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the magazine of professional coaching

TAKING CARE *of* BUSINESS

Building a vibrant corporate coaching culture

Internal vs. External
COACHING

LEADING HEALTHY
CORPORATE & TEAM CULTURE

VOLUME 17 • NUMBER 3
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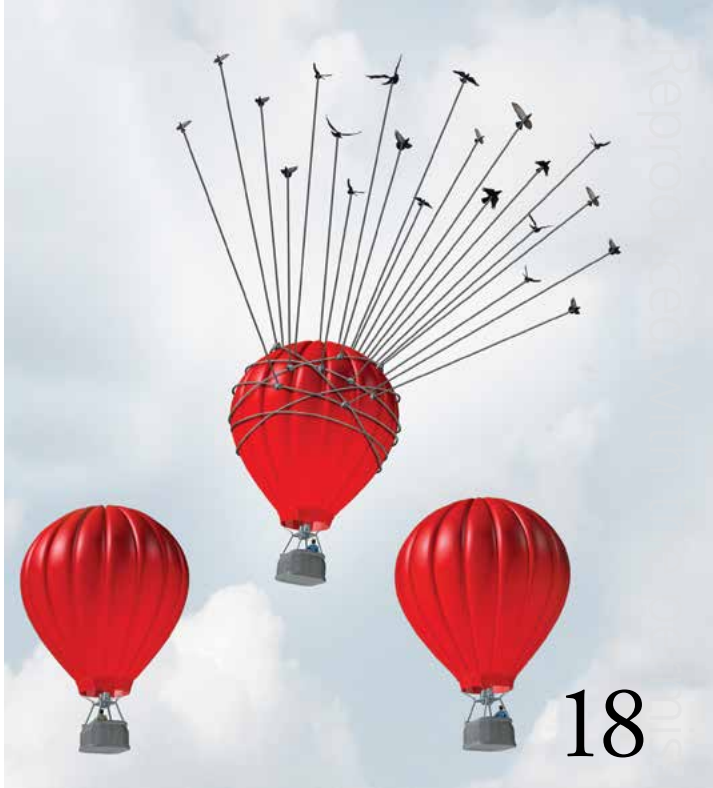

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MANAGING EDITOR
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Canada L5R 4B1
1-800-553-3241

US OFFICE:
793 Center Street, Box 268
Lewiston, NY, USA 14092

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> This issue, as always, contains amazing articles that serve not only corporate coaches but corporations as well.

From The Publisher

So much has happened in the coaching world, and my development, since our last issue.

Since then I've attended several conferences (most of which you can read about in the "industry news" section of this issue). I've been to the 8th Annual Gay Coaches Conference, Sherpa's EXCO Conference, and most recently ACTO (Association of Coach Training Organizations) in beautiful Victoria, Canada. All were amazing and distinct in what they offered to the participants.

It was so great meeting everyone and having such wonderful conversations, not to mention the amazing learning. Thanks to everyone I had the honor to spend time with and apologies to those I didn't.

An amazing thing happened to me at the Gay Coaches Conference. I was awarded the Thomas J. Leonard Humanitarian Award. The award, named for one of the original founders of the global coaching profession, recognizes outstanding contribution and ongoing commitment to the development of coaches and the advancement of the coaching profession. Truly an honor!

The EXCO conference was amazing as it was not only a conference to connect with coaches, it was also a training session teaching us the model from the book, Why it Matters. I am happy to say I am a certified "Why it Matters" Facilitator and helping to bring the system to Canada. Thanks to the gang at Sherpa Coaching for their commitment to our profession.

Something else I've been working on is to create my first ever online training program called "Free Time Bootcamp for Entrepreneurs." Many thanks to Marcy Nelson-Garrison (dear friend, coaching colleague and co-author of our coaching tools column) who for years and years coached (cajoled/pushed/strongly suggested) me to use my voice to share my experience and wisdom gained over years of working towards financial, time, and location freedom. Contact me at garry@choice-online.com for more details.

This issue, as always, contains amazing articles that serve not only corporate coaches but corporations as well. One article inside these pages really resonated with me. I'm adding it to my personal tool kit right there beside "honoring my intuition." I'm going to call it, "Let my subconscious show me the answer". Let's see if you can find which article I'm talking about. Let me know how it lands with you. Feel free to share stories on our Facebook page @choiceMagazine.

Finally, we have a request. Take a look at our "final say" column on page 50 and if you have a personal story or learnings to share, please let us know. It's super easy to write for choice. Go to choice-online.com/write-for-us for our writing guidelines and submission requirements.

Happy reading!

GARRY SCHLEIFER, PCC, CMC
CEO & PUBLISHER

Yours truly receiving the Thomas J. Leonard Humanitarian Award with (l-r) Tom Keydel, Dave Allen, Terry Hildebrandt, Tim Kincaid and Harry Faddis.

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From The Managing Editor

One of the things I love about my job is the variety. Even after 12 years as managing editor of *choice*, I'm always amazed by the scope and range of articles we receive for each issue. Even, as in this case, when our theme is one we have covered before, the articles are always fresh, with new perspectives and new learnings for our readers to take away. This issue on Corporate Coaching takes a contemporary look at how coaches are helping corporations, leaders and teams take flight, and what lies ahead for this ever-expanding field.

In our opening feature, Jennifer Britton outlines the many options available for coaching in organizations, along with questions to consider when deciding which option is right. Next up, DJ Mitsch provides her insights and predictions of three key ways coaching will shape the future of work. In our third feature, "The Puzzle of the Paradox," Stephanie Trotter explores how pressures to perform create opportunities for corporate coaches.

Cathy Liska's feature, "Finding the Win-Win-Win," examines how internal coaching programs benefit the coach, the coachee and the organization. Next, Tim Stevenson urges us not to leave culture up for grabs, with his insightful article about leading healthy corporate and team culture. Dr. Pam Van Dyke looks at coaching teams in today's corporations. And last but definitely not least, Terry Hildebrandt talks about the "next big trend": coaching supervision for corporate coaches.

We hope you enjoy this issue and come away with a renewed excitement for what lies ahead in the dynamic landscape of corporate coaching.

JANET LEES, B.JOURN.

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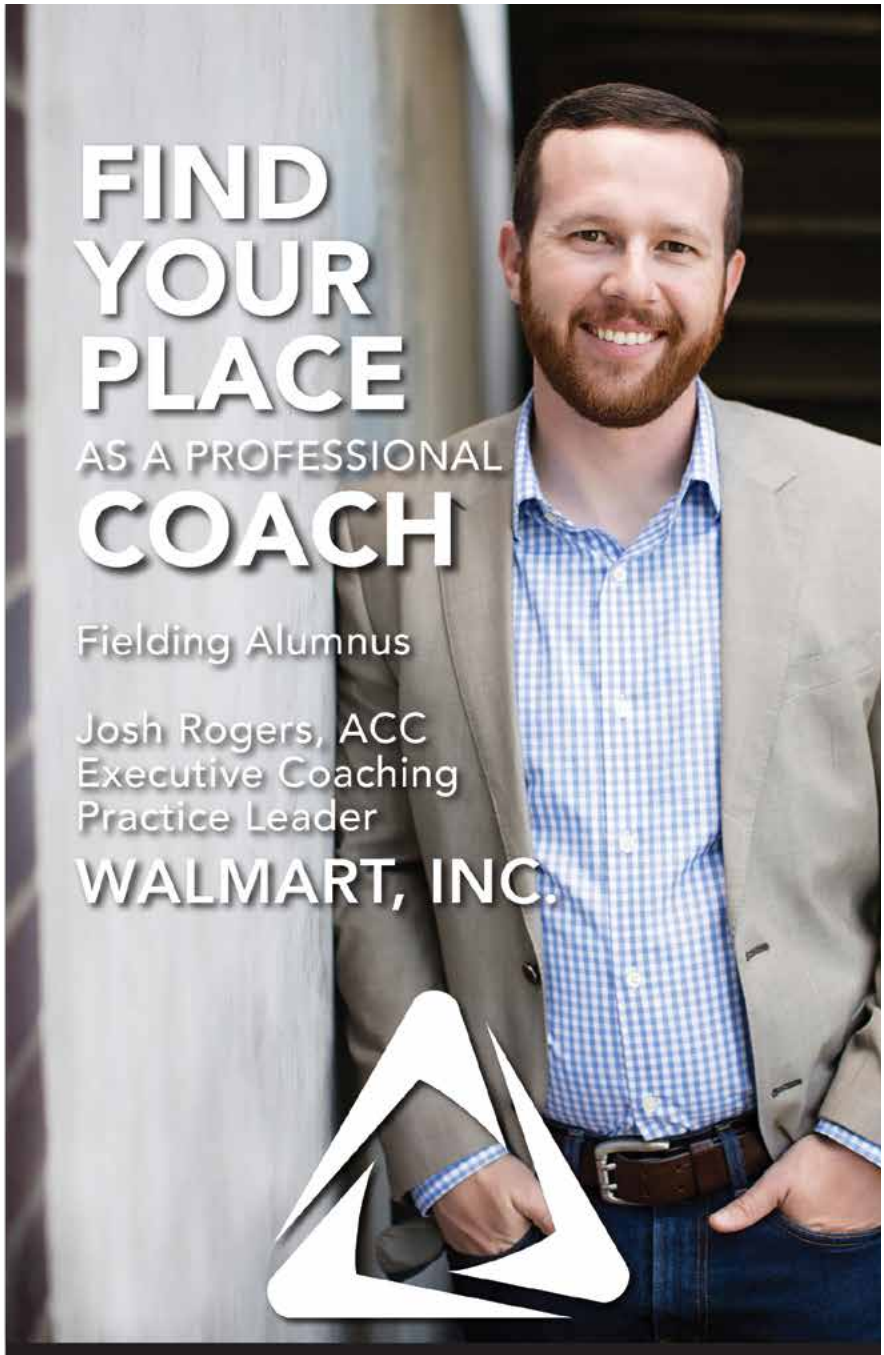

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departments

CRAIG CARR, PCC, CPCC, BCC, works with organizations and their leadership teams. He is the author of *Life Lives Through You; Danger, Sex and Magic* and *The New Client Guidebook to Professional Coaching*. He is currently developing the Systemic Awareness™ approach and is the creator of The Ascendant Business, a program for organizations evolving the human side of their business.
craigcarr@theascendantbusiness.com

NANCY DEWAR, MEd, PCC, CLC, is a Certified Executive Leadership Coach, PCC and Learning Strategist MEd, with over 25 years of experience leading, managing and developing teams of people. With a background holding senior positions in sales, marketing and operations, Nancy brings a strategic approach to every business situation. Nancy has lead several corporate coaching and learning initiatives and specializes in culture transformation, change management, motivation and mindfulness and has industry experience to include automotive, consumer package goods, retail, marketing agency, and pharmaceutical. She is certified with the Learning Styles Inventory, Predictive index assessment, and is EQ1 and EQ 360 certified.
nancydewar@cogeco.ca
inspiringyou.ca

JENNIFER GALLAGHER & BETHANY WILSON bring over 20 years of combined experience in digital marketing and managing online businesses. Together they've managed million-dollar launches, created businesses from the ground up, and shown thousands of entrepreneurs how to start and magnetize their online business. Jennifer and Bethany created Intentional Fate to inspire one million women to create the business and life of their dreams.
jennifer@thevachicks.com
bethany@thevachicks.com
thevachicks.com

JANET M. HARVEY, MCC, CMC, ACS, coach, author, educator, speaker, and an early adopter for creating a coach-centered workplace, has worked with global organizations to establish a generative, resilient and high-performance culture through a coaching approach to leading and managing success. Janet is CEO for inviteCHANGE, leaders in sustainable excellence through Generative Wholeness, a signature generative coaching and learning process for people, processes and systems.
janet.harvey@invitechange.com
invitechange.com

KAT KNECHT PCC, CPCC, is a love, dating and relationship coach. Along with her husband, Curtis, she is the co-founder of The Relationship Coaching Connection. Her program, The Art and Science of Romance, has helped hundreds of women find the romantic life they desire. The Coaching Circles that Kat facilitates weekly help women find the love of their lives or improve the relationship they already have by learning how to practice self-love and use their own personal power in a positive way.
kat@relationshipcoaching.com
relationshipcoaching.com

MARCY NELSON-GARRISON, MA, LP, CPCC, is a product mentor and founder of coachingtoys.com, an online store featuring creative toys and tools for personal development. Marcy helps coaches, counselors and consultants leverage their own creativity for greater impact and profit. Her products include: Q? Basics, Open-Ended Questions for Coaching Mastery; The ProductPlanner; and Passion to Product.
marcy@coachingtoys.com
pinkparadigm.com

SUZI POMERANTZ, MT, MCC, is CEO of Innovative Leadership International, LLC. An award-winning executive coach and #1 bestselling author with 22 years' experience coaching leaders and teams in 200 organizations, Suzi specializes in leadership influence, helping executives and organizations find clarity in chaos. Suzi designed the LEAP Tiered Coaching Program for leadership teams, founded the Leading Coaches' Center and co-founded the Library of Professional Coaching, the world's largest free online library for coaches.
InnovativeLeader.com

VICTORIA TRABOSH, CDC®, CEC, is president of Victoria Trabosh Executive Coach LLC, helping executives and entrepreneurs realize their most ambitious performance goals and achieve excellence. She is also an international speaker, and author of two books: *Dead Rita's Wisdom – Simple Words to Help You Live an Extraordinary Life* and *Cancer: From Tears to Triumph*. She is the host of the podcast, *Wisdom* with Victoria Trabosh. One of her passions is the Itafari Foundation, supporting the people of Rwanda, which she co-founded in 2005.
Vicky@victoriatrabosh.com
VictoriaTrabosh.com

columns

WESLEY CONNOR, MFA, CPCC, PCC, has a passion for creating development programs that enable employees to reach their full potential. As Director, People Development for Randstad Canada, Wesley has been an influential contributor to the design and execution of its world-class Talent Management Strategy, combining 15 years of readership expertise with more than 2,000 hours of executive and team coaching experience. He is an advocate for a "purpose driven" workforce, in which employees can engage in a meaningful work that Is in alignment with both their individual goals, and those of the organization.
wesleyconnor2000@gmail.com

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features

JENNIFER BRITTON, MES, PCC, CPCC, BCC, CHRL, is a Prism award-winning program designer and certified coach. She is the author of *From One To Many: Best Practices for Team and Group Coaching* (Jossey-Bass, 2013) and four other books including the *Coaching Business Builder Workbook and Planner*. A former manager with the UN system, Jennifer has dedicated the last three decades of her career to building and facilitating leadership, coaching and performance programs across many sectors including tech, education, health care and financial services.
info@potentialsrealized.com
PotentialsRealized.com

TERRY H. HILDEBRANDT, PHD, MCC, MCEC, is an executive coach, organization development consultant, certified coaching supervisor, and author. He is the CEO of Terry Hildebrandt and Associates, LLC and Director of the Evidence Based Coaching Program at Fielding. He has over 22 years of coaching experience and 32 years of business experience. He works primarily with mid-level and senior executives including members of the executive committee, board chairs, chief executive officers, vice presidents, directors, and selected promising leaders. Terry specializes in leadership coaching, organizational change, and team development. He earned his PhD in Human and Organizational Systems from the Fielding Graduate University.
terry@terryhildebrandt.com
terryhildebrandt.com

CATHY LISKA, CDP, MCC, is a certified coach trainer and the CEO and founder of the Center for Coaching Certification. As the Guide from the Side®, she is recognized among the best internationally in coaching, training, conflict management and facilitation. Cathy is a sought-after trainer and facilitator, freely sharing from her 20 years of experience in business ownership and management. Cathy also certifies others to coach in her ICF-approved programs. Her personal mission statement is "People." Cathy is known for her passion in sharing the insight, experience, positive attitude and information that empower others to achieve the results they desire.
Cathy@CoachCert.com
www.CoachCert.com

DARELYN "DJ" MITSCH, MCC, is an award-winning change agent, thought leader, author, influencer, designer and master coach. The 6th Global President of ICF Global, DJ is co-founder and CEO of Pyramid Resource Group, Inc, the first corporate coaching company in the U.S. With DJ's designs, Pyramid has scaled large coaching initiatives to create vibrant and conscious global organizations. Creator of the Team Advantage, her master coach team trains and certifies business coaches throughout the world in the process. She also founded the Healthcare Coaching Institute in 2013 to train leadership coaches in the field of life-sciences.
dj@pyramidresource.com
pyramidresource.com

TIM STEVENSON, CSC, CSLII, has devoted more than 35 years to developing leaders and organizations. After serving as a successful leader and developer of leaders with four organizations, he earned his certification as a Sherpa Executive Coach in 2008 and as a Certified Sherpa Leadership Institute Instructor in 2012. Two years later he was named the 7th Master Sherpa Executive Coach. He has written nine published books, including *BETTER: The Fundamentals of Leadership,* and more than 195 articles on leadership, managing, and subjects for personal effectiveness.
tim.stevenson@sherpacoaching.com
stevensoncoaching.com

STEPHANIE TROTTER, PCC, is an internal executive coach at GSK. With diverse experiences as a business leader and organizational development consultant, she has a practical approach to coaching her clients, who lead significant personal and business transformations across all facets of the businesses at GSK. She contributed to GSK's 2016 ICF PRISM award by shaping the design of the Accelerating Differences program, training Job Plus coaches, and partnering with leaders to use new and different coaching approaches to meet their business needs.
Stephanie.L.Trotter@gsk.com

PAM VAN DYKE, PHD, PCC, has coached individuals, teams and groups in a variety of capacities and situations and has done so both face-to-face and virtually using evidence-based coaching methodologies. Her diverse background in behavioral health, Fortune 500 companies and academia provides her with a unique and rich blend to understand the needs of others and the complex dynamics in which they find themselves. A life-long learner, she holds six degrees as well as a PCC coaching credential designation from the International Coaching Federation (ICF).
pam@vandykecoachingandconsulting.com
vandykecoachingandconsulting.com

> "Be ready for the paradigm shift that can happen as a coaching culture gets built. The shift from a 'telling culture' to a 'coaching culture' is not always smooth."

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Daring Leadership

Cultivating braver leaders

By Kat Knecht, PCC, CPCC

In her latest book, *Dare to Lead: Brave Work, Tough Conversations, Whole Hearts,* Author Brené Brown takes her well-known work on shame and vulnerability into the world of corporate leadership with a powerful question: "How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture?"

The author explores this question thoroughly with curiosity, research, stories, examples and personal experience. Brown always thought of her emotional research as something people would use in their personal lives, not something useful to corporations, until an experience shifted her thinking. Instead of seeing "corporations" as something separate from her area of study, she realized that corporations are "just people."

By broadening the scope of humanity to include all the people who work for corporations, she busts another kind of prejudice (that corporations are somehow "not people") and replaces it with wholehearted inclusivity.

This book is based on extensive research and data collection, along with new ways to approach problem solving, conflict resolution, true leadership and the importance of curiosity.

The book is laid out in four parts, each describing one of the four teachable skill-sets that result in daring leadership:

1 Rumbling with Vulnerability

In this part, the author makes a fierce claim to challenge a common myth about vulnerability. She states that, across all of her data, there is not a shred of evidence that vulnerability is a weakness.

Vulnerability is not easy. It will make you feel anxious and want to self-protect. It requires courage. She plants her stake in the ground: "If you are not in the arena getting your ass kicked on occasion, I'm not interested in or open to your feedback. There are a million cheap seats in the world today filled with people who will never be brave with their lives but who will spend every ounce of energy they have hurling advice and judgement at those who dare greatly. We have to avoid the cheap-seat's feedback and stay armor free."

She uses the term Rumble to describe how to engage fully with that which makes you uncomfortable. She makes distinctions between Daring Leadership – being willing to engage in difficult conversations with a vulnerable heart – and Armored Leadership, when we lock our hearts up tight.

2 Living into our Values

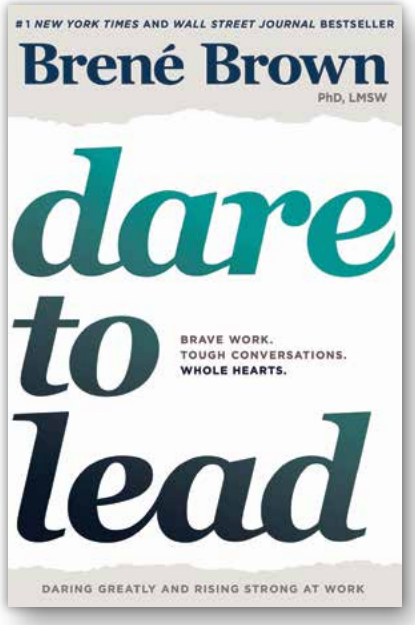
This part begins with a passage I love: "In those moments when we start putting other voices in front of our own, we forget what made us go into the arena in the first place, the reason we're there. We forget our values."

Brown offers a list of values along with a great exercise to help the reader identify their one or two top values. She challenges the reader to take a deeper look at what they mean and what gets in the way of honoring them.

3 Braving Trust

In this chapter the author offers a BRAVING INVENTORY of seven behaviors that create trust:

- Boundaries
- Reliability



- Accountability
- Vault
- Integrity
- Non-Judgment
- Generosity

Some of these are self-explanatory; others need unpacking. All of them are essential for daring leadership.

4 Learning to Rise

One of my favorite passages here describes what she calls a Rising Skill, getting back up after a fall. Brown notes that the research participants who demonstrated the highest level of resilience use some form of the sentence, "The story I'm telling myself …" or "The story I'm making up …" The skill is to let go of the narrative you're telling yourself and see different perspectives.

She contends – and I agree – that if you were to pick a skill to put into practice from this book, this would be the one!

This book is a must-read whether you work as a coach in corporations, with entrepreneurs or in more personal areas. At the heart of it is the reason most of our clients come to coaching: to live their lives wholeheartedly. •

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VIP Day Quick Profit Secrets

By Marcy Nelson-Garrison, MA, LP, CPCC

Did you know that there is a segment of your clients who will pay for special treatment and more concentrated time with you? They are willing to pay premium prices for that special attention. Creating a VIP offer is the perfect way to capture that group, and I've discovered the very best place to go to learn how.

Kendall SummerHawk has created an excellent online course called VIP Day Quick Profit Secrets. She takes you by the hand and gives you everything you need to create a successful VIP Day.

There are three things I found incredibly valuable about this program:

1 Really getting that not all VIP days look alike. There are a number of models and templates to use and plenty of room to get creative.

2 All the powerful tools and processes Kendall provides to make sure your client gets great results. I was particularly impressed with a process she shares for talking about whats next for the client - this one tool is gold.

3 She includes how to price your VIP Day and how to market it – invaluable.

You get everything you need, plus Kendall weaves in plenty of thoughtful, sage advice from her many years of experience and success. I highly recommend this course. We all need a VIP offer!

JIGSAW BOX

By Jennifer Gallagher & Bethany Wilson

JigsawBox is a tool designed by coaches for coaches. Create courses and use this tool to coach your clients. Its design features are limited, but it has a great platform for coaching questions and improving the coach/client relationship. Price starts at $67/month.

AIRTABLE

By Jennifer Gallagher & Bethany Wilson

Airtable is a spreadsheet system on steroids! You can organize tasks, procedures, collaborate on documents and so much more. It integrates with tons of apps like Google Drive, Zapier, Mailchimp and tons of others, and has a very easy-to-use app for your mobile devices, too. It's free to start, with monthly fees when you need more storage.

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Speed Dial The UNIVERSE

By Marcy Nelson-Garrison, MA, LP, CPCC

Do you or your clients barrel through each day forgetting to acknowledge all the things, big and small, that you accomplished?

I just discovered a cool app called Speed Dial The UNIVERSE that gives you a simple, at-your-fingertips solution. Each day you enter what you appreciate, your dominant emotion, six inspired actions and what you want the universe to handle for you – very cool. The process has a distinct Law of Attraction focus.

My two favorite entries come next: Your "wild hair" intention – "wouldn't it be awesome if…" followed by an opportunity to write a mini vision story of how one of your intentions unfolded. I love this part because it stretches me to dream bigger and open to more.

As you check off those inspired actions your success gets tracked. It's so easy and the statistics tab will give you a quick view of how many inspired actions you've completed. It's so affirming because we are all accomplishing way more than we give ourselves credit for. This is a great tool for coaches and clients.

MAGICAL MINDSHIFTS

By Marcy Nelson-Garrison, MA, LP, CPCC

Magical Mindshifts is a sweet, inspirational card deck built around the original art of the author and her years of experience building a successful and socially responsible business. The whimsical blossoms, bunnies and sweet characters open your heart to receive the gentle wisdom offered here.

Each card focuses on a single word, e.g. Passion, Honesty, Expectation, Power, Empathy. On the other side there is a short statement about the word, followed by "Your Task," which suggests an action, and "Your Aha! Moment," which affirms the gift or impact of the word.

Each card is like a blessing for your life and work and it will absolutely delight your clients. The deck would be particularly good for women's groups, career coaches, brand new business owners, and young people making their way in the world.

Links to products reviewed by Marcy are available at marcysproductreviews.com

Links to products reviewed by Jennifer & Bethany are available at thevachicks.com

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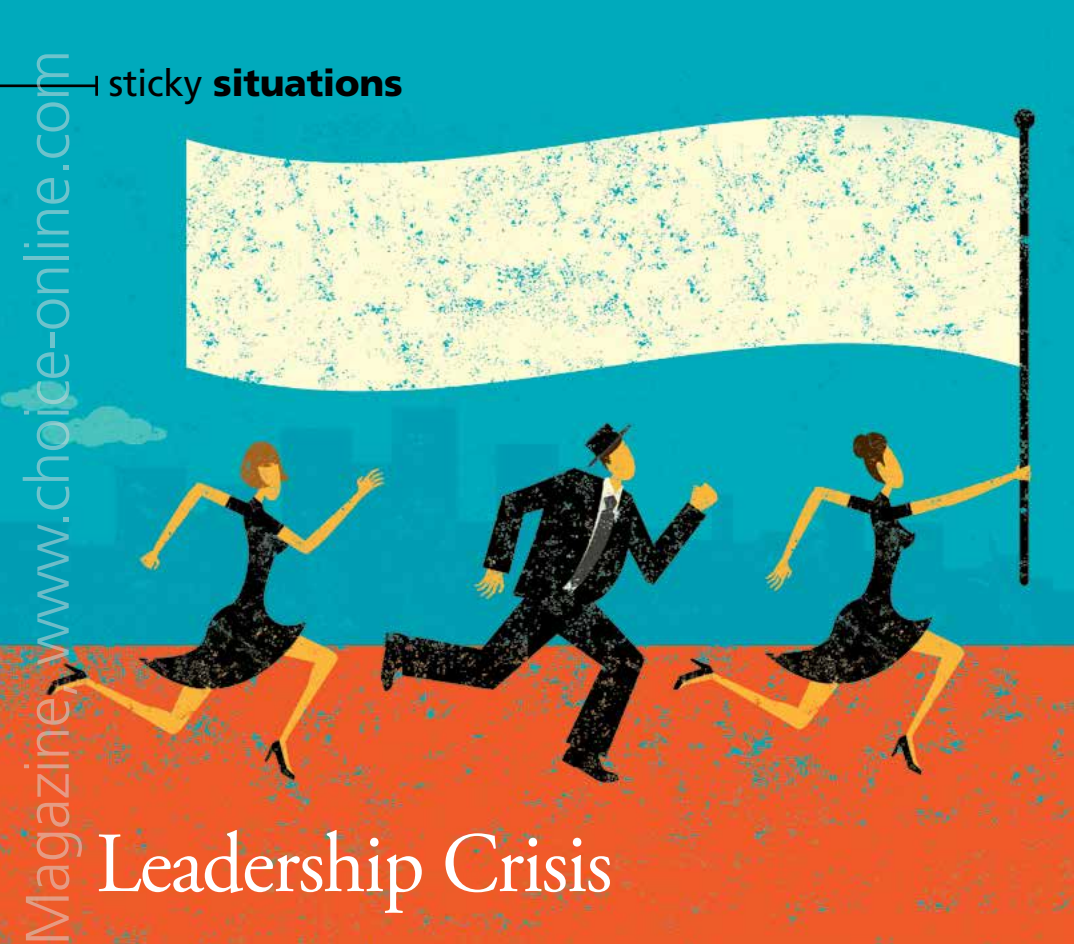

Leadership Crisis

THE **SITUATION**

"My corporate client is facing a crisis in leadership. The founder/ CEO is an exalted, legendary character (think Steve Jobs), who could sell the company for millions and walk away. He built the company and the community around it, so I think he's inclined to find a way to transfer ownership. How can I help him decide, and if he stays involved, how can I help him find new leaders?"

THE EXPERTS **WEIGH IN**

By Suzi Pomerantz, MT, MCC

As the coach, you have two distinct explorations to lead with your client on the subject of legacy: 1) What does he want his legacy to be as the founding leader of the company, and 2) What's best for the organization?

As you explore the first topic, it's worth asking him:

- What matters most to you?
- Why did you create the company in the first place?
- What is your highest purpose?
- What gives you meaning/ what do you find most meaningful about your contribution to the company?
- How would you like to be remembered?
- Who do you want to be in the matter of your transition out of the company you built?
- If you could go out in the best possible way, what would that look like?
- What, if anything, stands in the way of that exit strategy?

As you help him explore the impact to his organization:

- What is the core secret to the company's success and how can you ensure that core sustains after you leave?
- What will be the community, leadership, and culture impacts to the organization when you leave?
- What approach would represent the most seamless and aligned transfer of power and cause the least disruption to the formula for success?
- Would intentional, strategic disruption create positive growth and innovation, and if so, how should you time your sale of the company in order to capitalize on that disruption?
- Are there potential home-grown leaders within the existing ranks of the company who could be successors?
- What are the ideal leadership characteristics, skills, and knowledge needed for the next generation of leaders?
- What can you do now to groom up-and-coming leaders and create a solid succession plan?
- What do you foresee to be the biggest challenge to the organization, culture, community, and employees?

Once he has some clarity about the above explorations, you might help him craft a communication strategy to his directs, the entire staff, the board, and the media, ensuring he controls the narrative of his legacy before, during and after the sale of the company.

He needs you to help him to remember who he wants to be and how to align his decisions and choices about legacy and succession planning and transfer of ownership in ways that are congruent with who he wants to be.

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By Victoria Trabosh, CDC®, CEC

As a coach, your task is to help this leader surrender to the process of decision-making. In Chapter 12 of his book, *Elegant Leadership: Simple Strategies, Remarkable Results* (2001), Andrew Neitlich discusses how elegant leaders move things forward in such a way that others barely notice. They do this by building a foundation grounded by their vision and their commitment to get results.

As the coach, before assisting your client in creating a clear strategy to achieve results, work with him to commit to a plan for exiting the company or staying and growing the company. If he vacillates, he creates chaos for the leaders around him, his employees, and within himself.

You've described him as a "Steve Jobs" archetype. There are great lessons to learn from any leader, both positive and negative. Six traits outlined in the AboutLeaders.com website article by Joseph Carey (2017) about Steve Jobs:

1. Have A Vision
2. Develop the Passion
3. Challenge the Limits of Your Employees
4. Follow Excellence, Not Money
5. Don't Aim Below Perfection
6. Take Risks

One way to help a leader is to assess their strongest traits. Then dive deep with the leader to explore how he or she will use their traits for strength, and not overuse them to create weakness, discourse, or chaos. Without space here to go through each of the six items above, as a coach, you know how each of these strengths can become a negative trait.

If you are good at speaking truth to power, the most significant advantage in your role as a coach is to have a serious discussion around the traits your leader exhibits, have the leader make a definitive decision on whether he will stay or go, and then craft a plan to carry out his vision. Will he allow you to hold him accountable? If so, get specific on what areas, and how.

One last point. Regardless of whether he stays or goes, he must create leaders around him. In this case, Steve Jobs would be a good case study for you to explore. Find out what Jobs did well, lessons learned from what didn't work, and replicate and duplicate what fits while adding your client's specific traits. Help your client build on his strengths so he can become a better leader through your coaching.

By Craig Carr, BCC, PCC, CPCC

You've done an excellent job distilling the situation to two issues where coaching has a place. The first is the CEO's near-future, personal and purpose-driven choice about what to do with the company. The second is how ownership and leadership will transfer if he stays involved but not active. The question to you is, "Do you want to do one of these, or are you ready for both?"

As you engage the CEO, remember there is a personality difference between founders/builders of companies who are in love with their creations and those who want to grow a business, sell or liquidate it, and move on.

Steve Jobs could have ridden into the sunset in 1985 with saddlebags of cash, never to be heard from again. He didn't, of course, because his vision and mission were far more important to him than his desire to retire.

If your inclination is that the CEO wants the company to continue, there are multiple options to consider.

Does he believe a buyout or merger will help or hurt the people who loyally built the company with him? Raise questions and color in possible futures. Listen carefully to cues and body signals that reveal what he truly wants. Acknowledge all emotions that arise and bravely name them.

It's common for CEOs to think that if they stay involved, they can protect their people and products. That's possible if they've negotiated that kind of leverage, which is rare. In other words, make sure he doesn't delude himself into thinking that when the big dogs come to town, he'll still be an influential player.

Perhaps the best way for him to stay involved and score a cash payday is to offer ownership of the company to the employees (ESOP). It's complicated but can be worth it in terms of protecting his legacy. Read up on this option so you can help sort the dynamics that are within the scope of coaching.

Some of the most fun coaching you'll ever do is the leadership succession of a company icon. It's loaded and busy territory, and a coach perspective will make a huge difference.

If it comes to pass, I recommend you advocate and get involved with the selection and seating of a succession committee, and work closely with it to identify leaders who can fill those enormous shoes. ●

Are you grappling with a sticky situation?

You don't have to go it alone. Let our senior coaches give you some different perspectives to consider. Email your situation to: submissions@choice-online.com and put "sticky situations" in the subject line.

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But My Clients...

Going beyond the surface to create coaching partnerships

By Janet M. Harvey, MCC, CMC, ACS

"But my clients ..." All too often I hear this refrain from coach practitioners who are engaged by organizations to partner with leaders and teams as an explanation for not coaching. The sentence is finished in a variety of ways:

- "But my clients say they want advice"
- "But my clients ask me to share best practices"
- "But my clients want me to be directive"
- "But my clients expect me to tell them what to do and give answers"

Fulfilling these requests as presented is an acceptable action. However, it is not professional coaching as set out by any coaching competency model in the world. This is a conundrum that creates a tension for practitioners and clients alike.

It is true that organizational leaders, the ones who hire us and those who manage our contractual commitments, ask for certain outcomes to occur and expect results to manifest. Who has responsibility for outcomes and results is a central question to answer.

In any effective partnership, the path to clarity requires dialogue that challenges assumptions and reveals the meaningful underlying issues that are the obstacles blocking progress. A common shortfall for practitioners occurs when a commitment to an engagement is made without sufficient dialogue.

When the conditions that define success and satisfaction are left out of the coach's promise made to fulfill the request of the client(s), the contract is incomplete. This results in unnecessary conflict and, at a minimum, an unsatisfactory experience.

> "Who has responsibility for outcomes and results is a central question to answer."

The irony is that by being a coach in all interactions, before during and after an engagement, our commitment to creating awareness that deepens learning for, and forwards action by, the client (the purpose of coaching) is the antidote to the shortfall.

3 ASSUMPTIONS TO CHALLENGE

The first assumption that we must challenge is assuming that all parties know what occurs in a coaching partnership. As coaches, we spend more than 100 hours training and at least that many hours practicing to know this. But what leads us to expect that our clients, in any role, have this understanding?

While our standards bodies, ICF and EMCC, have existed for nearly a quarter century, it is my daily experience that clients misunderstand what occurs in a professional coaching engagement and how it is valuable. The popularity of the term in the media definitely creates confusion. Adding to this confusion is the evolution of the field that includes coaching skills to be coach-like as a manager of people.

Rather than tolerate this murky context of our clients, our alternate choice is to champion simple, transparent and direct demonstration of the coaching experience so that all parties are both aware and purposeful in contracting. Not only does this choice drive better success for all, it is also essential to consistently ethical conduct.

Allocate time in the creation of the partnership toward declaring the contribution from the client that is necessary to access a relevant and immediately

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> A common shortfall for practitioners occurs when a commitment to an engagement is made without sufficient dialogue.

applicable exchange in each session.

The strong impulse to serve generates a second assumption for practitioners that is very important to bring to the surface and resolve. Similar to what occurs in every coaching session, the initially presented topic is rarely, if ever, the most important and valuable exploration for the client.

The coaching program manager wants to serve by securing a quality coach. The business leader wants a positive change in performance by providing a coach to a high potential leader who is key to achieving the future strategy. That high potential leader has a team of people who want a better climate in which everyone succeeds.

All of these demands are seductive to say "yes" to, based upon the presented information. When we fail to probe underneath the information, we will miss the true motivation for behavior change that is sustaining for the next level of performance.

Resist the pull to relieve the pain, tension and intensity first expressed by the client. Be persistently and unconditionally curious about the deeper pattern of behavior that is creating the situation. Follow this path to build both synergy and clarity among the various constituents we serve within the organization.

Simultaneously, everyone involved experiences the coaching process in action. By being coach in the contracting process, we clarify the responsibility of the client to focus on the essential rather than the circumstantial. We also set the expectation to do the self-awareness and self-reflection work necessary for learning, growth and change to result from the coaching partnership as this unfolds over time.

The definition of value and worthy contribution that a coach practitioner delivers in a coaching partnership is diverse and, left invisible, creates breakdowns with clients.

The vast majority of people enter into the professional coaching field with a wealth of personal and professional experience. That foundation is supplemented through the rigor of coach-specific training to develop a highly refined and artful communicating and relating skill set. This combination of life experience, the wisdom that yields, and an expanded competency called professional coaching is highly empowering for others.

The source of empowerment is revealed through the coaching conversation. When we focus on what is not yet known to the client through a genuine and caring curiosity fully on behalf of the client, something useful emerges. The insights and learning occur because of the partnership in the conversation not because of content outside of it.

Our clients will always know more than we do about the content of their role, responsibility, goals and strategies and aspirations. It is our privilege to express wonder and curiosity during our interactions. Clients remember more of who they are as we explore, creating awareness for the capability and resourcefulness each naturally possesses.

In turn, each client realizes they possess innate creativity and learn how to access it so that new approaches and possibilities are available. A coach practitioner who is engaged in mentor coaching with me enjoyed an 'ah ha' moment about this assumption when she said, "I have a clear opportunity to trust more in the coaching process, and in cases where I have, the outcomes have been much more substantial and meaningful for the client, beyond the stated goals of the coaching."

Go beyond the surface of "but my clients …" and create coaching partnerships that evoke the client's desired future, inside-out. •

CHALLENGE FOR CLARITY IN CONTRACTING

Discuss and clarify with the client:

- **What the coaching experience is and is not**
- **What results and outcomes are best served by coaching**
- **What responsibilities rest with each the coach and the client**
- **What the evidence of progress and success is**

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TAKING CARE of BUSINESS

Building a vibrant corporate coaching culture

How do organizations decide that coaching is for them? Who is the decision maker inside the organization and how do they choose and implement a coaching program? How do coaches market and get into corporate coaching programs? What are the different types of coaching required in corporations? What qualifications and tools do you need to be a corporate coach? Join us as we explore coaching in corporations.

By Jennifer Britton, MES, BCC, PCC, CPCC, CHRL

The options for coaching in organizations today have never been greater. Do we engage an executive coach? A team coach? A group coach? Are we looking to build our own team of internal coaches or are we going to develop a roster of external coaches we can call on? Do we offer face-to-face coaching at the organization and have a "coach on call" or do we offer the anonymity of virtual coaching?

Every organization will have a different answer to these questions, usually shaped by organizational priorities, budget, and the overall vision of the type of coaching culture they want to create. Coaches are often asked to help sponsors and stakeholders wade through the sea of options.

This article briefly explores the current ecosystem of four corporate coaching options – individual coaching, group coaching, team coaching and leader as coach. For each, we'll explore questions to consider and critical success factors to keep in mind.

> ***From pairing high potentials with coaches, to having a "coach on call" internally, individual coaching provides immense value for individuals at all levels of an organization.***

As the multi-year journey to build a coaching culture begins, at the most macro level it can be useful to surface the following questions:

- What's the overall purpose of integrating coaching and/or of building a coaching culture?
- What strategic, or corporate, priorities does this support?
- How does coaching connect with other learning and performance initiatives in the organization (training, mentoring, etc.)?
- Who are/can be the champions of a coaching approach and culture?
- What are the metrics we want to track to ensure this is a good use of our resources?
- What best practices can we build from already?
- Who are the key individuals we want to involve and/or impact with coaching?

INDIVIDUAL/ONE-ON-ONE COACHING

Now well established in many organizations, individual one-on-one coaching offers the deep dive for today's professionals to explore key issues of importance. From pairing high potentials with coaches, to having a 'coach on call' internally, individual coaching provides immense value for individuals at all levels of an organization.

Questions to Consider:

- What is the organizational level individual coaching should be positioned at – C-level, front line supervisors?
- Do we have a cadre of internal coaches, maintain a roster of external coaches, and/or have coaches who can specialize in different areas and types of support?
- How do we measure coaching impact?

GROUP COACHING

Group coaching brings together small groups of professionals from across an organization. The potential for the broadening of perspectives, enhanced networking and the sharing of experience makes group coaching a popular option for scaling the coaching conversation to many.

Group coaching can be introduced as a stand-alone program, or as a follow-on to current training initiatives. Popular vehicles for organizational group coaching include programs for professionals transitioning at different stages of their career (new leaders, return from parental leave, retirement…), as well as group coaching for innovation and change.

Questions to Consider:

- Who can benefit from a group coaching process?
- Who will be open to learning from other peers?
- What other initiatives (training, learning) can group coaching support?

Group coaching works best when people want to be coached and it is not mandated. Those who appreciate a peer learning process also tend to flourish in the group coaching space. Finally, many indicate that they enjoy the reflective space created when listening and learning with others.

TEAM COACHING

Team coaching brings the coaching conversation to teams of all kinds. From intact teams to project

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> *Be ready for the paradigm shift that can happen as a coaching culture gets built. The shift from a 'telling culture' to a 'coaching culture' is not always smooth.*

teams and remote teams, many organizations are looking to this approach to support alignment across a team and explore key issues related to relationships and results.

A critical success factor for this approach is that the leader needs to be willing to create the space and time for the team to have the discussions and make the changes required. The team leader is an integral part of the team coaching process, and needs to be open to whatever the conversations unearth. Change on teams takes time. Team coaching is not a one-off modality but an extended series of conversations, which sometimes involves others in the organization. Is the organization ready to invest in this intensive, or elongated, series of conversations?

Questions to Consider:

- What teams can benefit from coaching?
- What additional support can be provided to create the pause and ongoing conversation space teams need for this work?
- How do our other internal processes support a coaching approach with teams?

LEADER AS COACH

A final vehicle for building a coaching culture is equipping leaders with coaching skills. In organizations where there is shift work, multiple work locations, matrix teams and/or virtual and remote workers, this is a critical area for capacity building and developing a coaching culture.

Critical Success Factors:

- Isolate the core skills you want to develop – What do the core coaching competencies sound like in the organization?
- Model it – Have senior leaders be open to, and demonstrate, this new way of working and empowerment of the team.
- Slow down to speed up – Be ready to create the pause and focus needed to build coaching skills in the short term, in order to support people to go faster in the long term.
- Be ready for the paradigm shift that can happen as a coaching culture gets built. The shift from a 'telling culture' to a 'coaching culture' is not always smooth. Inflection points along the way may be filled with conflict as different ways of leading and teaming emerges across pockets of the organization.

BUILDING A COACHING CULTURE

As organizations start (or continue) to explore coaching modalities and approaches for their context, many other questions surface. Who can be champions? What cost does it really have, not only with training but embedding it in the culture and making sure that people have time in the short term to invest? Finally, is it being modelled in leadership at all levels, and as the organization itself changes? This is especially true if there are mergers and acquisitions. New locations and parts of the business will also need to go through a similar process to develop the same culture.

Questions to Consider:

- What could a "leader as coach" approach look like at our organization?
- What skills are important to cultivate?

How can a "leader as coach" approach support other coaching initiatives across the organization?

CONCLUSION

Every organization will have its own roadmap in creating a coaching culture. At the macro-level, here are several additional questions to consider:

- What do we see as the different roles different types of coaching can bring to the organization – individual coaching, group coaching, team coaching, leader as coach?
- What support, time and resourcing does each one need?
- How do our internal processes need to change as we adopt a coaching culture (consider talent management, feedback and performance conversations, compensation etc.)?
- How can the different types of coaching feed into each other?
- What other organizational experiences can we learn from?

Organizations and coaches alike can learn from those organizations that have evolved their own coaching cultures. Who can you look to in your industry? •

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3 KEY WAYS COACHING WILL SHAPE THE FUTURE OF WORK

By Darelyn "DJ" Mitsch, MCC

Bestselling author Thomas Friedman has shared observations about globalization and the new flow of work. He challenges us to rethink our approaches and proposes both the integration of automation and an augmentation of automation of work processes. He summarizes this theory by coining the term "STEMpathy jobs." According to Freidman, "STEMpathy jobs – jobs that combine science, technology, engineering, and math with human empathy, the ability to connect with another human being. When you put those two qualities together in a manager or employee, I think you have the sweet spot of where work has to go."[1]

Coaching as a technology of development lives at this sweet spot: the nexus of systems acceleration and the driving need for more compassion or empathy in a world where workers are sorely lacking connection. Leaders vying for long-term sustainability of their organizations and better business valuations know the importance of culture, even if they don't know how to drive the needed changes for sustainability.

By the year 2025 economists believe that 75 percent of the Standard and Poors list of companies will turn over or no longer exist. So, if you are working as a coach or manager in a major company now, you will likely be working in another form of that company or

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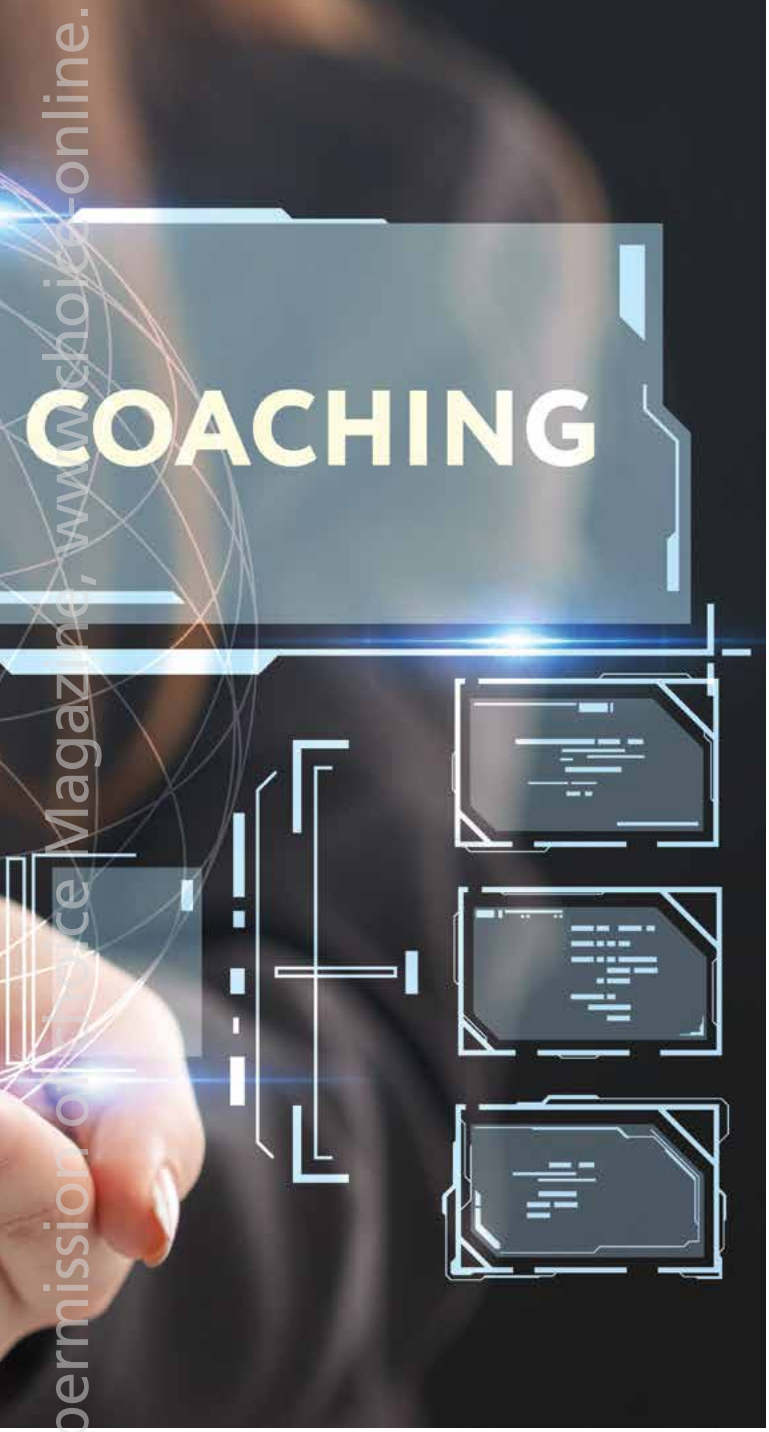

it will be extinct within a short period of time. That type of dramatic change in the business landscape is the reason humanization of work is critical now. A favorite quote we throw around in change and culture building conversations is Peter Drucker's: "Culture eats strategy for breakfast." That is true. Culture also shapes the future of work and the capacity for change, if leaders pay attention to the right stuff.

Because of the acceleration of change, this is the best time in the history of coaching to be a coach and understand the role of coaching in creating a future of work. In the space of accelerated change and innovation, coaching can impact both organizational and societal cultures to rehumanize work in the flow of globalization, automation and augmentation. Here are three ways that coaching will impact the future of work.

1 Coaching will Become a Required Course for Leadership

Coaching will become a sought-after, if not a required, course for all college students, just as it has become a profession and key component of leadership development. Changes in educational and work platforms make coaching a desirable and needed component of an everchanging career portfolio.

New-to-workforce employees and career changers are forcing innovations in the way we work. According to National Bureau of Economic Research for the U.S. from 2005-2015, labor economists Katz and Krueger ran analysis of net new employment and found 94 percent of work was done from alternative arrangements – freelance and off-balance sheet contractors.[2] The coaching industry knows something about how to manage that trend as many of us engaged early in this way of resourcing great projects that became bigger than us as individuals.

The trend is that work is being extracted from organizations and there are new dynamics at play for those who manage the work or lead matrixed teams. Consider and take note of those who have been prepared to lead through changes in business processes that require new approaches to close performance gaps.

In addition to the new trends, workers are becoming increasingly impatient reporting to those whose ideas of leadership don't include change agility, technology savvy, self-awareness, emotional intelligence, equity and inclusion, focused communication skills and compassion – or empathy – for the humanity who engineers the organization by addressing a current need. Coach training conveys these human relationship skills so leaders and workers become easier with each other, regardless of the origin or flow of work.

Many high schools and universities are including personal assessments to aid students in gaining clarity for right work. Career changers are skilling up in technology platforms such as code schools and many workers are opting out of large organizations for incubators, upstarts and entrepreneurial endeavors. Innovations at every level invite change agility, and coaching is the best way to address gaps in leadership acumen and the performance of teams who drive work.

Foundational to all coaching conversations is that they begin with "what people can imagine," and unleash potential so better actions are taken to attain desired results. Coaching is the catalyst conversation for identifying the truth and creating a

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gap in awareness, skills, attitudes, mindsets, business acumen, education, life balance and cultural fit. The process of coaching accelerates the closure of those performance and well-being gaps.

My prediction is that coaching will become a required course for leadership development for any organization that will be sustainable for the next decade.

What can you do to make coaching a required course for leadership? Start where you are. If you are internal to an organization, make it a requirement to coach and develop individuals and teams as part of every leader's job description. If you are an external coach, convey coaching skills in your sessions by reviewing techniques you will be using through the course of your contract.

Ask the leaders you coach to call out the specific skills they see you demonstrate and how those differ from their own experiences from time to time as you review the impact of your work together. If you are a parent, offer group coaching for administrators and teachers in your child's school (pro bono if you must or for small fees) to have them understand the power of coaching. Offer a simple lunch and learn series for schools to teach basic coaching skills.

Universities have been late adapting to coaching, though it is now gaining ground. Universities were also late to offer courses in leadership, though MBAs have been prevalent. You can now graduate with a degree in leadership, but that is rare and late coming. Offer your own expertise to universities in your area. Speak on the topic to bring people into the conversation in your community.

We are democratizing coaching by making it available to everyone through our global connections. It is time for educational institutions to ante up.

2 Understand the Power of RE™

RE – rethink, relearn, re-engineer, remember, reawaken, renovate, reward, regain, realign. Realize that coaching is about continuous learning and leadership development of self and others. That is our point of entry.

Having taught amazingly talented groups of newcomers to coaching, I can say that those who grow fastest are the ones who are open to learn and risk their ego. They come from a place of curiosity versus knowing.

While researching my latest book, Zombies to Zealots, I came across an older definition and etymology of the prefix RE and highlight my ideas in a chapter titled, the Power of RE.3 This notion resonated with me as I interpreted its meaning. RE means we return to the alpha – original intent – when we reach the omega. To rethink something is to revisit the origin and deconstruct past patterns and thinking in order to gain insights and innovate for a new way forward, for example.

To stay in a state of relearning doesn't mean to do something repeatedly, rather to see a new depth in the practice or study of it. If you are coaching weekly, you know that your own patterns show up in the space between you and your client and you can be caught off guard by sharing a pattern of behavior that your client is exhibiting – particularly a problematic one.

> ***My prediction is that coaching will become a required course for leadership development for any organization that will be sustainable for the next decade.***

Every three years, I renew my coaching credential, as do many of you. For the past six years, or two renewals, I have counted over 100 hours of continuing education. Coaching demands that if we teach and contribute, *we also evolve and grow*. If we stay ahead of our clients in building self awareness, then it is crucial that every engagement for coaching sets a standard of excellence – and that we know when to refer, when to walk away and when to go all-in for culture shaping initiatives.

Coaching requires that we reawaken and become increasingly more conscious, to see the world through a new lens, to become relevant and nimble in the midst of change, and to gain perspective for better decisions. That's another reason coaching will become a required course for leaders. It is the platform for driving and riding waves of change in the flow of globalization.

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Rethink what you are doing as a coach every year. Start on New Year's Day to capture what you want to do differently, what you will commit to learn, how you will connect to help establish a more peaceful and sustainable world.

3 Work in the Flow vs. Resist Change

Business models, rules, standards and even laws are constantly changing to meet the demands that new information surfaces. Change is not easy or comfortable because it takes us quickly into the unknown and our amygdalae clamp down on scary unknowns. We collectively fear that space. We are thinkers and feelers and we want to think we are in control and feel safe.

We are always and never in those spaces of safety and control. Whatever we are doing, wherever we are standing, or riding, or reading or doing, we risk opening to something new; we are both safe in that moment in time and at risk. That conundrum is part of the nature of being alive.

Confucius said, "The reed that bends in the river's flow is stronger than the one that stands against it." Still true. Helping the leaders we support move into the flow of business and life – embracing change and growth – will be key to the discoveries that move us as humans into a more acceptable state of participation on the planet. And that is the cultural need that we can no longer dismiss or brush aside.

My CEO daughter believes in the shared economy and is a quick adapter. She uses Rent the Runway for new clothes for her speaking gigs. She returns them next day to be cleaned and used by another size 0 woman with something to say. We all share rides with strangers around the world though our moms warned us to never do that. We sleep in other people's homes and exchange addresses for holidays or summers.

Chris Nassetta, CEO of Hilton Worldwide, said in 2015, Airbnb will never be a threat to the hotel business. Tonight, over two million people will sleep in an Airbnb. Surfers are hiring clean-up crews to take trash out of the oceans. Kiva loans create opportunities for small cottage businesses around the world run mostly by women, and monies are repaid to help other businesses get started. Disruption is the cultural norm we now live in. A shared economy is the new flow, and we opt in or risk being swept up in the change wondering what happened.

Coaches have been and need to continue leading culture change. We work in the spaces between here and there – the innovation. We are here because a handful of people dared to take a leap during a self-help revolution three decades ago. We have built networks of conscious leaders through the coaching community and can tap into so many who share similar challenges around the world. We can coach and facilitate problem-solving into life giving solutions for businesses and the planet.

We are the driving force for more conscious leadership in every arena, perhaps even in our governments. The biggest challenge now is for each of us to find a leader who can impact societal culture. Find a local politician to coach, or take a lead from our beloved Laura Berman Fortgang in New Jersey, U.S. and run for office in a way that you can help exact the changes you believe are needed.

> ***Change and cultural evolution can start with one leader and one team well coached. It can quickly grow to impact an entire organization.***

Working in the flow means you notice things that others haven't yet seen and speak the truth about it. Experienced coaches easily facilitate idea generation and more effective problem solving by bringing leaders together who share challenges. We can also elevate the game so that leaders take responsibility for the larger impact of the societies they serve and the larger common good. This doesn't take away the ability to compete, rather it gets back to the original intention of competition (com = coming together + petition = to request attention or permission to do something, to achieve something noticeably better.

We all want and need to be a part of a bigger conversation for humanity and our place in the world. Change and cultural evolution can start with one leader and one team well coached. It can quickly grow to impact an entire organization. The same is true with our communities.

Become a part of the Coach Initiative and coach a nonprofit leader. Take on any leader who can help shift the conversation to elevate humanity. The coaching community has the unique opportunity to seize the day and to do what politics and religion have failed to do – to create a sustainable culture for humankind. The flow of energy and information we refer to as the Universe calls us out in service now. Culture – our species – cannot wait. •

NOTES:

1 Read more at: brainyquote.com/quotes/thomas_friedman_473446

2 Lawrence F. Katz and Alan B. Krueger, The Rise and Nature of Alternative Work Arrangements in the United States, 1995–2015, National Bureau of Economic Research working paper no. 22667, September 2016, nber.org/papers/w22667

3 Darelyn "DJ" Mitsch, Zombies To Zealots: Reawaken the human spirit at work, Balboa Press, 2016

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The PUZZLE of the PARADOX

How pressures to perform create possibilities for corporate coaches

By Stephanie Trotter, PCC

It's a paradox. Companies want to build a coaching culture. Leaders get that coaching develops talent, unlocks creative thinking, and increases engagement. Yet the pace of change, the relentless performance pressures, unquenched need for more, better, quicker innovation, and incessant meeting schedules, stand in the way of most leaders being able to coach people to unlock potential and drive performance. It's not that the leaders don't want to; they do. But when time is precious and performance matters, telling someone what to do seems a whole lot faster. And, it is – to a point ...

Speed can impede bringing out the best thinking to solve complex problems. Even worse, it can disempower and disengage entire teams and organizations from doing their best work every day. This is a huge cost to companies that invest so much time, money and energy finding, developing and retaining top talent.

How do I know? I live the paradox every day at GlaxoSmithKline (GSK), working alongside my clients as an internal executive coach. Fortunately, I work with a company that took the leap of faith and

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invested in creating a coaching center of excellence to infuse a coaching culture throughout the company.

More and more HR leaders are creating coaching centers of excellence within their organizations. Having a high-quality coaching faculty that aligns to a company's culture and values provides tremendous worth. Coaching creates the time and space for leaders to take a step back, pause, and clearly think about what the best strategy, plan or approach is to drive business results. Business leaders want to work with a corporate coach as a thought partner – one who is objective, brings different experiences, and challenges them – before they make decisions that have broad impact on performance and/or people.

There are a variety of corporate coaching models a company can consider based on the size, scale, and business strategy of the company.

- **External Coaches**
  Some companies allow leaders to select their own coach or use a coach who is vetted through an interview process.
- **Internal Coaches**
  Some companies have full time employees who are certified coaches to coach leaders and teams in the organization.
- **Leaders as Coaches**
  Some companies ask line leaders, who have a "day job," but who have trained as a coach to work with other leaders in the organization.
- **A Blended Approach**
  Some companies use internal coaches for mid-level leader coaching and external coaches for senior leader coaching.

More and more companies require coaches to be certified through the International Coaching Federation (ICF) to ensure the coach adheres to a code of ethics or be associated with an association that has an ethics governing body. The code of ethics provides the client peace of mind that the conversations will be confidential. Knowing that there is a seal of confidentiality between the coach and the client gives the client freedom to discuss whatever is important to explore, express, or evaluate from their personal beliefs and experiences.

> ***Coaching creates the time and space for leaders to take a step back, pause, and clearly think about what the best strategy, plan or approach is to drive business results.***

Whether choosing an internal coach or external coach, clients have the final decision on which coach will best meet their needs. Some clients prefer to work with an internal coach who knows the company's culture and strategies. Leaders find that internal coaches can ask deeper questions quicker because the coach already understands the organizational context. Other clients prefer to work with an external coach – a coach who doesn't work in the "system" and who can offer a totally different perspective and insight from working with other similar clients in other companies.

With disruptive change facing many leaders in almost every industry, clients expect coaches to bring business experience with them to the coaching relationship. Has the coach led a large team? Did the coach successfully manage a P&L (profit and loss statement)? Has the coach turned around a business or a team? When a corporate coach has proven experience leading a business or a team, they are able to more easily establish credibility and create a connection.

Being open and transparent about the intent of the coaching engagement at the very beginning is critical. Is the intent to prepare the client for a larger role? Is the client demonstrating some derailers that need to be developed? Being clear about the role of the coach, the client, the line manager, and the HR business partner is also important. How will the coach support the client's development? How will the line leader and HR business partner be engaged throughout the development process? How, when and where will 360 feedback be shared?

For some, navigating the organizational dynamics seems hard. With the right intention and alignment to coaching code of ethics, corporate coaches gain respect and appreciation for the value they bring as a trusted thought partner. This gives the coach and client latitude to focus on a variety of topics such as emotional intelligence and interpersonal impact, leading through change, executive presence, or leadership effectiveness to name a few.

Great corporate coaches artfully balance the what and the who without the client knowing it. It's someone who can tune into the client and create clarity through conversation. It's someone who flexes between challenge and support gracefully. It's someone who the client trusts completely so the client can focus on and achieve their goals for the greater good of the organization.

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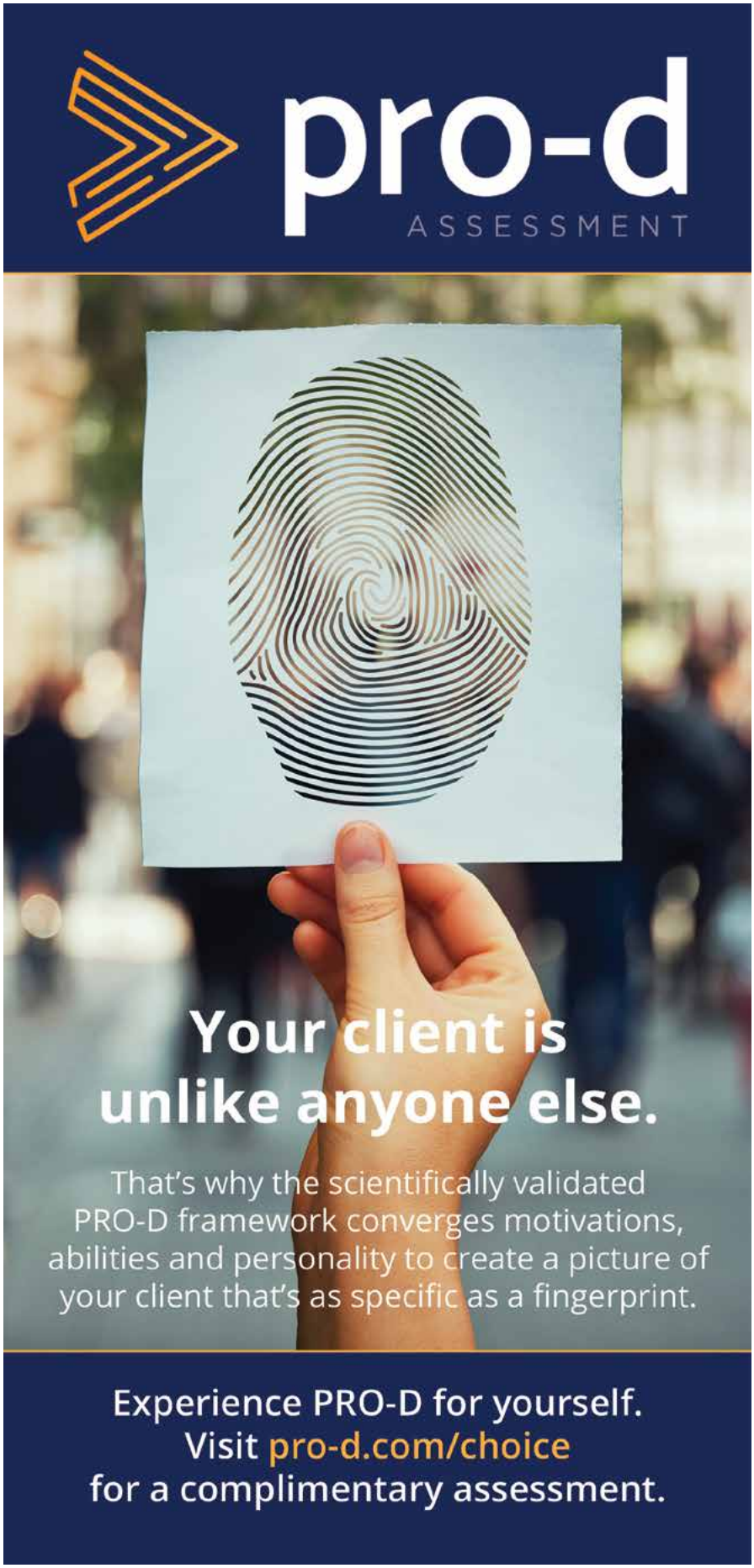

Those are the coaches I want to have on my coaching faculty.

One would think, "as an internal coach, you don't use external coaches, do you?" That couldn't be further from the truth. The demand for coaching has never been higher. An internal coach can only coach so many clients. Having a team of the best external executive coaches has the potential to be the "X" factor for an organization: coaches who have the right blend of business and coaching experience; coaches who are willing to put their own frameworks and models to the side and align to the company's strategy, approaches and language; coaches who embody the company culture, while still being able to clearly see where and how to push against the cultural inertia to help the client perform.

At GSK, my vision was to create a unified, collaborative team of executive coaches, both internal and external, to support our leaders. Why? Because the challenges will always be present. There will always be pressure to perform – to win in the marketplace. There will always be demands to innovate and create new customer value. Change is constant; it's not just about leading people through change. It's about leading people through uncertainty. That takes leading change to a whole new level for a leader.

In today's business environment, there's also more technology, which creates a new array of challenges for leaders. What is the intersection of the work of artificial intelligence and people? Where will robots replace people? How can people reinvent themselves quickly? What ethical dilemmas will leaders need to confront now and in the near future? The questions are endless, the clear answers are few. But this is where a highly skilled corporate coach makes a difference.

To be a corporate coach is to choose the puzzle of the paradox because of the possibility to impact purpose, people and performance. •

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The Best Use of Coaching in Your Organization

Where is your organization with your coaching program? What best practices are you employing? How effective is the coaching and how efficient are your processes and programs?

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Finding the WIN-WIN-WIN

How internal coaching programs benefit the coach, the coachee and the organization

By Cathy Liska, CDP, MCC

Creating and running an effective coaching program within an organization supports organizational success and, as with so many worthwhile efforts, comes with challenges. Initially it starts with creating buy-in for the program, then program design challenges, operational challenges, and challenges with the people the program serves and supports.

Internal coaching program design begins with determining which department and which employees have oversight. Next is developing the infrastructure, policies and procedures. Ultimately these steps, done well, provide the foundation for operating a successful coaching program. Addressing ongoing questions and concerns ensures the sustainability of a coaching program.

The first challenge, creating buy-in, starts with acknowledgement of the current obstacles the organization faces, and positioning coaching as the solution. This typically involves providing decision makers with the statistics on coaching's return on investment (ROI), along with a brief outline on the application of coaching within the organization. The other leaders in the organization also want this information and will take their direction from above.

The buy-in at the top levels is key to ensuring organization-wide buy-in as well as long-term support. Once buy-in exists at the top, build it throughout the organization with information, stories, and engagement in program development ideas.

When ready to start an internal coaching program, how do you select internal coaches? Internal coaching programs involve employees who serve as coaches either as their primary function or in addition to their primary function. It is essential that there be a process in place for identifying the potential coaches, vetting the candidates, and preparing them for coaching. Selecting coaches for a program within an organization calls for an awareness of capacity, both in terms of skill and time.

The American Management Association (AMA), in their Global Study of Successful Practices, shared several major findings on coaching programs inside companies, including one on training for the coaches: "Internal training programs are often based on common misunderstandings of coaching instead of being built on ICF's 11 Core Competencies of a coach."

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> ***The greatest indicator of success in a coaching relationship is the rapport between the coach and the client.***

Specifically, the AMA recommends external training for internal coaches to achieve the best results.

Best practices for an organization's coaching programs include having internal coaches (employees) for entry level to mid-level management, and external coaches (outside service providers) for the top levels of management and those running the coaching program.

Standard criteria for hiring an external coach generally include, at a minimum, membership in the International Coach Federation (ICF) because members are required to have 60 hours of training, plus they are accountable to the ICF Code of Ethics.

For both internal and external coaches, ensuring they are a good match for the individual coachee is a critical component of the coaching engagement.

Before coaching begins, it is essential to establish what information is exchanged and how it is exchanged because the confidentiality of the coachee is essential for a successful coaching relationship.

The average coaching relationship lasts one year. Some coaching relationships are just a few sessions and others continue several years. For internal coaching programs, provide parameters for the length of the coaching engagement. A minimum number of sessions makes sense because this creates and supports commitment to the process. At the same time, be aware that coaching is a process and creating meaningful change takes time.

Coaching is the most different from the other roles in that the coach empowers the coachee, serves as a sounding board to give them space to explore, asks probing and clarifying questions to expand and challenge thinking, then asks the coachee to define what they want and how they will make it happen.

The greatest indicator of success in a coaching relationship is the rapport between the coach and the client. While this is developed between

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the coach and the coachee, how a coaching program is managed does impact the opportunity for rapport.

Effective planning and engagement are an excellent foundation for a coaching program. To support ongoing success and sustainability, plan to assess the coaching program process and outcomes on a regular basis.

This list of best practices is compiled for coaching programs from the research:

- Assess the objectives and define the goals for a coaching program.
- Create buy-in from the top down.
- Plan and organize for a solid foundation, effective implementation, and a sustainable program.
- Define the policies and processes.
- Communicate goals, process, and outcomes to maintain engagement.
- Prepare for challenges and address them effectively.
- Recruit volunteer internal coaches for entry level through middle management.
- Provide external training for internal coaches.
- Source trained external coaches for the higher levels of management.
- Provide appropriate tools and resources.
- Evaluate outcomes.
- Adjust as appropriate.
- Be excited about the opportunities and outcomes.
- Communicate the results.

In support of your success with a coaching program, at right are a few commonly asked questions and optional answers.

Coaching is a powerful tool and supports both individual and organizational success. When a positive, forward focus is maintained and supported, the outcomes are both amazing and measurable.

An effective internal coaching program that creates buy-in, provides responsible management and support, and includes a sound infrastructure with clearly stated policies and well-outlined procedures will have an ongoing beneficial impact on your company's ROI.

Trained coaches who build rapport and employ a coaching model that works benefit the coachee as well as the organization, providing a win-win-win relationship desired by the coach, the coachee, and the organization. •

COACHEE FAQs

Q: How do I know whether to talk with my coach or my manager?

A: When you want an answer, direction, or feedback, speak with your manager. When you want to figure something out, consider possibilities, or develop a plan, speak with your coach.

Q: What is the accessibility of my coach?

A: Sessions are usually scheduled once or twice a month and the coach is available for calling or emailing a few times between sessions. If you want more time, please contact the coaching program administrator.

Q: What if I think the coaching is ineffective?

A: Start by having a conversation with your coach and exploring what is working, what isn't working, and what the possibilities are for enhancing effectiveness. Next explore whether to continue the coaching relationship with your coach. If you want to address this further, please contact the coaching program administrator.

Q: What if I want to continue coaching longer?

A: Start by having a conversation with your coach and exploring the benefits, reasons, and opportunities for continuing. Then, to address this further, please contact the coaching program administrator.

COACH FAQs

Q: What is the training before I start coaching?

A: Prior to starting as a coach plan on attending an external ICF-approved coach training.

Q: What time commitment is required?

A: Each coach is asked to commit to coaching two non-direct reports for 12 months each as a minimum. After that, please talk with the program administrator if you are interested and willing to coach more.

Q: How often and how long will I be coaching?

A: On average, coaching sessions are twice a month for 60 minutes; sometimes a longer session once a month is equally or more effective. You can plan on emailing and having short conversations with your coachee between coaching sessions. The average coaching relationship is 12 months.

CONSITUENCY FAQs

Q: What role do I play as a supervisor or manager?

A: Encourage and support your employees to take advantage of the coaching program. Affirm their involvement and recognize their progress and successes.

Q: How do I access the records?

A: The records are not accessible as all the information is confidential. This is one of the reasons the coaching process provides such a high ROI. For further information, please contact the program administrator.

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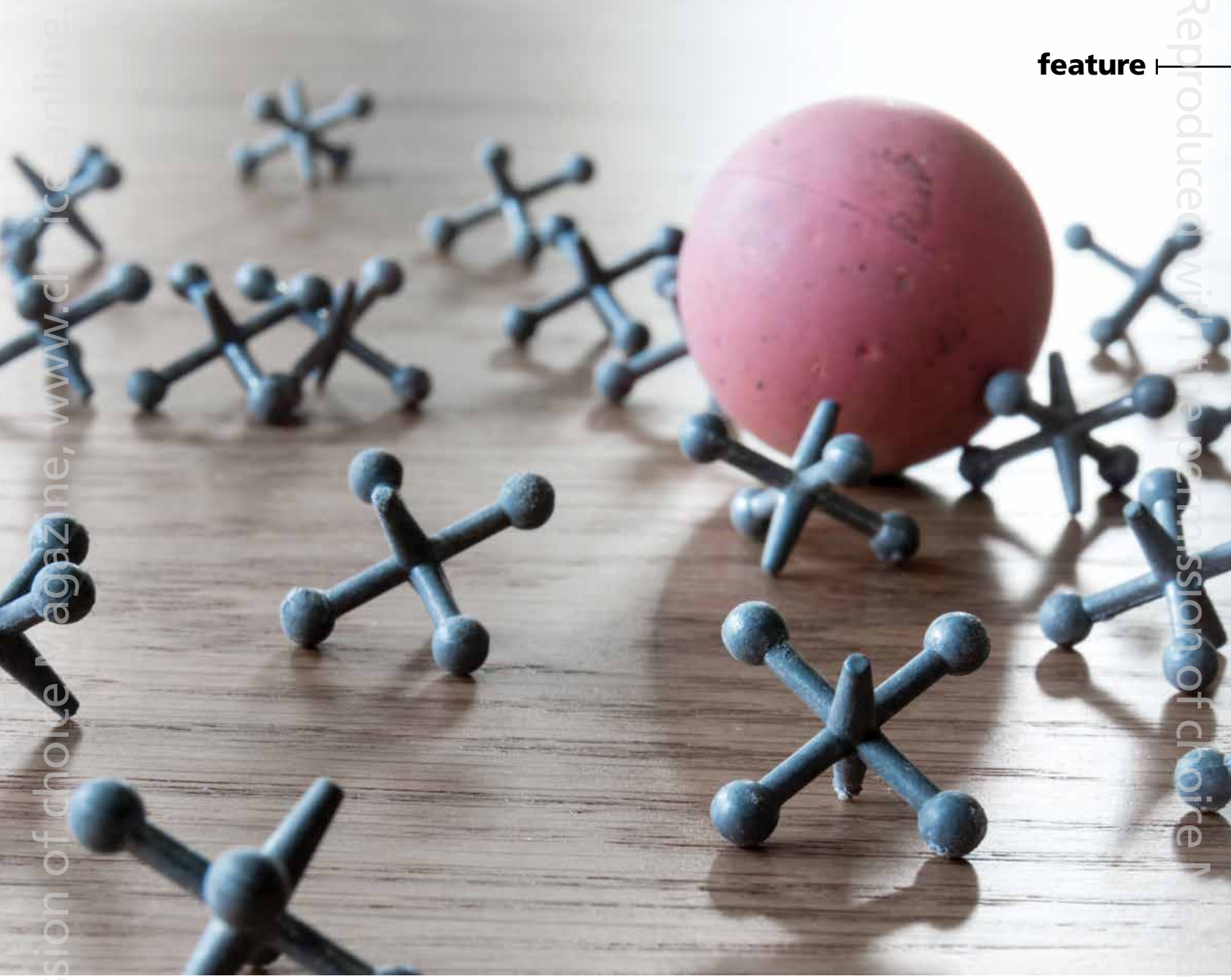

DON'T LEAVE CULTURE UP FOR GRABS

Leading healthy corporate & team culture

By Tim Stevenson, CSC, CSLII

Leaders at any level of a company can and should take initiative to build a healthy values and performance-based culture in their sphere. Culture is the air people breathe daily as they work, and it is the greatest predictor of future performance.

Where the larger organization is culturally positive, this will enhance the effectiveness of the leader's section. Where the organization's culture is undefined, even somewhat unhealthy, the individual leader can still develop a healthy subculture leading to effective performance.

Every group has a culture made up of assumptions, purposes, values and behaviors. The issue is not 'if' a group has a culture. It is 'what kind?' With large organizations you also will find subcultures, minicultures, even microcultures, each with its own atmosphere and style.

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HOW CULTURES DIFFER

Where cultures differ is whether they are:

- Built by design like a blueprint drawn by an architect, or formed by chance like a sand dune, shaped according to whatever winds are blowing.
- Based on principles known by all and which do not change, or by personalities, typically the strongest-willed persons in the group, shifting according to their current moods and desires.
- Healthy, mature and honest in communication, respecting and affirming human beings; or unhealthy, misleading in communication, and manipulatively using people, sometimes to the point of being truly toxic.

THE CULTURE DEVELOPMENT PROCESS

The process for designing and building a culture is simple to understand, but a genuine leadership challenge to execute. Regardless of the size of the sphere, the process is the same (though more complicated to execute on a large scale).

The steps of the process are: Define, Shape, and Align.

1 Define

Most people find this step to be the most challenging, because it involves digging deep and discovering what you, or your leadership team, truly believe. It is much different from the common practice of executives picking their corporate values.

Virtually every sizable company today has a published Mission, Vision, and Values. Finding companies that take theirs seriously is much harder. One of the main reasons is found in that word, "picking" – picking values because they sound good or look good on paper is easy. Building a culture takes much more than that.

The better word is "discovering" one's values. You must truly believe them, or you will not sustain the very long process of culture development. Plus, there is the acid test of values: Will you hold to them even if there is a cost involved? Only true believers will.

> ***Picking values because they sound good or look good on paper is easy. Building a culture takes much more than that.***

2 Shape

Once core values are defined, the next step is to shape them for clear, memorable, and consistent communication. Clear means they are sharply defined, rather than allowed to be ambiguous or vague. Memorable refers to followers' ability to remember and repeat them with ease. That is one reason there should not be more than four core values, because people cannot recall a long list. Consistent emphasizes that these are long-term commitments, not flavor-of-the-month moods. Announcing changes in values simply guarantees that people will not take them seriously. This leads to the third step.

3 Align

The challenge of aligning never ends. It is the perpetual effort to bring your people's thinking and behaviors into agreement with the defined core values and philosophies. The message must be continuously communicated using all available means. Most importantly, the values must be consistently modeled by leadership. No gap can be tolerated between rhetoric and reality, or members of the organization will smell the hypocrisy quickly, leading to cynicism in the ranks.

Where this process is faithfully pursued over time, the goal of a healthy values and performance-based culture can become a reality.

GUIDING YOUR CLIENT THROUGH THE PROCESS

I asserted earlier that the process for building a culture is the same, regardless of the size of the sphere in question. Let's consider how you as a coach can guide a department head or office manager to apply it within a smaller part of the organization.

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1 Define

First, I ask my clients to state their personal "managerial values." These would be the top three or four principles they care most about. Some have ready answers. Most, I find, have not thought about this before. I give them this explanation: "Imagine if I lined you up with nine of your peers, all of you sharing similar levels and responsibilities in your company. You would likely have ten different answers about your managerial values. One would say, 'initiative, owning it, and follow-through.' Another might say, 'teamwork, serving, and respect.' Another, 'positive attitude, resourcefulness, and contribution.'"

Where they have trouble identifying their values, I say, "Let's turn it around the other way. What tends to tick you off? The things that irritate you the most are usually pointing at your personal values." They are often quicker to answer this question than the previous one.

> ***An individual leader can develop an island of positivity and excellent performance within a chaotic larger organization.***

Whether the client defines his values on the spot or after a week's consideration, the next thing to do is to test them. I ask my clients to share them with others on their team and ask if they accurately represent the real behavior and priorities of their leader. Team members' answers can range from "Duh!" to "I don't think so. I think your actual values are …"

You also test a person's values by asking two more questions. First, I ask, "Would you hold to those values even if there were a cost attached?" Second, "If I come back in five years, can I expect to find the same answers?" When someone has truly hit bedrock in discovering their values, they don't change significantly over time.

2 Shape

The message must be clear, memorable, and consistent. Therefore, the second step is creative wordsmithing to achieve those ends. It often helps if they form an acronym or other memorable shape. A C-level executive for a medical company I coached came up with "to HEAL." Not only did the word fit perfectly into a medical environment, but the word "HEAL" stood for Heart, Excellence, Accountability, and Leadership. Easily memorable.

After shaping each value, I ask clients to create bullet point definitions for each. This page of thought becomes the leader's script from which he can draw simple and clear messages.

3 Align

I warn each client that developing a culture is not done in a day with a long talk. It is more like 'Chinese water torture' – drip … drip … drip – small messages endlessly delivered. Each value must be modeled and enforced consistently for the message to take hold, a process that never ends.

Where the culture of the larger organization is on the defined and healthy side of the scale, the individual leader has an easier task and will naturally support and reinforce the corporate values and build upon them, adding the flavor of their own managerial values.

Where the overall culture is on the undefined or unhealthy side, the leader can still work to build a healthy subculture through the same process. An individual leader can develop an island of positivity and excellent performance within a chaotic larger organization.

DON'T LEAVE CULTURE TO CHANCE

There are many costs when leaders leave culture up for grabs. People are unsure what behaviors are desired or prohibited, leading to the reign of unwritten rules and unpredictability. Initiative is stifled because people are uncertain about outcomes. Wrong people can step into the vacuum and turn the culture in a toxic direction. Initiative and responsibility are avoided as the people resort to cover-your-rear behavior. Performance suffers significantly.

Corporate culture is not trendy, soft-skills fluff. It is serious business affecting the success of any organization or team. Writing about his experience leading the turn-around and revival of IBM in the 1990s, Lewis V. Gerstner, Jr. asserts, "I came to see, in my time at IBM, that culture isn't just one aspect of the game – it *is* the game."[1]

Wise leaders in any sphere do not leave culture development to chance. They lead and build the kind of culture they want: a healthy one leading to superior performance. •

NOTES:

Lewis V. Gerstner, Jr., *Who Says Elephants Can't Dance?* (New York: HarperCollins, 2002), 182

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YOU AS TEAM COACH

Coaching teams in today's corporations

By Pam Van Dyke, PhD, PCC

As organizations have become more and more knowledgeable about coaching, they have become more involved in the *what, who* and *how* of coaching. This change has been positive because it has forced the field of coaching to mature in its dialogue about coaching approaches, methodologies, philosophies and standardization of competencies (i.e., PCC Markers) – all things that have helped to strengthen our field.

As this evolution has taken place, more and more coaches have sought to expand their coaching offerings to include team and/or group coaching. This expansion has in turn encouraged more accredited coaching schools to begin to offer courses in team and group coaching. This is goodness! Having felt like a voice crying in the wilderness for over 10 years regarding more-than-one-coaching, I am elated that we are finally having the dialogue and looking for ways to train coaches beyond the basics. When I think of why team coaching and why now I have come up with the five top reasons that I see within organizations:

1 Innovative Leadership Development Option

For years organizations have offered off-the-shelf leadership development programs. While for some these have been very effective, for others not so much. Providing coaching for teams provides an innovative approach to leadership development to those who might not otherwise experience coaching.

2 VUCA - Volatility, Uncertainty, Complexity and Ambiguity

Although this acronym has become a trendy managerial term, it speaks to the ever-changing nature of our work environment. Most corporations today are experiencing VUCA in a variety of ways, which, in turn, has forced organizations to stay on their toes regarding providing the right kind of assistance to keep their workforce productive.

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3 Cost Effective

In recent years coaching within organizations primarily started at the C-Suite level or the executive level (or however the organization defined 'executive', i.e., director, vice president or senior vice president).

As these individuals experience the benefits of coaching, there has been an interest in cascading the experience further down into the organization. This is especially true for organizations who are seeking to create a coaching culture.

Fast forward to 2019 and now more and more organizations are offering coaching to other levels within the organization as a way to develop and retain their talent in a cost-effective manner.

Team coaching allows other levels of the organization to experience the benefits of coaching. It has become a win-win. Employees on teams get exposed to coaching and the organization benefits from the productivity that follows.

> ***Employees on teams get exposed to coaching and the organization benefits from the productivity that follows.***

4 Multi-generational

It is not uncommon for organizations to have four different generations within their workforce, (Baby Boomers, Gen X, Gen Y and Gen Z). In fact, in rare circumstances, there could be five generations, i.e. Silent Generation. This convergence of different generations can produce some tricky situations when they find themselves on the same team. Team coaches are often called in to assist in helping teams leverage these different perspectives.

5 Millennial Mindset

The influx of millennials in the workplace has helped to change how organizations train and develop their leaders. Millennials can be defined as those who were born between 1981 and 1996, which currently puts them between the ages of 23 and 38 in 2019.

This group of employees grew up differently than previous generations. Most were involved in extra-curricular activities after school in which they consistently were on teams interfacing with a 'coach.' They are used to regular feedback, which is given in a supportive way.

This has forced organizations to offer training to their leaders to equip them to possess more of a *coaching style* of leadership. In that vein, team coaching has become a natural way to improve; in fact, in some situations it has become an expectation.

SELF-AWARENESS

Since more and more organizations are leveraging the power of coaching in their workforce, it has created more opportunities for coaches who wish to expand their coaching offerings beyond just individual coaching.

I am a big believer in equipping oneself in the areas of specialization. Continued education should be coupled with one's interest in the services offered; no *winging it* allowed. Adding to and sharpening one's tool kit will only help to ensure effectiveness.

FAMILY IS YOUR FIRST TEAM

Although you have heard it before, it is important to reiterate here. Your early experiences regarding your first team, which is your family of origin, matter. Whether your family experiences were positive or negative or a combination of both, they can impact how you *show up* as a team coach.

Taking time to reflect on what you learned from your family and how they can either help or hinder you as a team coach would be time well spent.

Use the questions below to help reflect on your first team.

Communication

What were the communication patterns in your family? Did family members communicate open and freely with one another or were the communication patterns subversive and covert.

- How did you learn how to communicate?
- As a coach, what do you need to learn or unlearn about communicating and communication patterns in order to be effective?

Conflict

Where there is more than one person, you have the potential for conflict. We are not all the same and from time to time we are going to disagree. Conflict is natural, necessary, neutral and in some cases needed in order to grow and develop.

- How was conflict handled in your family? Was it embraced, avoided or distorted?
- As a coach, how comfortable are you when things get heated and people disagree?

Cohesive

The dictionary tells us that cohesive means how things unite and fit together. In families this is sometimes measured by how close a family is with one another. Some families seem to naturally mesh and fit together while others have to work at it.

- Do you know what it feels like to be in a tight-knit family? Was the level of closeness something that was important to your family?

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- As a coach, are you aware when a team lacks cohesion and the feeling of closeness among members? If so, do you have the necessary skills to help a team experience cohesion?

Committed

You've heard the saying, "When the going gets tough, the tough get going." High-performing teams get things done. History is filled with examples of committed teams doing miraculous things.

- What happened in your family when things got difficult? Did people leave or did they roll up their sleeves and get going?
- As a coach how will you help a team get and stay committed when the chips are down?

STAY UP-TO-DATE WITH YOURSELF

In this age of digital bombardment and multi-tasking, it is imperative that practitioners make it a habit of staying up to date with themselves. It is easy to quickly lose touch with ourselves and how we are feeling; we're focused on our clients, after all.

Taking a break to spend time with ourselves to simply think and reflect on how we are feeling, what we are doing, why we are doing it and how we are doing is all central to being self-aware practitioners.

Here are a few habitual activities I practice and encourage:

- Sit with yourself at least once a day, even if it is for 5 minutes to just "check in" with yourself, be cognizant of how you are feeling.
- Put some goodness in, either through meditation, prayer or positive readings.
- Take personality assessments when given the opportunity, don't allow yourself to get rusty just because you've "already taken the MBTI" seek out other assessments that can give you

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insight into yourself and others.
- Practice a program of rigorous honesty with yourself. Although it may be easier to push things under the carpet or delay a crucial conversation, don't, life's too short. Practice what you preach.
- Value "deep work" practices, i.e. – be a disciple of depth in a shallow world. Take time to "turn off" the world of distraction around you and crave going beyond the surface.

The discipline of staying up-to-date with yourself will sharpen your ability to be in tune to others around you. As a team coach, a critical skill is being able to pick up on what is being said and what is *not* being said. Those who practice self-reflection and awareness are more sensitive to the surroundings of what is happening with others.

CREATE SAFETY

I often ask my team coaching students to describe the atmosphere the last time they hosted a soiree or party. What things did you do or not do to make the guests feel comfortable? What things did you do to create the kind of atmosphere you wanted? You can also flip this exercise to reflect about a soiree or party that you attended that was uncomfortable, it is equally helpful.

These actions and behaviors are some of the same type of behaviors and actions you can do when coaching teams and/or groups.

Here are a few tips for creating safety in teams:
- Be yourself – when you are at ease it models the role for others to be as well.
- Be predictable – say what is going to happen and then act accordingly.
- Eliminate distractions.
- Take time to survey the surroundings for possible barriers to safety, i.e. space, seating, logistics, soundproofing, etc.
- Create an open emotional space, demonstrate behaviors that connote being non-judgmental.
- Answer questions and concerns in a timely manner.
- Model the role around being open and transparent.

None of what I have included in this article is rocket science; it is instead practical things that can easily be accomplishment if we make an effort to do so. Use this article as a refresher and add some of your own thoughts and ideas. Ultimately, we owe it to our clients, whether they be in an one-on-one, team or group setting, to be in tip-top practitioner shape to help ensure they get the most out of their coaching engagement. •

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THE NEXT BIG TREND

Coaching supervision for corporate coaches

By Terry H. Hildebrandt, PhD, MCC, MCEC

Recently, I received an urgent call from an executive coach who needed to hire a coach supervisor for himself in order to be qualified to put his name forward for a potential cadre of coaches for a major global corporate client's request for proposal (RFP).

Corporate buyers of executive and leadership coaching have become savvy to the value of coaches receiving coaching supervision from professionally trained coach supervisors. In Europe, coaching supervision has become a standard process and is quickly becoming an expectation of coaches serious about continuing professional development.

A recent global study online survey of 1,280 participants completed by Kimcee McAnally, Lilian Abrams, Mary Jo Asmus and Terry Hildebrandt, found that 57 percent of coaches in EMEA reported that they currently work with a coach supervisor, while 38 percent of APAC coaches and only 20 percent of the coaches in the Americas currently work with a coach supervisor. However, coaching supervision is beginning to take hold in the Americas, as evidenced by more coach supervisor certification training programs being offered and an annual Coaching Supervision Conference (americassupervisionnetwork.com/).

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> *By hiring a coach supervisor coaches show their commitment to ongoing professional development.*

WHAT IS COACHING SUPERVISION?

The International Coach Federation (ICF) on their website describes coaching supervision as "a collaborative learning practice to continually build the capacity of the coach through reflective dialogue and to benefit his or her clients and the overall system" (ICF, 2017).

Coaching supervision is not "supervision" in the traditional sense of a boss/subordinate relationship. Rather, the coach supervisor is a peer coach who has been specifically trained to create a safe, confidential environment for a coach to reflect on their client engagements in order to receive support, discuss possible coaching strategies, deal with ethical issues, and maintain their own continuing professional development.

Coaching supervision differs from mentor coaching and coaching itself. Mentor coaching is focused primarily on developing skills, including the 11 ICF Coaching Core Competencies (ICF, 2019), and most often involves listening to client recordings and providing feedback to the coach on their skills.

Coaching is more focused on helping clients achieve greater self-awareness, setting goals, and managing progress to achieve goals. Coach supervision is intended to be an ongoing process, even for very experienced coaches, for continuing professional development.

TRENDS IN COACHING SUPERVISION

Coaching supervision has become a requirement to maintain a coaching credential for several Europe-based professional accreditation bodies including the European Mentoring & Coaching Council (EMCC), the Association for Coaching (AC), and the Association for Professional Executive Coaching and Supervision (APECS).

The EMCC recommends one hour of coach supervision for every 35 hours of coaching. While the ICF has not yet required supervision, they do encourage it is one form of continuing professional development for coaches and allow 10 hours of coach supervision to count toward recertification at the core competency level every three years.

The number of trained supervisors also continues to grow globally and specifically in the Americas. Coach training programs are also including coaching supervision as part of their requirements (Fielding Graduate University, 2019).

HOW COACH SUPERVISION CAN HELP CORPORATIONS

Coach supervision is a powerful process to support executive and leadership coaches and maintaining the quality and effectiveness of their coaching. Since coaching is very personal and confidential process, a coach supervisor can serve as a welcome partner in helping both external and internal coaches working in corporations and other organizations to reflect on client cases, examine their own reactions to clients, and to receive professional and emotional support from a trusted other.

Certified coach supervisors learn the necessary skills to recognize common challenges that come up in supervision and can provide necessary support to expose coaches' blind spots and help them be more effective in their work.

Buyers of coaching services in global corporations are recognizing the power of coaching supervision to elevate the quality and consistency of executive and leadership coaching within organizations.

WHERE TO FIND QUALIFIED COACH SUPERVISORS

The Americas Coaching Supervision Network (americassupervisionnetwork.com) provides a networking forum for coach supervisors to learn from each other and for client referrals. The EMCC has an accreditation process for coaching supervision training programs and lists credentialed training providers on its website (EMCC, 2017). Experienced supervisors can also apply for individual accreditation as a coaching supervisor from the EMCC, the Association for Coaching (AC), and the Association for Professional Executive Coaching and Supervision (APECS).

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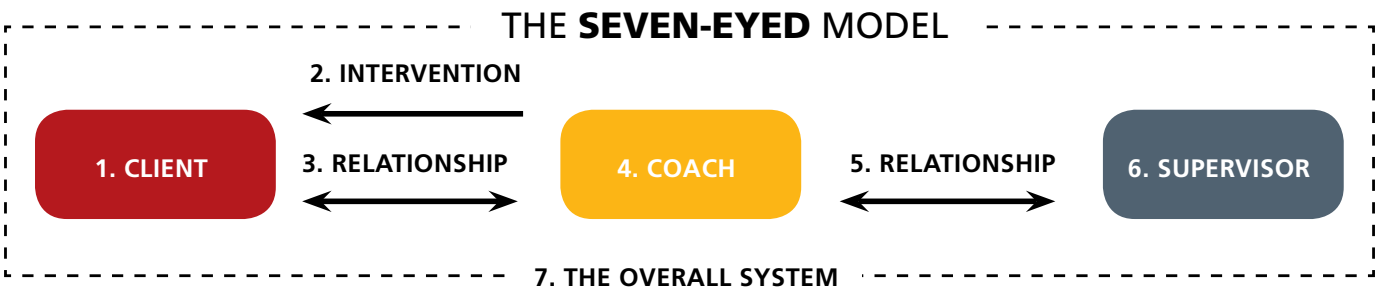

EXTERNAL VERSUS INTERNAL SUPERVISORS

One important question for a corporation is, "should coaching supervision be provided by an external or internal coach supervisor?" Again, coach supervision is not really supervision in the traditional sense of a hierarchy.

Due to the confidential nature of coaching conversations, I strongly advocate that coach supervisors need to be external to the organization in order to create a level of safety and confidentiality for the coach to bring out issues. This is the same argument that many HR leaders use to hire external executive coaches for senior leaders.

Also, for internal coaches we strongly recommend that their direct manager not serve the role of "coach supervisor," because coaches need to be able to be vulnerable with their coach supervisor regarding their limitations and challenges.

Unlike a direct manager, external professional coach supervisors do not evaluate coaches for performance, ranking and pay. Internal coaches are more likely to be transparent with an external supervisor who is committed to confidentiality.

WHAT IS THE COACHING SUPERVISION PROCESS?

Over the last 10 years, the coaching supervision training programs and scholarly community have developed best practices and standards for supervision.

Coach supervision emerged from the supervision processes common in the helping professions such as psychology and psychotherapy. However, coach supervision scholars have developed their own books, methods and processes specifically designed for coaches (Bachkirova, Jackson, & Clutterbuck, 2011).

One such popular method is the Seven-Eyed Model created by Hawkins and Shohet (1989). This process examines the client-coach-supervisor system from seven different perspectives. These include:

1. **the client,**
2. **the interventions of the coach,**
3. **the coach-client relationship,**
4. **the self-awareness of the coach,**
5. **coach-supervisor relations and parallel processes,**
6. **the supervisor's reactions and reflections, and**
7. **the overall system.**

The Seven-Eyed Model enables examination and reflection from multiple perspectives, which can elicit deep insights to improve the quality and effectiveness of the coaching engagement.

Coaching supervision can be delivered in one-on-one settings or in group supervision. Group supervision has the advantages of hearing about similar situations that other coaches are dealing with in an organization.

One challenge may be to maintain confidentiality of coachees if the coaches in the coach supervision group all work in the same organization. A better practice may be to assign coaches to supervision groups with members from different divisions or organizations within the company in order to reduce the likelihood of confidentiality issues.

SUMMARY

Coaching supervision is becoming a required best practice for corporate buyers of executive and leadership coaching in order to ensure quality and consistency of coaching delivery. It is already well-established in Europe and will continue to grow in popularity in the Americas over the next few years.

Coaching supervision creates a safe, confidential space for coaches to discuss client issues and strategies. By hiring a coach supervisor, coaches show their commitment to ongoing professional development. If you have never experienced formal coach supervision, I encourage you to try it yourself and see the benefits first-hand that a supervisor relationship can provide. •

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No Leaning!

The one habit you need to *drop* if you want to be a top performer

By Wesley Connor, MFA, PCC, CPCC

One of the greatest lessons I've ever learned about being a top performer came from boot camp.

Full disclosure: I was a young actor at the time and cast as a heroic soldier, fighting shoulder to shoulder with my platoon during the Vietnam War (let's just say it wasn't a rom-com). During the rehearsal process, our director decided it would help us understand the psychological conditions these soldiers faced by going through boot camp. I know what you might be thinking, and no, this wasn't "boot camp light" for actors, or your local health club's "boot camp" fitness class – this was full-on legit army boot camp.

For those of you who have not had the pleasure (or horror) of participating in an army boot camp, let me break it down for you. Basically, the conditions are designed to push you to the outer most edges of your physical and psychological limits. Think of it like a pressure cooker for the human spirit. The ultimate goal being to re-program your brain's wiring so that when faced with perceived danger, extreme fear or fatigue, your instincts are to stay strong – and not default to your amygdala's natural instincts of fight, flight or freeze.

To help with this cognitive reprogramming, there was one simple rule: no matter how exhausted, how starving, how defeated, or how helpless you felt, there was ABSOLUTELY NO LEANING. You can imagine that after 24 hours of sleep deprivation, malnutrition and physical exhaustion, there was nothing more tempting than the relief of a single moment's rest by giving your weight over to gravity, or a nearby wall.

Although this felt like a special kind of torture at the time, there is actually cognitive method to this madness. Stay with me for a moment … When you lean, you are sending a clear physical message to your brain reinforcing the thought, "I can no longer support myself." The more

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times you reinforce this thought by leaning, the more neurological cement you are laying between the bricks of this self-limiting belief.

It's like they say, "neurons that *fire* together, *wire* together" and a belief is just a thought you keep telling yourself. We used to think that our brains were fully developed after adolescence, but we now know that our brains are incredibly malleable and constantly changing depending on our environment (referred to as neuroplasticity). Therefore, you can rewire the brain when you have the instinct to lean, by not reinforcing it physically and telling yourself a new thought, such as, "I can do this, I am strong."

Eventually, your default thought becomes one of resilience – not weakness. This reprogramming was so impactful for me that to this day, I will still have the instinct to lean but immediately (like Pavlov's dog) a new thought emerges that I am strong, and my body responds with strength. This goes to show you how powerful these neural pathways are when they are still shaping my behavior nearly 20 years later.

What does all of this have to do with being a top performer? After almost 1,500 hours of professional coaching and seeing the difference between those who managed to achieve their goals and those who struggle to move the needle in meaningful ways, one thing has become crystal clear to me - COMPLAINING is the mental version of LEANING.

"You can rewire the brain when you have the instinct to lean, by not reinforcing it physically and telling yourself a new thought, such as, "I can do this, I am strong."

WHY COMPLAINING IS A SILENT KILLER

Complaining seems to have become a cultural epidemic. Research shows that a third of all employees will spend an average of 20 hours a month complaining – or listening to others complain. Perhaps more shockingly, recent studies have shown that for some of us, a complaint is made every minute during casual conversations.

Why should we be concerned? Every time you complain (much like leaning in my boot camp example) you are reinforcing the internal belief that you are not at the center of control in regards to your experience and success. Complaining also reinforces a victim context in which the self-limiting belief starts to form that you are uniquely disadvantaged.

If failure wasn't reason enough to put the mental brakes on complaining, researchers from Stanford University have proven that compulsive complaining diminishes your problem-solving abilities. There is also the immediate consequence of increased cortisol levels (stress hormone) that if chronic, leads to a weakened immune system, increased odds of diabetes, heart disease and high cholesterol. Wowza! And here we just thought it was a bummer to be around a Debbie Downer.

HOW TO STOP THE HABIT

The challenge with complaining is that it feels so good, it can become addictive. But much like any unhealthy habit, it's just that – a habit. Here are a few simple but powerful techniques to help stop this disempowering habit dead in its tracks.

Gratitude – The minute you notice the initial complaint forming in your head, take a deep breath and consider what you're grateful for in the situation. Focusing your neurological energy on what's going well and what the potential gift of this situation might be will go miles towards reprograming the brains default instinct to complain.

The Wisdom to Know the Difference – There are certain things we can control and there are certain things we can't. If we have the wisdom to know the difference, we don't waste vital life energy complaining about those things that we have no control over. Focusing on what is out of our control leads to disempowerment, lack of creative problem solving, and ultimately, frustration (and thus more complaining). Ask yourself, "What about this situation *is* in my control?" or "What *do* I have power over in this situation?"

The Wish Behind the Complaint – Behind every complaint is a secret wish or desire. Think about it, if you're complaining about your lack of free time, on the flip side is the hidden desire to find more balance in your life. Or, if you're complaining about your managers inefficiencies, there is a veiled wish for more support. The only useful part of a complaint is that it will point you towards what you are most wanting to create more of in your life. Your energy is best spent focused on manifesting the underlying desire – and not focusing on the lack of.

Get Loud About It – If you're a chronic complainer, I would challenge you to tell a trusted group of people around you (from both your personal and professional life) that you are working on being more positive and that you would invite them to kindly point out to you when you have defaulted back into your old pattern of complaining.

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Birds of a Feather – Identify and acknowledge who in your life is depleting your energy by complaining, as it's like second-hand smoke and will eventually negatively impact you. Next, when the sad trombone starts to play and the flood gates open on their complaints, instead of indulging them with a sympathetic head nod, you can support them by asking, "How would you *like* to be with this?" or "What would support you in seeing this in a more *positive* light?"

Talk TO, Not ABOUT People – This golden nugget came to me from Brené Brown, who pointed out how much productivity is wasted by gossiping about other people and commiseration – and we do love a good drama! Gossiping is a communal form of complaining and can lead to a culture that is bankrupt in trust. A great way to shift a complaining culture to an empowered one is to make the commitment that from this moment forward, we will only talk TO, and not ABOUT people.

CHANGE YOUR LANGUAGE

Even the most positive among us can find ways to complain without even realizing it. As a coach, I am passionate about the power of language and always trying to align my words with my intention (to ensure that the right neurons are wiring together). Here are some subtle ways that we complain and recommendations on more empowering language:

I GET to go to work today	INSTEAD OF →	I HAVE to go to work today
I'm facing a lot of opportunity right now	INSTEAD OF →	I'm SO busy
I'm open to more support	INSTEAD OF →	I DON'T get the support I need

NO LEANING

In short, how you perceive the world around you and the thoughts you choose to empower in any situation will determine whether you are fusing together a neurological netting of growth mindset, or the life depleting mesh of a fixed mindset. One thing is certain: complaining will buy you a one-way ticket to unhappiness. And gradually, then suddenly, one disempowered thought after another, you end up being at the mercy of this thing called "success."

In the spirit of boot camp, the next time a complaint enters your head, do 20 pushups and remember, NO LEANING! •

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The Human Tapestry

Challenge, Illuminate, Celebrate: ACTO Conference 2019 highlights

Different from past years, this year the ACTO Conference provided a single, deep and focused dive into the topics of diversity, inclusion and belonging, including such topics as power, privilege, microaggressions, bias, racism, cultural humility, and many others.

The Conference was designed to, and delivered upon, provoking questions (and discomfort!) amongst attendees about why these topics are critical to us as coach trainers and coaches, and to the future of the coaching profession.

The first highlight that must be mentioned about the conference was the stunning location, in the downtown Inner Harbour of Victoria, British Columbia. This served as a beautiful backdrop for this community of coach trainers, coaches and friends to connect and absorb the large quantity and intensity of information that was delivered.

The second highlight, as always, was the opportunity to meet and to re-connect face-to-face with ACTO members, prospective members and colleagues from many different locations around the world. The ACTO community and spirit always offers a place to come home.

Outstanding keynotes by bestselling author Dr. Robin DiAngelo (author of White Fragility), including a cross-racial dialogue with colleague Natasha Aruliah and award-winning Canadian author Monique Gray-Smith served to inform, challenge and inspire.

The speaker line-up was rich and diverse, providing many different perspectives and access points on topics that are often difficult to hear, process and integrate. Presentations by Sukari Pinnock-Fitts & Amber Mayes (on identity), Lee Coffee (on privilege), Steve Galloway (on race), Desiree Adaway & Molly Gordon (on bias), La'Wana Harris (on inclusion), Christine Sachs (on microaggressions), Begum Verjee, Natasha Aruliah, Louise Pitre & Indy Batth (on power) continued the focus.

Generous support was provided by an extensive sponsor list, including Accomplishment Coaching, CTI, Royal Roads University, Stream of Consciousness and ***choice*** Magazine.

This was the most well-attended ACTO Conference to date. The conference was also LiveStreamed and recorded, which allowed many people to join who would not otherwise have been able to participate. •

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ICF Honors 13 Local Chapters

High-performing ICF chapters of 2018 honored at Global Leaders Forum in Dublin

The 2018 International Coach Federation (ICF) Chapter Recognition honorees were recognized during an awards banquet at the 2019 ICF Global Leaders Forum in Dublin, Ireland on March 22.

The 13 honorees were selected based on their annual chapter activity reports and evaluated according to ICF's criteria for high-performing chapters which includes adaptability, accountability, sustainability, caring, innovation and relevance. Specifically, chapters were evaluated for sustainable governance, financial viability, definition and management of culture, and sound infrastructure.

Honorees were selected from 133 chapters worldwide for creating an attractive, credible presence and voice for professional coaching in their local communities.

The 2018 ICF Chapter Recognition honorees were (alphabetically):

- ICF Australasia
- ICF Cleveland
- ICF Connecticut
- ICF Egypt
- ICF France
- ICF Hong Kong
- ICF Kenya
- ICF Luxembourg
- ICF New York City
- ICF North Texas
- ICF Switzerland
- ICF Toronto
- ICF United Kingdom

"ICF has more than 35,000 members around the globe, and many of them are attracted to our Association because of the vibrant sense of community our chapters offer," said ICF CEO/Executive Director Magdalena N. Mook.

"ICF chapters play a vital role in pursuing our shared vision of making coaching an integral part of a thriving society where every ICF member represents the highest quality of professional coaching.

This year's honorees inspire us with their excellence, and the insights and best practices that they share help strengthen our global network of chapters." •

ICF North Texas was among 13 ICF chapters recognized as high performing chapters. Pictured are Jean Francois-Cousins, ICF Global Board Chair; Mike Caracalas, ICF North Texas Chapter President; Kathleen Klaviter, ICF North Texas Chapter Program Director; Matt Varney, ICF Strategic Regional Director - North America, Latin America & Caribbean; and Magda Mook, ICF CEO/Executive Director.

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Everyone's a Coach

Gay Coaches Alliance Conference 2019

Delegates commented on the warm welcome and new connections made at this event.

Adding something uniquely different to the coaching conference calendar, the 8th International Gay Coaches Conference took place at Greenwich, New York on May 2-5, 2019. This annual event, hosted by the Gay Coaches Alliance, continues to combine top-class coaching workshops and seminars with a sense of vibrancy and community that sets it apart from other coaching events.

The theme of this year's conference was *Everyone's a Coach,* recognizing the wide variety of ways gay men use coaching to add value to their clients' lives and businesses, often beyond traditional definitions of coaching.

The event began with a pre-conference day, 'Realize Your Greatness,' led by business strategist Jeff Moore, to help delegates understand at a deeper level how their talents create a unique service for their clients. This went beyond working out your niche and enabled those present to get clearer on their mission and message – something all coaches would benefit from regularly checking in on.

The main conference program covered a wide breadth of coaching topics, including emotional and social intelligence, neuroscience and the 'three brains,' how to run a group coaching program, and engaging spiritual wisdom through coaching. In addition, there were sessions related to business development and personal wellbeing, including public speaking, five steps to grow your coaching business, and the importance of self-care.

A highlight of the conference was the presentation of the Thomas J. Leonard Humanitarian Award to Garry Schleifer, PCC, honoring the contribution he has made to coaching and the wider community, including founding choice, the magazine of professional coaching.

The award, named for one of the original founders of the global coaching profession, recognizes a gay coach for outstanding contribution and ongoing commitment to the development of coaches and the advancement of the coaching profession.

As always, the conference was held at the stunning Easton Mountain, a community and retreat center exclusively for gay men, which next year will celebrate its 20th anniversary. ●

Conference session delivered by Dave Allen in the main hall.

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Why-It-Matters

14th Annual Sherpa Executive Coaching Conference

Sherpa Executive Coaching hosted its 14th annual Executive Coaching Conference EXCO) in June 2019, in Cincinnati, Ohio, USA. Certified coaches received their recertification and others received certificates as facilitators of Sherpa's proprietary 'Why-It-Matters' Program.

Why-It-Matters is a single-day (2, 4 or 6-hour) program based on the best-selling book, *Why It Matters: the Sherpa Guide to What You Are Looking For*, by leading educators Brenda Corbett and Jennifer Chloupek.

Over 70 participants from around the world met for three days of networking, training, and taking a deep dive into this unique program. Attendees received a copy of the latest Executive Coaching Survey report and worked together in groups to analyze and absorb its valuable data and analysis.

Two of the world's leading executive coaching educators, Brenda Corbett and Judith Coleman-Kinebrew, delivered keynote addresses.

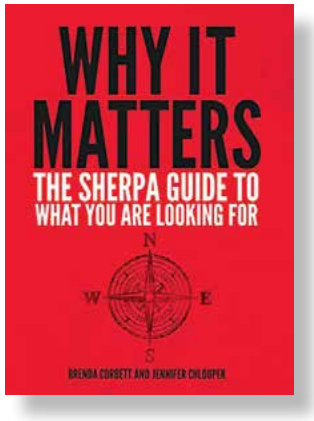
Corbett led participants to understand:

- The role of the Why-It-Matters facilitator
- The value of the Why-It-Matters program
- How to use each program

Coleman-Kinebrew explained:

- The value of Impact on Business
- The relationship between Why-It-Matters and Impact on Business

Chloupek led an extensive session on using your Why-It-Matters, understanding what works and what doesn't work.



Additionally, delegates worked in groups, in pairs, and individually to explore the details of their own Why-It-Matters and how to facilitate to teams, organizations, and individual business leaders. Participants were overheard remarking:

- "This conference was the best I've ever been to."
- "The materials provided perfectly lay out everything I need to conduct a class."
- "I was out of my comfort zone, and because of that I have grown."
- "I am simply overwhelmed by the Why-It-Matters content."

The following awards were presented at the opening reception overlooking downtown Cincinnati's Fountain Square:

- **Sherpa Coaching Champion:** Rob McDaniel
- **Sherpa of the Year:** Susan Steinhardt
- **Trailblazer of the Year:** Akron Children's Hospital

You'll find information on the Executive Coaching Survey and EXCO 2020 in upcoming editions of *choice* Magazine. •

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OCTOBER 23 – 26, 2019
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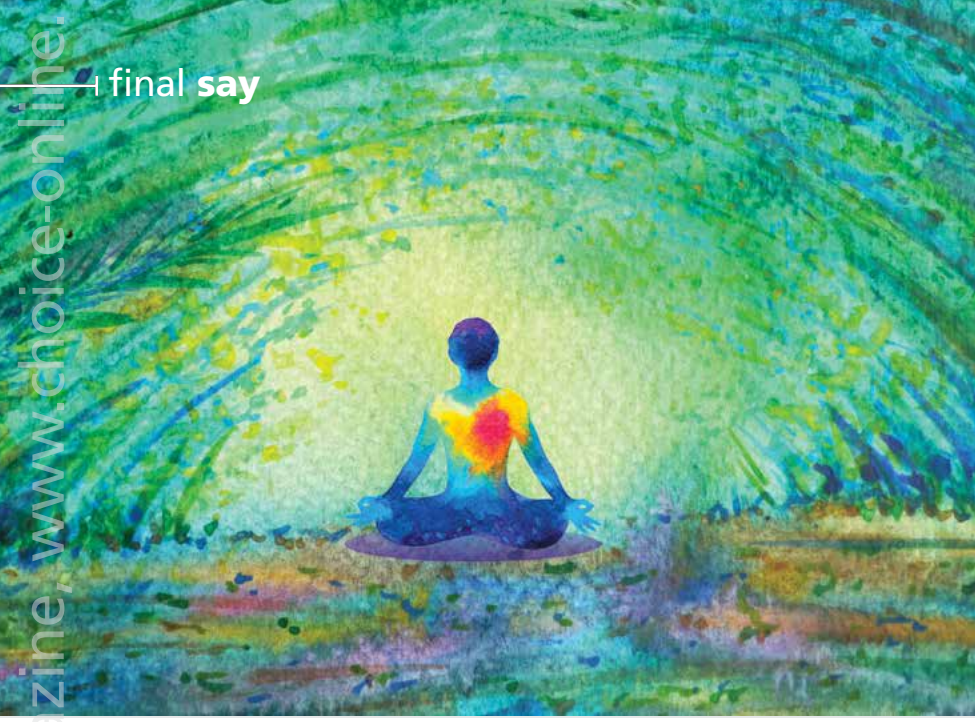

Emotional Intelligence

The mindfulness connection

By Nancy Dewar, MEd, PCC, CLC

As more organizations look for ways to inspire and engage their leaders to perform at their best, the topic of emotional intelligence is more in the forefront than ever.

IQ in years past was heavily weighted when looking to hire employees or to promote from within, but the working world has come to understand that IQ is really only one measure of success. Truly successful leaders are those who have a well-balanced scorecard on both IQ and EQ, and in fact, lower levels of IQ can be made up for with higher EQ.

The components of emotional intelligence include understanding ourselves in regards to self-perception, self-expression, interpersonal skills, decision-making and stress management. Having the awareness of how your emotions are impacting your behavior gives you the ability to make changes.

When I talk to leaders about their EQ, the first step is self-awareness for those who struggle in their leadership roles and cannot understand why. When they receive feedback from their teams or managers, they cannot correlate their actions to how it may be impacting how others feel or the results of their teams.

The inability to have self-awareness impedes the ability to make any behavioral changes that may be necessary to be more productive and successful as leaders. More is expected of our leaders, and when working with younger generations the expectations are even greater.

The areas of EQ such as empathy, self-perception and emotional expression can generate a reaction from those uncomfortable with transparency and transformational leadership. Being open to learning and growing is the most important attribute for our leaders of today. They should always be looking for what is next and looking for ways to constantly improve themselves and inspire this in their teams.

Having a 'growth mindset' enables leaders to flourish and to motivate others around them. Having awareness of your emotional cues can be fostered by learning how to further control your mind. Becoming aware of what triggers us and therefore garners a specific reaction is the start to understanding how the outside world perceives us.

If you want to respond differently next time to a specific trigger, you have to first understand what caused that trigger and then create a new reaction in a deliberate way. This is self-awareness and it is only possible once we can quiet the mind.

Quieting the mind means the ability to stop racing thoughts. Mindfulness is "the awareness that arises from paying attention in the moment on purpose non-judgmentally." (Jon Kabot Zinn) In the moment, as things are happening to us, we can stop for a second, understand what emotion we are feeling, and choose to respond differently.

> "Having the awareness of how your emotions are impacting your behavior gives you the ability to make changes."

Mindfulness is something we have to practice, and by practicing the skill of quieting the mind, we gain more control over our thoughts and emotions. It is not just meditation; it can be done in many ways, including breathing techniques, visualization, the use of music; whatever works to help you focus in on one thing and be more aware of your present moment. Mindfulness not only helps leaders in the boardroom, but also has many health benefits such as lower blood pressure, improved sleep, mental clarity and stress reduction.

Making the connection between controlling your mind and your emotional intelligence can be the differentiating factor between leaders. High IQ balanced with the ability to manage your EQ can be the best tool in your toolkit. Mindfulness isn't some flaky yoga thing; it's a strategy and tactic being used by the smartest minds around. •

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V17N4 What is this Thing Called Coaching?

How is coaching different from other modalities (consulting, speaking, therapy, psychology)? Where do coaches come from? Is there confusion within the coaching profession about life, leadership, business, executive coaching? What are the distinctions and how are they different? What are the similarities? Could this be why many coaches have challenges making a good living?

Article Deadline: Closed
Advertising Deadline: October 15, 2019
Mail Date: Mid-December, 2019

V18N1 Coaching Diversity

Why should coaches have an interest in our various cultural, racial, and social identity differences? Why focus on our differences? Don't our similarities matter the most? How may cultural, racial, or other social identity impact our clients? How do we coach people who experience inequities, micro-aggression, discrimination or racism? What can I do to heighten my diversity awareness? I've heard the term "Color Cognizance," what does it mean? What skills and behaviors define cross-difference competency?

Article Deadline: December 1, 2019
Advertising Deadline: January 15, 2020
Mail Date: Mid-March, 2020

V18N2 Women in Leadership

What barriers do professional women face? How can women break their own glass ceiling? How can men become stronger champions for women in the workplace? What are the advantages of having more women in leadership positions in your organization? What does the future hold for women in the workplace? How to coach those women who are aiming for the c-suite? What resources or coaching needs do women leaders require that are different from men's?

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