



UNLOQ

Leadership vision

1) Introduction/Background

Leadership development is part of our identity as a company. UNLOQ was built on a strong pillar of research by Anne Ribbers and Alexander Waringa around an innovative intervention to improve well-being, engagement, and productivity in the workplace through developing leadership coaching behaviours. This original research resulted in the design of our “Accelerated Behavioural Change” model for coaching and the “UNLOQ method” that are at the heart of our technology-enhanced coaching approach, led to the publication of several books, and the creation of the international e-coaching training.

All our interventions have sustainable behaviour change at the heart. They are tuned to the Inner Development Goals which support the UN Sustainable Development Goals. Through our interventions in leadership development and coaching, we leverage leaders' intrinsic motivation and shared responsibility. This approach results in an atmosphere where individuals can thrive, flourish, and feel valued and recognised. Ultimately, this contributes to the success of high-performing teams and organisations.

Our commitment extends beyond training programs; we consistently practice and cultivate these principles within our own organisation. We walk our talk.

2) UNLOQ's Leadership Vision and Framework

Leaders, not only hierarchical managers, play a pivotal part in establishing psychologically safe work environments. Their influence extends to nurturing well-being, engagement, and productivity within teams and organisations. While these professionals undergo comprehensive training in decision-making and problem-solving methodologies rooted in analysis and knowledge acquisition, there's a risk of losing sight of the essence of collaboration and human connection. This includes caring for one another and addressing fundamental human needs in the professional setting.

UNLOQ's leadership vision revolves around empowering individuals and organisations at multiple levels to create positive and lasting impact. To develop leaders who know how to navigate a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, who embrace inclusion, enhance trust, and support innovation, are self-aware and know how to build trustful relationships.



We transform, enhance, and enrich organisational performance by changing behaviour and bringing back humanity into the workplace. The aim is to create workplaces that are not only healthy, challenging, and inspiring but also characterised by empathy.

Our approach focuses on Leading Self by (self-awareness), Leading Others (team dynamics), and Leading the System/Organisation (organisational transformation).

Leading Self

Leadership is a position that exposes and reveals the whole person. Effective leadership thus begins with self-awareness. A deep understanding of oneself requires cultivating an inner life and reflecting on our thoughts, needs, emotions, and behavioural patterns. This inner journey equips leaders to be conscious, centred, intentional, and non-reactive when facing complexity. It is anchored in an inner compass that guides their actions, driven by a deep sense of responsibility and commitment to values such as genuineness, honesty and integrity that empower them to connect authentically with others and themselves and serve the greater good.

We support leaders in stepping into their wholeness, integrity, and coherence. We assist them in cultivating the right mindset, attitude, skills, and behaviours, emphasizing key 'leadership coaching behaviours' like active listening, empowering, inspiring, acknowledging, feedback, empathy, and compassion.

Leading Others

Team collaboration thrives on effective communication, empathy, and compassion. Effective communication is crucial for encouraging open and genuine connections amongst team members and handling conflict in a constructive manner. Empathy allows people to understand and treat others with kindness, while compassion encourages supporting each other during difficult times.

Leaders should become role models of these behaviours and facilitate the process for good teamwork.

We encourage leaders to embrace diversity, respecting and valuing different perspectives and backgrounds to enable them to work effectively with diverse teams. This not only enhances team dynamics but also fosters creativity and innovative problem-solving.

Applying coaching skills to communication, such as active listening, encouraging genuine dialogue and providing developmental feedback, is essential for creating a cohesive and harmonious team and a positive working environment where individuals are valued and empowered to grow and contribute.

Leading the System/Organisation

To achieve tangible results, organisations must adapt to unpredictability, complexity, and ambiguity, emphasising relational resilience and prioritising human-centric leadership. This mindset is a conscious choice that requires awareness, intention, and willpower to develop sustainable neural pathways and habits.

Effective leadership at the organisational level involves managing constructive relationships with different stakeholders, creating a positive and collaborative environment, and working towards common goals. Leaders who combine strategic thinking with co-creation skills excel at building partnerships, fostering a safe space for all stakeholders to share ideas. Positive relationships are crucial for success, helping leaders gain support, resolve conflicts, and achieve their vision.

To orchestrate impactful and resilient change leaders need to communicate clearly, inspire with purpose, and demonstrate courage in making bold decisions aligned with their values. Being comfortable and composed in uncertain situations shows a dedication to growth and adaptability which are key traits for driving change and organisational transformation. Achieving this necessitates ongoing training, mutual accountability, and environmental support, especially during challenging times.

3. UNLOQ's Leadership Coaching Behaviours (LCB)

UNLOQ prioritises sustainable behavioural change in leadership development. Internalising coaching behaviour is fundamental to unlocking capability, growth, connection, and high performance, shaping leaders who manage, think and interact in new and transformative ways.

One of the ways we have brought this vision to life is by a concrete leadership coaching behaviours model which we include as a central narrative in our programmes. These behaviours aim to embed sustainable change and enhance well-being, engagement, and performance. Participants in our learning programmes internalise these sets of behaviours from the start. We change people through the content we deliver and the way they learn – and who they develop to be, through our learning and development initiatives. People internalise a new way of managing people, of thinking, of relating to each other.



1. Consider & Connect

The neuroscience of creating 'reward' states of brain in others is at the heart of understanding the basics of cultivating rapport for effective coaching conversations.

Here is where leaders are exposed to the systemic aspects of creating psychological safety with the view of supporting high-performing teams: tools and approaches towards conflict resolution and dealing courageously with dissent, fostering trust and encouragement of disclosure and integrity, prioritizing connection, and belonging and practicing openness and curiosity in the face of difficult conversations.

II. Feedback & Acknowledge

Leaders become familiar with different approaches to giving and receiving feedback and providing and obtaining recognition. Current scientific narratives around and the neuroscientific underpinnings of this, as well as the courage of vulnerability are interwoven with the concept of psychological safety and the requirements of contributing to a learning environment and a culture of thriving.

III. Listen & Ask

The quality of our culture, of our teamwork and our relationships depends on the quality of our conversations. Knowing how to improve any conversation in any context is a fundamental capability. Bringing conversations from a transactional level to a transformational level where we can truly connect through the act of discovery and co-creation. Participants are exposed to the coaching approaches to active listening and asking powerful questions - in the programme content and through their own coaching conversations. They need to test their presence, courage, and commitment to holding generative, transformational conversations that harness what is not known and foster collaborative thinking and emotional intelligence in teams.

IV. Develop & Inspire

Here, leaders actively embody and exemplify behaviours involving connecting with team members' drivers and motivations, leveraging collective purpose and vision to foster the development of high-performance teams. The learning journey's ultimate goal is to assist participants in translating this framework, this innovative way of thinking, into new behavioural habits within their unique contexts. These new habits are intended to have a positive impact on the well-being, engagement, and performance of their team members.

Conclusion

In conclusion, our leadership vision at UNLOQ is multifaceted, encompassing the self, team, and organisational levels. We believe that a contemporary leader is centred, conscious, constructive, composed, compassionate, collaborative, creative and caring and embraces a coaching style that promotes open dialogues and equality.



Leadership is a widely debated topic. This vision of leadership has emerged from the more than 20 years of experience we have in working with leaders and their organisations [[insert link to our programmes](#)].

We continue to follow developments in the field of leadership with interest to keep offering leadership services and behavioural change programmes that are tailored to equip leaders with the necessary competencies to create sustainable transformation, inspire others, and make a positive impact on individuals, teams, and society as a whole.