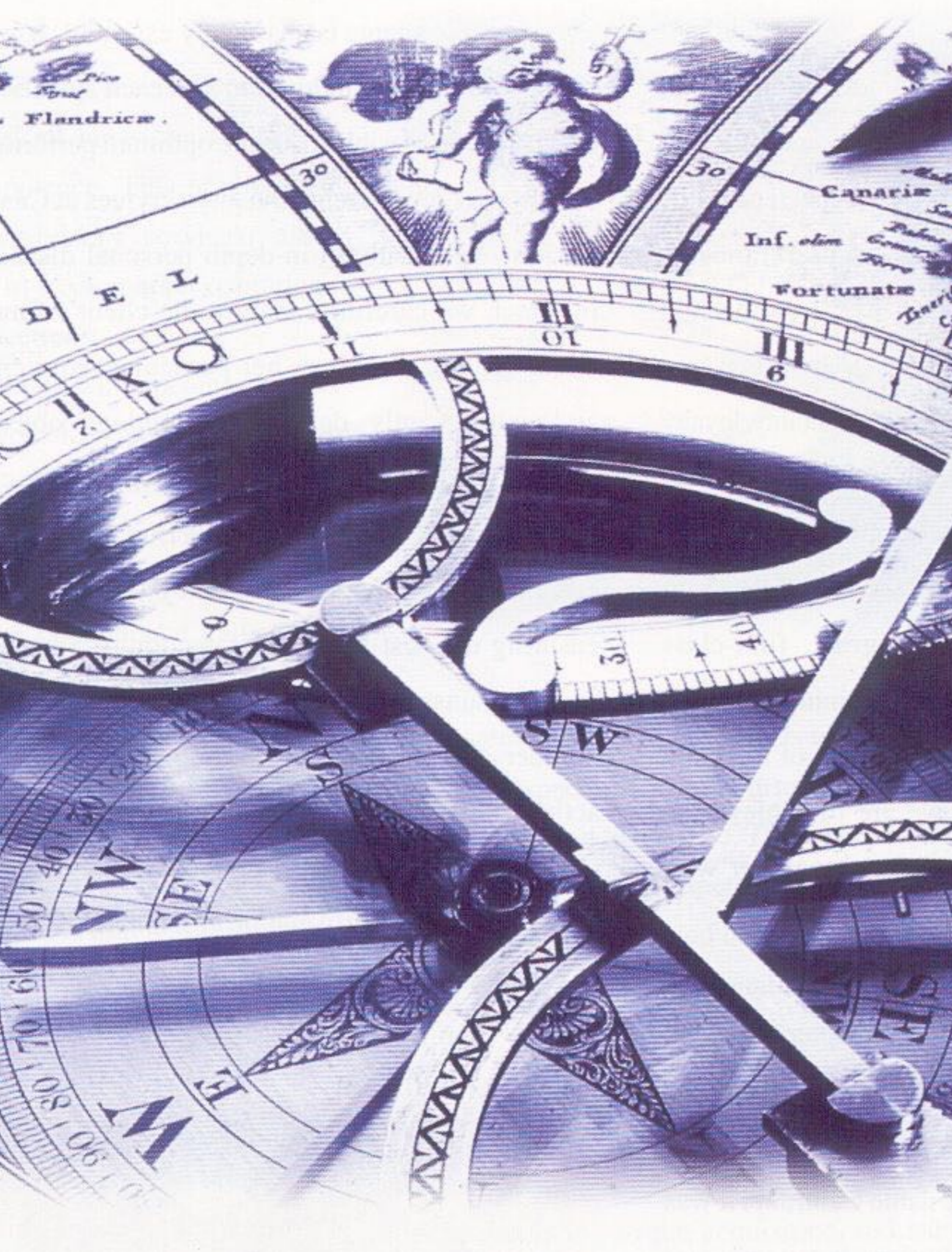
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