Coaching the Shift

Redefining Leadership Identity for the Future of Work

Clifford Morgan

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- Learn, organise and prioritise new information
- Motivates continual learning

- Lord & Hall, 2005

- Ability to learn and develop leadership competencies

- Kragt & Day, 2020

Identity work

Engaging in "*forming, repairing, maintaining, strengthening or revising* the constructions that are productive of a sense of coherence and distinctiveness" in self-concept.

(Sveningsson & Alvesson, 2003)

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Leaders' adaptive identity development in uncertain contexts:
Implications for executive coaching. - Kathy Bennett, 2021

UNCERTAINTY → **IDENTITY WORK** → **OUTCOMES**

- Transitions
- New Roles
- Being criticised
- Conflicting role mandates
- Personal dissonance with leadership expectations

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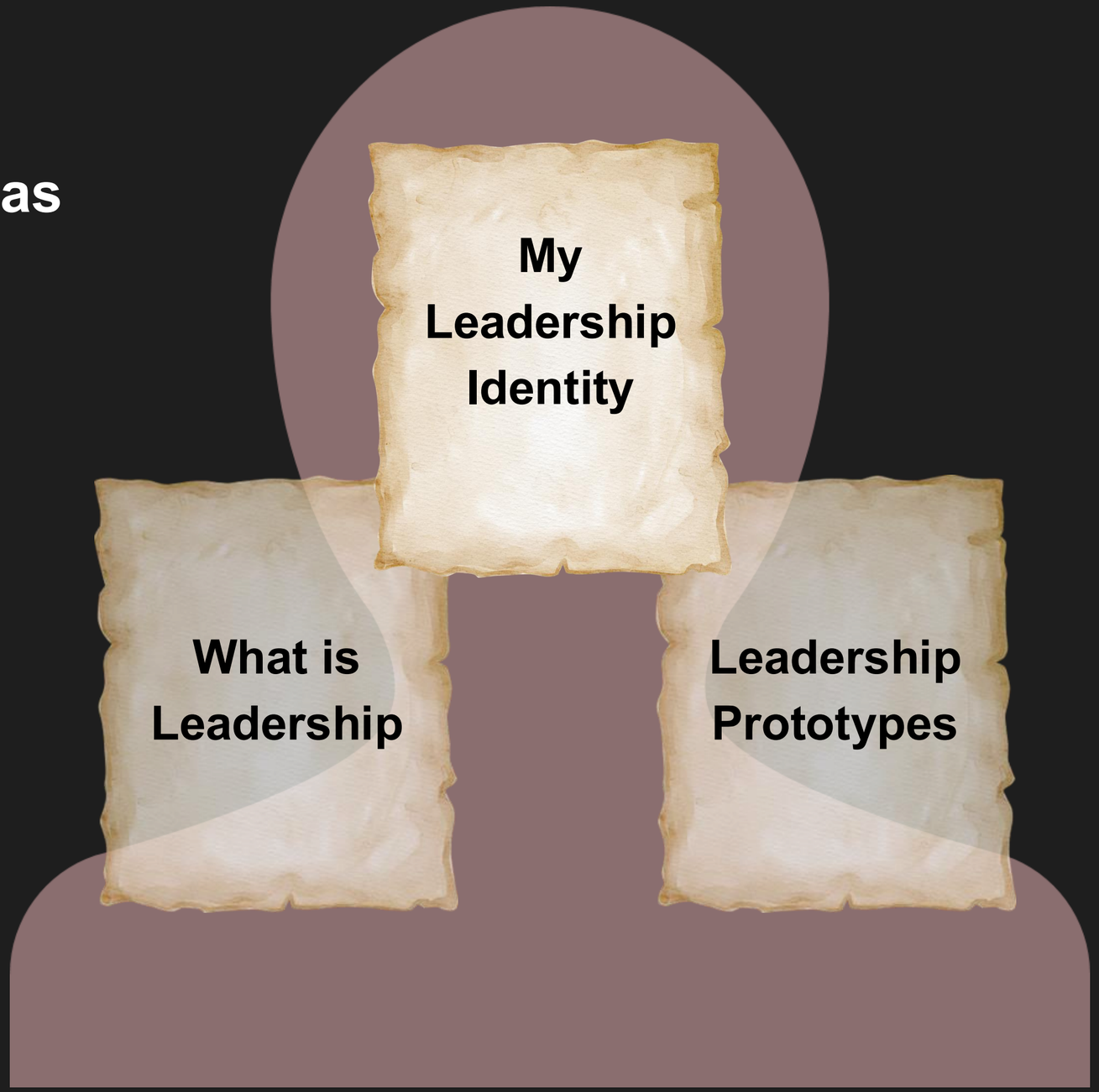
SENSEMAKING

- Confidence
- Agency
- Work Satisfaction
- +ve Relationships

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Shifting Schemas

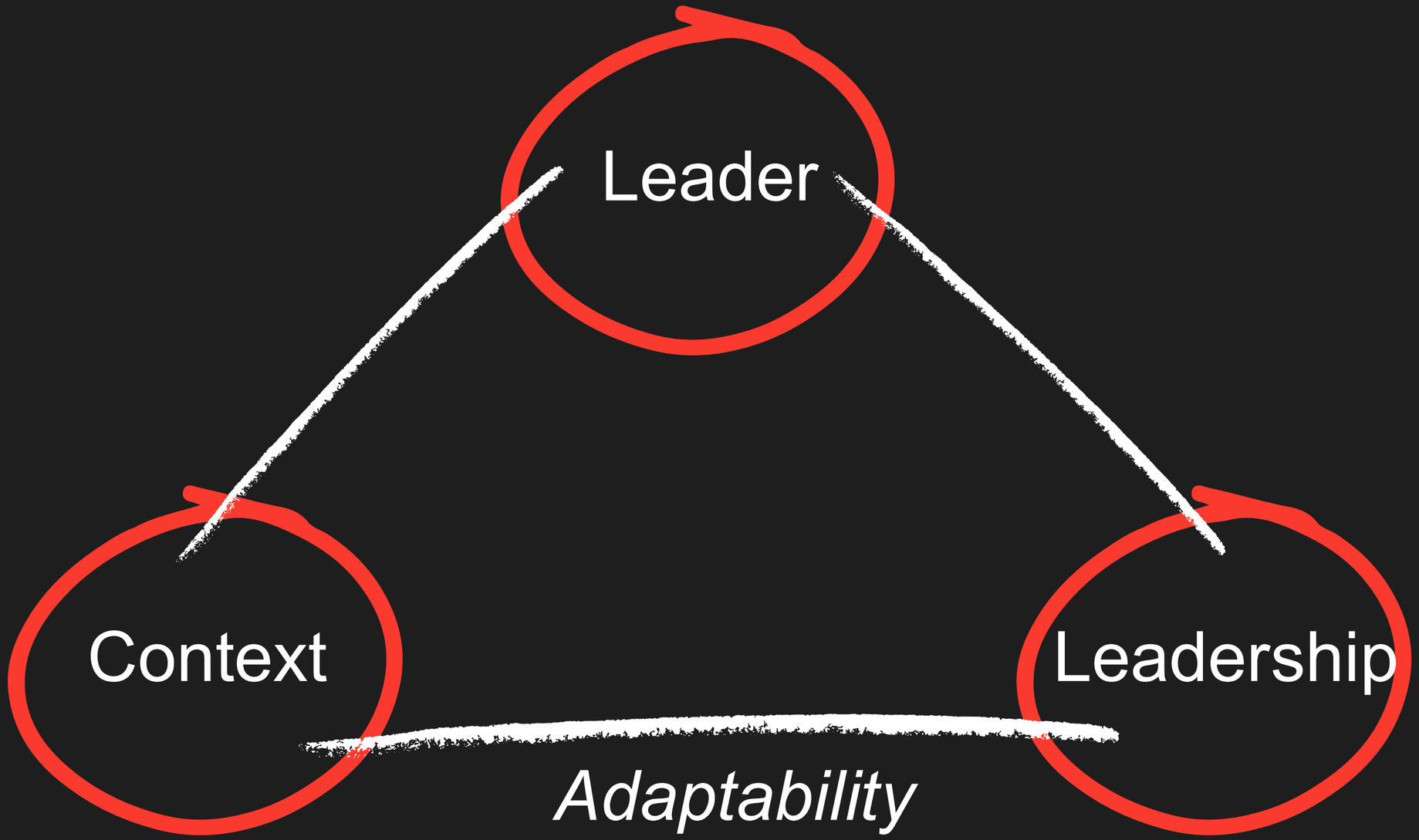
Sonja Zaar, 2024



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Mission
Vision
Values
Personality
Capabilities
Skills
Experience

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Reimagining Leadership in a World with AI

Socio-Technical Systems Theory (Trist, Bamforth & Emery, 1950s)

New leadership competencies (Biswas & Sengupta, 2025)

De-humanising leadership - Does it need to be human centric? (Billsberry, 2025)

New challenges - outsourcing, ownership, reinforcement of bias

Changing role of the coach - AI as co-coach (Seigle, 2026)

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