DEVELOPING LEADERS • BEST PRACTICES • NAVIGATING DIFFERENCES • SHIFTING POWER

choice

the magazine of professional coaching

Taking Care *of* Business

Coaching in corporations

What does it take to be a **GREAT CORPORATE COACH?**

SPIRITUALITY IN THE C-SUITE

COACHING to **CULTURE**

LEADERSHIP COACHING

It's not just one thing

VOLUME 16 • NUMBER 1
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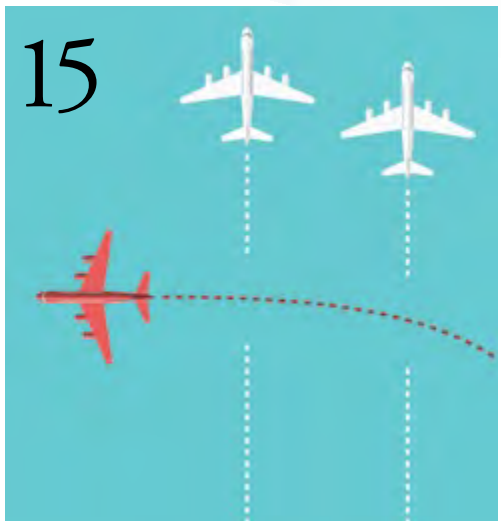

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> “Who knew when we ventured out as coaches that we would become an example of the current lexicon?”

From The Publisher

This is a very special issue for us, which was created with two audiences in mind: our loyal and beloved reader – you – and the organizations that are so well served by coaches and coaching.

We are excited to have relevant articles from past authors you have read and enjoyed before on the topic of corporate coaching and leadership, along with some new ones.

On a business and personal note, I’ve recently come to realize I am now a part of the “Gig Economy,” described by a report from BBC News as “a labour market characterised by the prevalence of short-term contracts or freelance work, as opposed to permanent jobs.”

It came to my attention from our 18-year-old nephew (who somehow went from toddler to university faster than a wink). We had an interesting conversation about the Gig Economy over dinner recently and as usual, over time, I started to hear this nomenclature more and more.

Fast forward and I am now realizing that most of us coaches – external ones in any case – are part of the Gig Economy, as we are connected to, hired by, and deliver coaching to, many organizations around the globe. Personally, I’ve recently been “hired” by Ryan Eliason to be a coach supporting heart-centered entrepreneurs enrolled in his year-long Visionary Business Mastery program.

Who knew when we ventured out as coaches that we would become an example of the current lexicon? It’s good news for all of us, especially organizations, as their costs are manageable and their commitment are set along with the coach and are based on need and performance. For coaches, we can enjoy new “Gigs,” new organizations, new clients and new challenges without “quitting” our jobs.

So whether you call yourself an entrepreneur or a “Gig” worker, we still work together using coaching to improve the working and personal lives of everyone we touch, especially those in organizations.

We welcome feedback on this issue. What do you like? What would you like to see more of? Send an email to me at garry@choice-online.com. Happy reading!

Before I go, and still on the topic of corporate coaching, I have an announcement to make. Aligned with the idea that organizations need support to begin or further develop their coaching programs, we have joined years of knowledge, experience and the connections of choice Magazine and ThoughtAction, owned and operated by Jonathan (Jeb) Bates, to co-create choice coaching and consulting.

Long in the planning, we are thrilled to be ready at the same time as this issue to better serve global organizations in developing a strong coaching program to support their people and customers. •

GARRY SCHLEIFER, PCC, CMC
CEO & PUBLISHER

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From The Managing Editor

We've explored corporate coaching several times over the course of almost 15 years publishing choice Magazine, both as features and columns, and I can honestly say this issue contains our most comprehensive suite of articles on this topic ever.

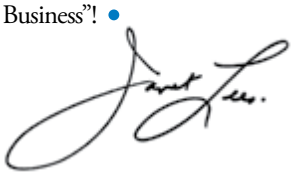
Our opening feature by Terry Hildebrandt asks and answers the question, "What does it take to be a great corporate coach?" Julian Humphreys follows this up with a look at why potential leaders, emerging leaders, senior leaders and C-suite executives each require different kinds of coaching. Next up, Anthony Attan and Eleanor Polley look at the ways creating a coaching culture cultivates leadership at every level.

Kristin Robertson's feature examines how coaches can successfully navigate company culture, followed by our Publisher, Garry Schleifer, and Jeb Bates' exploration of coaching best practices in corporations. This is followed by Jennifer Britton's feature on team and group coaching in today's organizational context.

Next, Kathy Harman and Cristina Campofreddo look at spirituality in the C-suite. And longtime choice writer Pam Boney closes off our features with an article about 10 ways to scale coaching to everyone in your organization.

In our perspective column, Bruce Mayhew also gives us his take on our corporate coaching theme, with his thoughts on how today's corporate leader can partner with employees and achieve a win-win.

We hope you come away with lots of insights and ideas on the coach's role in "Taking Care of Business"! •



JANET LEES, B.JOURN.

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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?

choice, the magazine of professional coaching and ThoughtAction have joined forces to help you assess where your organization is on your coaching program journey and how to get to where you'd like it to be. Our new consultancy can give you the answers that will take coaching in your organization to a whole new level.

Principals Jonathan 'Jeb' Bates and Garry Schleifer bring a wealth of experience not only to coaching but how coaching fits into your overall organization development.

Let's talk about what Choice Coaching & Consulting can do for you!
choice-online.com/corporatecoaching

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> “Leadership coaching is not one thing. It is at least four different things, depending on where the leader is in their leadership journey.”

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features

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Daily Meditations for Healing & Happiness

By Marcy Nelson-Garrison, MA, LP, CPCC

In today's busy, stress-filled workplace, mindfulness practices are gaining traction. The *Daily Meditations for Healing and Happiness* card deck offers the perfect introduction for your clients

The cards lead you through a gentle 10-day process to try on simple meditation practices.

Once a meditation habit is in place, the other suits in the deck offer additional practices to increase awareness and cultivate wellbeing. The suits are: Relating to Thoughts, Taking Care of Emotions, Cultivating Happiness, Connecting to The Present Moment and Gratitude.

The instructions on each card are simple and clear.

Each card ends with an affirmation that beautifully captures the essence of the learning. For example, the card, "Sitting Today" describes a sitting meditation for five minutes that focuses on calming the body and includes the affirmation: "I soothe my precious body."

The exercises can be used anywhere: sitting in your office, on a plane, waiting for your kids to finish soccer practice, etc. What an easy way to help clients stay sane and connect to what's important.

> "Each card ends with an affirmation that beautifully captures the essence of the learning."

Relay That

By Terry Green

There's a new image and graphics designer in town. It's called Relay That, and it's pretty darn cool. The main purpose and benefit touted on the website is "Stop creating social images over ... and over ... and over. Add digital assets just once for multiple brands and save 10 hours a week." Wow! Is it really that easy? It is, and it's different than any other design tool out there. When I was chatting with founder and developer, Craig Carpenter, he said it was an "I'll know it when I see it" app. (And yes ... he even says it on the website.)

You can manage multiple brands and projects, and it's a great application for organizations and companies that want brand consistency throughout their organization and teams.

There is, of course, a free version, so it's easy to check it out to test the system to see how it works. The next step up is the Personal account at $25/mo., and a soon-to-be-released Pro account comes in at $197/mo.

If you want an application with 2000-plus "SmartLayouts," one-click resize/remix, 250,000+ photos and more, Relay That might just be the app you're looking for!

MileIQ

By Terry Green

All the coaches I know (and I know a LOT of coaches!) travel. And most of them travel a lot! One of the things I hear them complain about the most is how difficult it is to accurately track their mileage for their taxes.

Never fear ... MileIQ is here!

MileIQ is a powerful little mobile app for both iPhone and Android that helps you track your miles for business expenses, car insurance, or maximize your tax deductions.

One of my favorite things about the app is it automatically tracks your mileage every time you drive your car. You can categorize each trip as personal or business, with the swipe of your finger. The app will even let you auto-categorize your frequent destinations.

It has robust reporting features that make getting all your deductions at tax time a breeze. Your drive history is securely stored in the Cloud, which makes it easy to provide detailed mileage logs any time.

There is a free version that will auto track up to 40 trips, and an unlimited tracking version starting at $5.99 per month.

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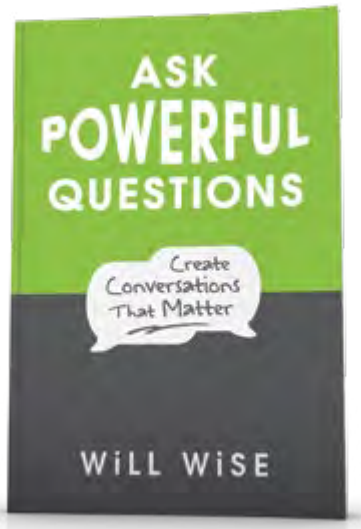
> As coaches, we know that the right question at the right time can shift everything.



Ask Powerful Questions: Create conversations that matter

By Marcy Nelson-Garrison, MA, LP, CPCC

Of all the skills in the coaches toolbox, the most essential one to master is the art of asking powerful open-ended questions. This wonderful new book, *Ask Powerful Questions*, will help propel you towards mastery.

The approach comes from the field of corporate training and experiential education and builds on the Ask Powerful Questions Pyramid™ developed by the book's author, Will Wise. The pyramid begins with Intention at the base, followed by Rapport, Openness, Listening and at the top, Empathy. These are presented as the critical skills needed for a powerful question to land and have a positive, even transformational, impact.

As coaches, we know that the right question at the right time can shift everything. And we also know that if we aren't connected, curious and fully present, even the best question will fall flat. In other words, the pyramid makes total sense.

The book is filled with nuance, depth and stories. Each layer of the pyramid is broken down further and points to the traps that are easy to fall into, plus the antidotes. There is also recommended self-work for the professional and an advanced skills section that covers topics specific to group work, such as working with a co-facilitator, managing over talkers and defining words.

I highly recommend this book for coaches and anyone who wants to engage in conversations that matter.

Links to products reviewed by Marcy are available at coachingtoys.com/choice.htm

Links to products reviewed by Terry are available at www.bizeasesupport.com/choice

Money Habitudes

By Marcy Nelson-Garrison, MA, LP, CPCC

How easy is it for you to talk with your clients about money? Our relationship with money is often loaded. Our money style, beliefs and habits can impact everything, including success, especially when going after those really big goals and dreams.

I see it all the time and suspect you do, too. A client is going towards a scary big goal and then money comes up – yikes! The responses can fall anywhere along the continuum, from applying the brakes and all progress freezes to taking on an air of total abandon. Helping clients become aware of their money defaults can provide enormous growth and expand choices. The *Money Habitudes* deck makes it really easy and non-threatening.

Money Habitudes has been well researched and validated. It has also been designed to avoid gender, age and ethnic biases. *Money Habitudes* offers a simple card sort process to determine core money habits: Security, Spontaneous, Status, Giving, Carefree & Planning. Once you have your baseline, the cards and workbook offer simple questions to deepen awareness and invite new choices. It's a simple way to shake things loose and expand possibilities.

This deck belongs in every coach's tool box. If you aren't addressing money habits, this will help you begin! •

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Best Practices for Talent Management

A step-by-step approach to building an effective coaching program

By Kat Knecht, PCC, CPCC

I have never worked as an internal coach, but in my role as coach trainer I have seen more and more coaches who do. It is apparent to me that internal coaching will play a significant part in the future of our profession. As important a topic as this is, it took me a long time to find an appropriate book for this review. I didn't have one on my bookshelf and many I found in my usual Internet search were expensive "textbook type" reads.

> This book offers very clear and valuable instructions on how to implement an internal coaching program in a variety of organizations.

As I began to read the introduction to *The Coaching Solution: How to Drive Talent Development, Organizational Change & Business Results*, by Renée Robertson, I knew I had found "the one."

The author begins the book by describing her own journey to and within our profession. Robertson recounts her experience at the very first International Coach Federation (ICF) conference in Scottsdale, Arizona back in 1998. An internal coach at IBM inspired her to have a moment in which, as she writes, "I knew this was my Destiny." For many of us who are called to coaching, there is often that "Destiny Moment."

Robertson moved into action and quickly created an internal program where she was an executive at the Fortune 500 telecommunications company MCI. She won the prestigious Prism Award at the ICF conference twice. She was, and continues to be, a trailblazer in the arena of internal coaching. She wrote this book to help others follow her lead.

There are personal stories throughout the book that give a great deal of insight into managing the challenges of implementing an internal coaching program and the courage it takes to persevere and stay true to oneself in the corporate climate – especially when things go south, as the author depicts in the first part of her book.

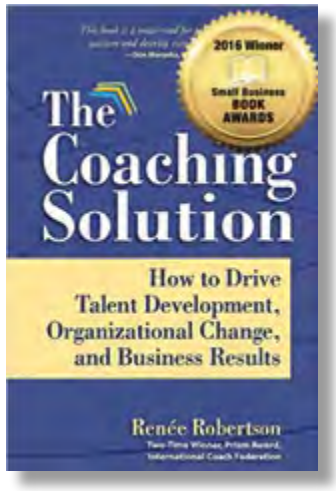
The book is laid out in five parts and the reader can choose the parts that are of interest to them and leave the rest.

THE **FIVE** PARTS ARE:

1 MERGER & CRISIS
A story (and much wisdom) that came from the author's experience working for MCI during a big merger and subsequent bankruptcy.

2 COACHING & CULTURE
I found this to be a wonderful section and was especially interested in the stories pertaining to the ICF credentials and ethics.

3 LAUNCHING THE INTERNAL COACHING INITIATIVE
This part of the book describes, among other things, how to hire



ideal coaches, and includes instructions on how to write a job description and how to scale the program to fit your organization.

4 THE TALENT MANAGEMENT LIFE CYCLE
There are many details and step-by-step outlines in this section, which deals with integrating internal coaching with your overall talent management strategy.

5 HOW TO MEASURE THE IMPACT OF AN INTERNAL COACHING PROGRAM
This was particularly valuable to me, as I believe coaches always need to answer the question of impact. The author lays out aspects of ROI that cover productivity, employee engagement, customer satisfaction and change management.

Some of my favorite parts of the book are the segments titled "Coaching and Leadership" at the end of each chapter, which talk about lessons learned, give useful tips and bring greater insight to the big picture of internal coaching.

This book offers very clear and valuable instructions on how to implement an internal coaching program in a variety of organizations. I highly recommend it to anyone who is inspired to follow in the author's footsteps or who is already working on an internal coaching team.

I also found this book to be a great resource for coaches such as myself, who care about the history and future of our great profession. •

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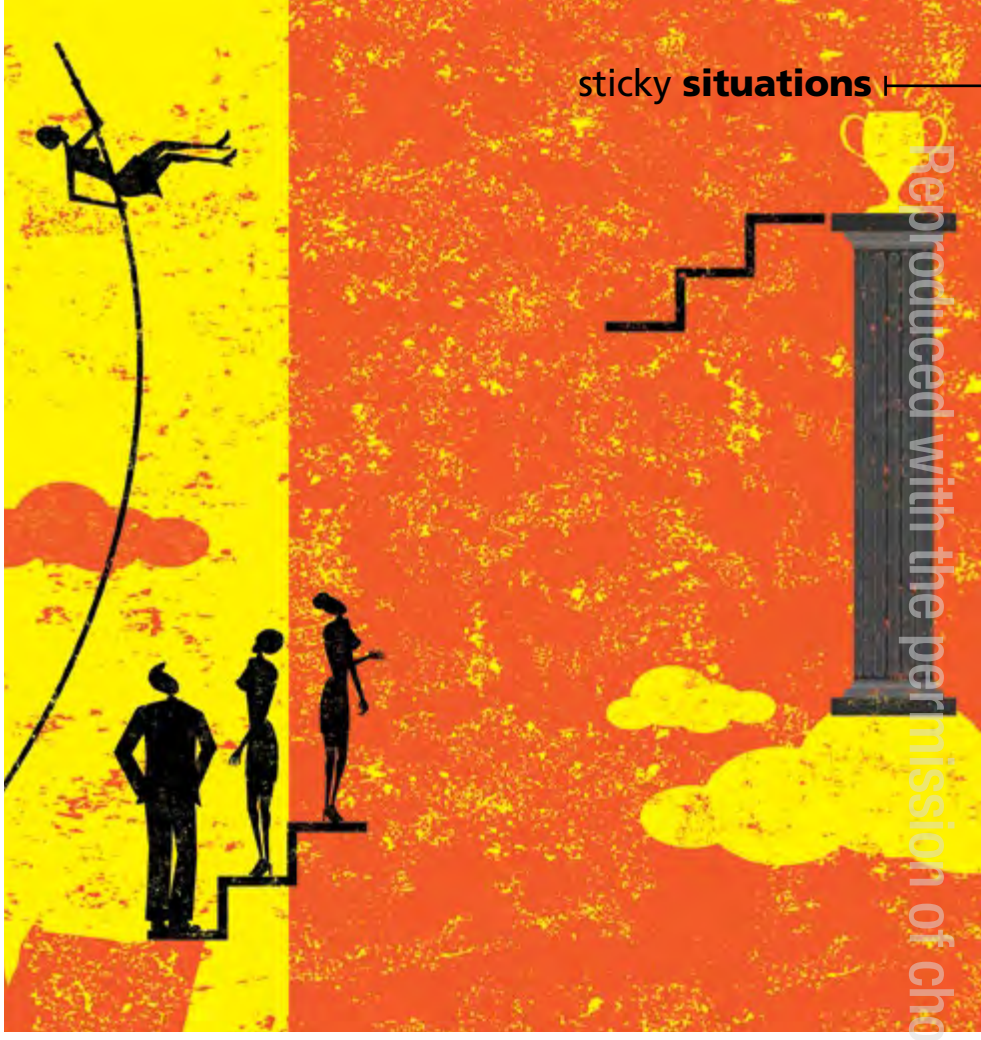
Do I push the company line with my client?



THE **SITUATION**

"Having been brought in by corporate HR to coach a client in a successful branch location, the client's manager is expected to approve the coaching goals for the engagement. The client does not want to have that discussion with his manager based on their relationship (even in a three-way conversation) despite the requirement by the company. I am concerned about my relationship with the client if I push the 'company line' with him. Your thoughts?"

THE EXPERTS **WEIGH IN**

By Victoria Trabosh, CDC®, CEC

One of the benefits of working in an organization is that there is an acknowledgment of the value of coaching. Often when a relationship appears as dysfunctional as the one described, it has been brewing and has been unresolved for far too long. As you prepare for this engagement, a discussion with the HR manager is imperative to understand the background and what's been done previously to support this client. Are there themes of behavior that have not been successfully addressed? Is there any pattern of your client not working well with other managers? Does the manager have a history of creating poor working relationships with his staff?

It's rare that an employee can 'opt-out' of a prescribed protocol when coaching is being paid for by the company. His desire to avoid his manager speaks to the basic problem of a broken working relationship. How can you coach him if he refuses to follow the protocol? Is there a way to assure your client a three-way conversation will be illuminating for both of you?

I'd use the required conversation as research so that you can see for yourself what's happening between him and the manager. It's possible the manager will 'behave' because you're in the room. That in itself could be informative for your client and also put the manager on notice that the coaching has accountability. Your participation in the conversation could demonstrate to your client how to manage ongoing interactions.

I can't tell you if it's best that you or both of you meet with the manager, but a meeting or conversation must be held. There is no one-size-fits-all in this situation. I know a meeting could help inform your coaching about the manager for your client. If you stand for your client and not their goals, you'll remember to be an advocate when you can step into that meeting. Prepare a clear agenda to get the manager's view of the issues, what's been tried, and where they stand now regarding the relationship. How serious are the problems and what is the effect on your client's standing in the company? The meeting can help you decide where best to start the coaching with your client.

Given your client's aversion to meeting with his manager, work closely with him and let them know you're not going to draw conclusions about him from the meeting, but the meeting will inform you better of what the client is telling you from their perspective. If you can get the client to agree to participate in a meeting and you manage it well, you will also deepen their respect for your coaching and your ideas as you move forward.

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By Suzi Pomerantz, MT, MCC

Try resolving this from three angles at once: the HR lead, the manager, and the client. First, explore the company language choice of "approve" with your HR partner. Does the company actually require the direct manager's approval of the goals, or do they want the manager engaged in supporting the development of your client? See if you can determine the true intent behind the process requirement so you can propose alternative means of compliance with the process.

Also, see if another leader in the organization besides the manager can approve the goals or fulfill the role of sponsor for your client. Explore with HR if you can protect their investment by enrolling a different coaching sponsor for him; preferably someone with whom he has a trusting enough relationship to openly discuss his goals.

Second, see if your client is comfortable with the idea of you conducting an initial interview of his manager. Partner with your client to craft the questions you'd ask on his behalf. Schedule the interview with the boss. Then, draw out from that conversation what the manager's goals are for your client's coaching, and see if you can get the manager to open up to you about the relationship with your client.

Does he or she support your client's success? What is he or she hoping coaching will do for your client? How will that outcome show up? Is the manager willing to keep an open mind and consciously look to see the changes your client will make during and after the engagement? What would the manager consider to be a win if the coaching is successful? Prepare to share the manager's responses with your client and use that input to craft his coaching goals or action plan.

Third, discuss the concept of a dual agenda with your client: public and private goals. What are all his goals for the coaching? Can he separate out which of those goals he wants to keep private (just between you and him) and which he's willing to share with the manager?

Provide the client with the responses from your interview with the manager to help him create his "public" coaching agenda – key goals that would fulfill the company policy, that he'd be comfortable discussing with his boss, and that his boss will support and align with towards his success. Then you and your client can dive into the private agenda while weaving in the public agenda items during the engagement.

If there's an opportunity to circle back with the manager at the middle or end of the engagement, ideally the client at that point will have achieved sufficient comfort and resolution with his relationship with his manager to report out the results of the coaching on all the public agenda items.

By Craig Carr, PCC, CPCC

In business, it is entirely reasonable for the person (or department) writing the check to have a say in the intent of the coaching. To be clear, they get a say in the *goals* of the coaching – NOT the *process*. The problem is not that the manager wants to set the agenda, it's that so much turbulent water has gone under the bridge that the foundation of trust in the relationship has deteriorated.

I always position my executive coaching in context to the systemic function – or dysfunction – that is going on in the organization. You say the branch location is successful. By what measure? A profitable bottom line can look great on paper, but dynamics like harassment, culture disharmony, or employee churn (turnover) can tell a hidden story. If the organization has systemic problems and your task is to fix the guy who unwittingly expresses the dysfunction, forget it: You'll be taking a band-aid to surgery, a spoon to a construction site.

Let's say for the moment that the organization is tip-top: Leaders are inspired, employees feel respected, loyalty prevails. Here, the manager wants your prospective client to step up his game, and he picks you to help his team member reach the goals required by the business. I'm painting an ideal scenario, but if the energy is remotely close then the path ahead is rather straightforward, and you may skip the next paragraph!

In contrast, remember that it's almost always the person with the lowest rank who gets hurt the most if battle is waged with anger, resentment or public judgment on how well the boss is doing their job. Your client is no doubt on thin ice, and a power play is probably not to his advantage. Coaching to goals is probably meaningless without some resolution to the background issues.

Look closely at how the organization is viewing coaching. Is the intent for coaching sincere, or could it be used as more evidence to prove the employee must go? ("We tried coaching for him. It didn't help."). Is coaching perceived as discipline for bad behavior or poor performance? Is it an embarrassment to be identified as "needing coaching"?

These are nightmare signals, and they are not necessarily subtle. To go further, you must do some homework on the organization and have a direct conversation with both parties about what is at stake for the client. Your coaching can accelerate the resolution or aftermath of a "step up or step out" dilemma, so that may be the first goal that needs to be named.

Finally, this manager must be convinced that you care about the company goals, too. The process of how you achieve goals is your expertise and between you and the client. Take a measure of "the company line" and ask yourself if it is inherently toxic to the kind of coaching you want to do. •

Are you grappling with a sticky situation?

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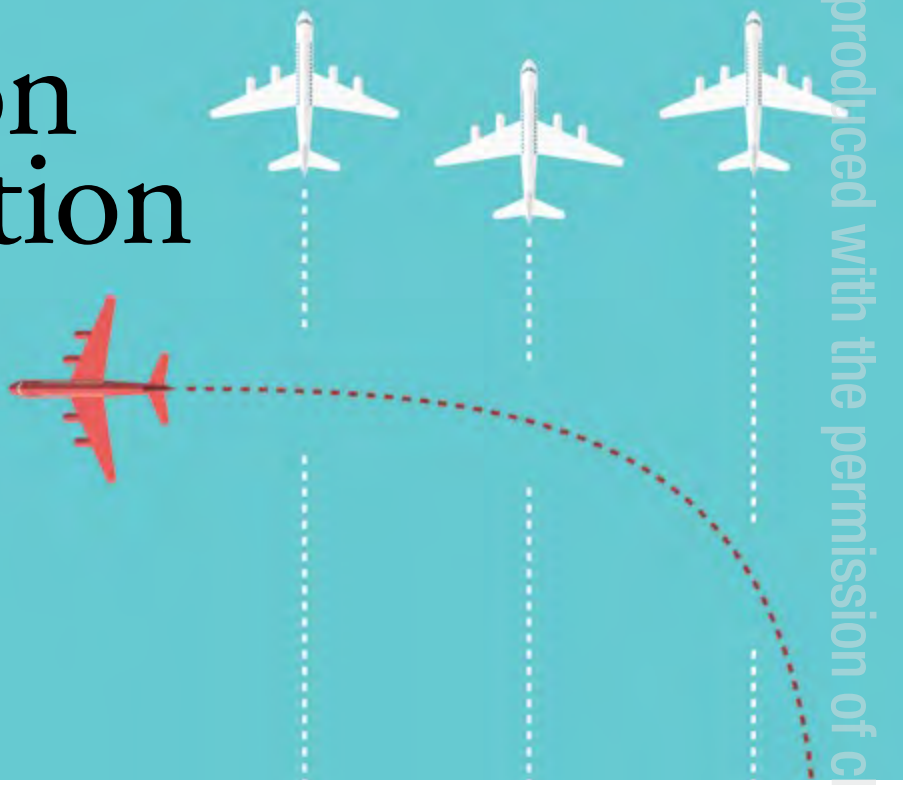
Innovation = Disruption

Drive disruption or be outpaced

By Janet M. Harvey, MCC, CMC, CCS



Innovation is both essential and messily disruptive for corporations. CEO surveys consistently site innovation as a top need to improve performance and sustain competitive advantage. However, innovation is often confused with invention and continuous improvement. Ultimately, the desire in corporations is that the status quo be disrupted so that the workforce is doing something different and useful, that is innovation.

> "Being disruptive comes from examining human motives and character strengths that underpin mindset, behavior and decision making."

Continuous improvement is doing the same thing better and invention is creating a new idea or method. Masterful professional coaching for leaders inside of corporations is an innovation, causing individuals and teams to renew and restore access to creativity and the resourceful capacity that is inherent in being human. Demonstration of coaching mastery when engaged by a corporation demands a thoughtful appreciation and awareness for the sources of disruption that generate innovation for people, including ourselves as practitioners.

Frequently a colleague will say that not all coaches are prepared for coaching inside of corporations. The reason given is that coaching skills are not sufficient to be effective. The basis for this is that practitioners must have specific education such as a business or finance degree as well as experience in a supervisorial leadership capacity along with industry-specific knowledge and credibility.

All of these ideas are incredibly valuable to success with an engagement that intends to generate continuous improvement and invention. If innovation is desired, the coaching partnership must focus on disruption of consultative idea generation that comes from education, knowledge and experience. Being disruptive comes from examining human motives and character strengths that underpin mindset, behavior and decision making. Fortunately, the International Coach Federation (ICF) core coaching competency framework offers skills and behaviors to drive disruption in the coaching partnership and therefore contribute positively to innovation.

Practitioners who possess experience and affinity for a leader's industry or functional role often struggle to self-manage personal bias in the coaching partnership. As if wearing blinders, our perception of the client is not independent of our own thought. The blinders interrupt creating awareness from the inside out of the leader.

In addition, leaders receiving coaching that is content rich often do not sustain ownership for the personally disruptive change that empowers breakthrough behavior and contri-

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bution. While a business and system orientation is useful for strengthening compassion for the leader's situation, a tension of presence also occurs.

One aspect of presence includes our motivation to share business content to evidence our competence to the client. The second aspect that is also important is full trust in the client's capability to choose wisely. The consequence of sharing content we perceive is useful is that we compromise our trust in the client's capability to create and tap into their own resources and competence in choosing to do something different.

> "Expecting certainty about what coaching does or doesn't require of the coach and the client is analogous to a straightjacket on Houdini."

The choice of where to balance these two aspects of presence in healthy balance is to grant the choice transparently to the coaching partnership to determine what serves.

CERTAINTY IS OVERRATED

A common conversation in our field today is that maybe, just maybe, the client doesn't have all the answers for the questions brought to the coach. Maybe we don't serve our clients by being attached to the underlying principle that a client is whole, resourceful and capable to generate suitable answers. This line of thinking generalizes the basis of coaching on a point that is worthy of more careful discernment.

Expecting certainty about what coaching does or doesn't require of the coach and the client is analogous to a straightjacket on Houdini. The coaching process and experience does not fit a prescriptive approach. Innovation for a leader means learning, likely unlearning and then relearning how to behave to achieve something that does not yet exist and is unique for each person.

A focus on the nature of human development for leaders includes considering the complex and systemic influences upon an individual and his or her teams. The culture offers a set of norms of behavior and practices by which the workforce understands what to do when, with whom and how in order to have at minimum job security and ultimately, to live with purpose and potential.

As coaches, we bring curiosity on behalf of the leader so that awareness of these influences is incorporated to the full scope of the coaching partnership. The organization, represented by strategy and performance goals, is the first client; the individual leader candidate for coaching is the second client; and the system-wide relationships for that leader are a third.

The discipline of coaching is rigorous and requires tenacity to sustain the role of coach rather than presume to know more than the leader or the organizational system about what serves the strategy and performance outcomes best. Given this complexity, the client leader is in the best position to understand the context and the relevant technical content for any prospective topic.

Coaches by contrast have authority to challenge, champion and collaborate with the client leader so that his or her relationship with the context and content of the system may transform. As this occurs, an innovation emerges in the way of leading that produces the desired, new results.

CLIMATE IS JOB ONE

Status quo in corporations dies hard. Coaching in corporations requires four important strengths: patience, tenacity, fierce commitment to awareness building and detachment from having contextual and content answers.

The coaching partnership is one place, often the only place, that a leader may express skepticism, doubt, outrage, disappointment and then crazy ideas, wonder, hope and courage without requiring immediate action or management of others reactions. Critical thinking that activates and the exchange between coach and client is generative. Clients originate ideas and plausible methods to create something different

INNOVATION = RENEWAL

The etymology of Innovation comes from the Latin *innovationem*, noun of action from *innovare*, dating back to 1540 and stemming from the Latin *innovatus*, pp. of innovare "to renew or change."

Innovation can therefore be seen as the process that renews something that exists and not, as is commonly assumed, the introduction of something new.

For this renewal to take place it is necessary for people to change the way they make decisions, they must choose to do things differently, make choices outside of their norm.

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> Innovation for a leader means learning, likely unlearning and then relearning how to behave to achieve something that does not yet exist and is unique for each person.

are considered. Paths for learning and research are identified and over time so that decisions are made and pursued for how best to produce results.

The engine of innovation is born in the coaching chalice, fully expressed with potential consequences assessed before commitments to action occur. The coaching exchange inducts courage and that changes everything. The climate for courage unlocks the assumptions, preferences and habits to transform.

Transforming limiting beliefs is a process that invites the leader to declare a new basis for decisions, one that better supports the organizational goals the leader is expected to fulfill. The coaching partnership allows disruption in thinking before disruption in action. This is essential because innovation has a most powerful force as its ally, fear – the stealer of ambition, enemy of change, champion of the half-measure, checked swing and almost there thinking.

Senior leaders in corporations see and declare failure using specific success measures. Separated from the day-to-day, key performance indicators are examined as if they are the binoculars to see clearly across long distances. Clarity, however, is missing. Failure is in the experience of getting to the results that are determined to be inadequate.

In reality, it is the experience of the workforce being enlivened (or not) that counts, and that's the job of leadership. The failure is not in the results, it is in the leadership that created a climate of fear. Job One for leaders is to create the climate for an exceptional experience of being enlivened. Leaders must personally experience being enlivened or the status quo will stay entrenched and innovation will fail.

Leadership is made not born; everyone is eligible. Engaging a coach empowers leaders to, in the words of John Chambers, chairman of Cisco, "Be a role model versus a rule maker."

YES, YOU CAN

People want to feel valued so they can contribute and engage with creating a positive future. High-jacked ideas by leaders who need recognition disenfranchises the workforce. This applies to us as coaches too. Be valued for what you awaken that is so vibrant a leader chooses a new way of leading to produce the results that are needed. Surrender the bias to be seen as smart, competent and wise and choose to serve leaders by being evocative, encouraging and enlivening so that you induct courage to innovate.

Every person is destined for greatness and, it's a path that must be chosen, over and over again. Every person feels fear and uncertainty when the climate is volatile and ambiguous. Human beings are not born with an operator's manual. We engage life as learners and the best lessons are those we chose to pursue of our own volition. Partnering with a coach allows leaders to share the burden of shaking off doubt in favor of hope. The practical influence of exploring the inside of the self and translating this into how each person is uniquely a leader is exactly how coaches disrupt and drive human innovation. •

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TAKING CARE OF BUSINESS

What does it take to be a great corporate coach?

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.

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By Terry H. Hildebrandt, PhD, MCC, MCEC

Coaching within corporations continues to grow in popularity and credibility. Aspiring corporate coaches need to carefully consider several factors to successfully create a business focused on corporate clients. This includes choosing a niche, gathering required qualifications, building your toolkit, marketing, and contracting. As a corporate coach for over 20 years, both internal and external, I provide below some best practices to demystify this specialty within the coaching world.

Many corporations are now creating cohorts of internal coaches that provide coaching to peers and other leaders on a part-time basis in addition to their primary job role.

WHAT IS CORPORATE COACHING?

I define corporate coaching as a partnership with employees, leaders or teams in organizations to support them in achieving their organizational and professional goals. Corporations hire coaches for many purposes, some of which are outlined in Table 1. One of the first steps of a corporate coach includes choosing one or more niches. Very few coaches cover all aspects of corporate coaching. Focusing on a few of the possible roles will enable you to develop skills, reputation, and marketing focus. Some important considerations when choosing a niche should include:

- Your personal passion;
- Your past corporate experience;
- Whether you want to work with individuals, teams, or groups;
- The qualifications and certifications required.

QUALIFICATIONS NEEDED TO GET HIRED

Each of the specific corporate coaching niches requires specific background, skills and knowledge to be successful. I highly recommend that all coaches get a firm foundation in the basics of coaching by attending an accredited coach training program. The International Coach Federation (ICF) maintains a list of coach training providers that have met stringent requirements in the core competencies of coaching. However, coaching skills training is only the first step in being qualified to be a corporate coach. Each of the specific niches outlined in Table 1 will require additional training.

CORPORATE COACHING TOOLS

I strongly recommend that every corporate coach get certified in the specific tools required for their chosen niche. For example, leadership and executive coaches at minimum need to be certified in a reliable and valid personality assessment tool. Popular examples include MBTI, Hogan, Birkman, Enneagram, NEO-PI and DISC. These tools enable the coach to quickly understand the communication and leadership styles, needs, values, strengths, stress patterns and interests of their coachees.

A second must-have tool for leadership and executive coaches is a 360° feedback assessment. Popular examples include the Korn Ferry Voices 360, The Leadership Circle Profile 360 and Benchmarks 360. Feedback assessments are a staple for leadership development coaching. Executive coaches should also be trained in qualitative interviewing to gather stakeholder feedback.

I highly recommend that coaches create written contracts that outline specific roles and responsibilities for each of the core stakeholders.

Group and team coaches also need to have specific training in team dynamics and group facilitation. Specific certification now exists for team coaches to enable them to handle unique challenges with teams including contracting, assessment, conflict management, feedback, team effectiveness, etc. Specific assessments are also available for teams, including culture surveys, team effectiveness profiles, team values profiles, and conflict climate to name a few. These assessments enable the team coach to explore the characteristics of the team as a unit of measure. Commercial assessments include the Conflict Climate Inventory, Five Dysfunctions of a Team Profile, Kenexa Culture Insight, and Korn Ferry Team Architect, to name a few examples.

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TABLE 1: Niches Within Corporate Coaching

TYPES OF CORPORATE COACHING	TYPICAL FOCUS	TYPICAL CLIENTS	TYPICAL QUALIFICATIONS OF COACH
Career Coaching	• Clarity on career vision and goals • Resume writing • Job Search • Interviewing Skills	• Outplacement due to layoffs • People in transition • Clients seeking promotions	• Specific career coaching training or • HR/Management experience in recruiting
Leadership Coaching • High Potentials • First-Time Managers • Middle Managers	• Leadership assessment • Leadership development • Management skills	• Newer leaders or managers • Newly promoted managers • Staff identified is high potential in secession planning	• Certifications in 360s • Experience in leading • MBA or MA in Organizational Development or Leadership related domain.
Executive Coaching	• Strategy Development • Political Savvy • Advanced Leadership Skills • Executive Presence	• Directors • Vice Presidents • CEO, COO, CFO, CMO, etc. • Board Chairs • Executive Directors	• MA, MBA, or PhD • Prior executive experience. • Knowledge of psychological principles • Advanced coach training • Certification in personality and 360 assessments
Team Coaching	• Team development and effectiveness • Group dynamics • Team culture	• Intact teams • Executive teams • Business teams • Development teams • Functional teams	• Facilitation skills • Team dynamics • Team process development expertise • Certification in team assessments
Group Coaching	• Shared focus area of participants	• Any collection of individuals with a shared topic for coaching	• Team dynamics • Group coaching skills
Remedial Coaching	• Addressing specific derailers • Closing a gap in leadership skills	• Leaders or employees that are at risk of career derailment	• Assessment skills • Advanced contracting skills
Specialty Coaching	• Highly focused: e.g. Presentation Skills, Innovation, Board Development, etc.	• Clients looking for a very specific development experience	• Domain specific experience and training

HOW TO GET STARTED

Breaking into the corporate coaching world can be daunting. My own journey as a corporate coach began with getting experience as a leader and manager within corporate America. I then began coaching internally and eventually landed a position as master-level internal consultant with significant leadership, executive and team coaching responsibilities.

Many corporations are now creating cohorts of internal coaches that provide coaching to peers and other leaders on a part-time basis in addition to their primary job role. If you are already a corporate employee, I highly recommend this route to getting practical experience coaching in the corporate environment.

If you are an external coach and are looking to break into corporate coaching, one effective on-ramp is to sign up with one of the many third-party coaching firms who make it their business to market to corporations. Drawing upon the experience and scale of one of these third-party firms enables independent coaches to reduce the initial marketing investment of playing in the corporate coaching space. Third-party coaching firms typically have a large cohort of independent contractors, which enable the third-party firms to flexibly expand their capacity to staff coaching contracts.

MULTI-STAKEHOLDER CONTRACTING & ETHICS

A significant element of corporate coaching that coaches need to pay attention to revolves around the complex

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relationships among the stakeholders and the ethical considerations of working with multiple stakeholders.

It is common to have up to four or more key stakeholders in a corporate coaching engagement. These include the coachee, the sponsor/manager, the human resources contact, and someone on the procurement side. Each of these may require specific deliverables and ongoing communication, which creates unique challenges around confidentiality and accountability.

Leadership and executive coaches at minimum need to be certified in a reliable and valid personality assessment tool.

I highly recommend that coaches create written contracts that outline specific roles and responsibilities for each of these core stakeholders, including: frequency of communication, payment terms, cancellation penalties/terms for the overall contract and individual sessions, and confidentiality and its limits.

Hiring a coaching supervisor is a best practice for corporate coaches to get peer support in navigating the complex contracting and confidentiality issues inherent in corporate contracting. The International Coach Federation (ICF) reports that the majority of ethical problems they get involved with revolve around issues of contracting. Certified coaching supervisors are specifically trained in handling these complex situations.

Corporate coaching continues to be an important, growing space within the coaching community. Coaches wishing to build a business within corporations need to carefully choose a niche, get required training and experience, and develop their marketing strategy. Working within corporations or signing up as a contractor with a third-party coaching firm are two effective ways to break into this space.

Corporate coaches also need to pay specific attention to the issues inherent in multi-stakeholder contracting. Hiring a coaching supervisor is a best practice for coaches to get support in successfully maneuvering within the corporate coaching environment. •

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LEADERSHIP COACHING

It's not just one thing

By Julian Humphreys PhD, PCC

LEADERSHIP COACHING in organizations is one of the most popular coaching niches, but what does it look like in practice? And what kinds of tools, in addition to basic coaching skills, does a leadership coach need to be effective?

In delivering over 500 hours of coaching to leaders in both public and private sector organizations in North America, Europe and the Middle East, I've come to the conclusion that leadership coaching is not one thing. It is at least four different things, depending on where the leader is in their leadership journey.

Potential leaders, emerging leaders, senior leaders and C-suite executives each require a different kind of coaching, with a different focus and different measures. In this article, I outline what leadership coaching looks like for each of these different populations, so coaches working in organizations are better able to provide the right coaching, to the right people, at the right time, focused on the right outcomes.

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STAGE 1: CORE INTELLIGENCE

"Know Thyself."

– TEMPLE OF APOLLO AT DELPHI

The ancient Greek aphorism, "Know Thyself," sums up the first stage in a leader's journey. What are my strengths? What are my values? Where do I fit in the larger world of work? Without clear answers to these seemingly abstract questions, potential leaders won't be able to answer more concrete questions, like, Am I a good fit with this organization's culture and values? Am I ready to make the commitment to be a leader of this organization?

Resolving the very natural ambivalence that most people feel when faced with increased responsibility is essential, as the challenges of being a leader are significant, and without a substantial commitment to the company and the role, the chances of success are low.

STAGE 2: LEARNABLE INTELLIGENCE

"Anybody can become angry – that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way – that is not within everybody's power and is not easy."

– ARISTOTLE

Leaders discover the truth of Aristotle's statement when they manage people for the first time. In their previous role, they likely succeeded as a result of their cognitive skills and domain-specific knowledge. But now they find themselves having to deal with messy, triggering, hijacking emotions – both their own and others'.

To meet this challenge head on, leaders need to shift their focus from thoughts to feelings, no matter how uncomfortable that may be. By directing their attention toward more subtle aspects of human experience, they are able to experiment with new ways of being and doing, supplementing IQ-based action with Emotional, Social and Positive Intelligence.

STAGE 3: LEADERSHIP INTELLIGENCE

"Most people are subjective toward themselves and objective toward all others; frightfully objective sometimes – but the task is precisely to be objective toward oneself and subjective toward all others."

– SØREN KIERKEGAARD

Leaders whose values align with the organizations they lead (Stage 1) and who have become adept at managing their own and others' emotions (Stage 2) are likely to have successful careers and end up in senior leadership positions. But senior leaders still struggle, often with challenges they don't completely understand.

Despite their best efforts, they may find themselves stressed, frustrated or failing on key measures. They may even become disengaged, 'checking out' because they don't know how else to deal with seemingly chronic challenges. The issue here is 'blind spots' – areas of weakness the leader is unaware of and

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consequently unable to address. And the key to revealing these blind spots is rich and valid feedback, which, when accompanied with sufficient support, empowers leaders to see themselves as others see them.

STAGE 4: ORGANIZATIONAL INTELLIGENCE

"The world doesn't speak; only we do."
– RICHARD RORTY

Leaders who have successfully navigated the first three stages in their leadership journey are likely to end up with responsibility for the organization as a whole – or at least a substantial part of it. Given that all organizations today exist within highly complex and uncertain contexts, leaders need to make decisions with a full appreciation of these contexts – an almost impossible task.

Only by subjecting their thinking on an ongoing basis to counter-perspectives that disrupt assumptions and challenge biases can C-suite leaders see and seize new opportunities as they arise. The fourth stage of a leader's journey is thus never complete. To continue to see, commit to and create previously unimagined possibilities leaders need to see, commit to and re-create themselves in previously unimagined ways.

The utility of this model is two-fold. First, coaches can use the model in sales conversations with buyers of coaching programs, who are always looking for new ways of understanding leadership as it relates to their particular organizations. So long as coaches hold the model lightly, using it to kick-start conversations rather than trying to convince or persuade buyers of the rightness of their model, their unique perspective and expertize will be appreciated.

Secondly, coaches can use the model to highlight the extent to which leadership coaching is not one thing. In showing that leadership coaching is not just for senior or executive leaders, but also for potential and emerging leaders, coaches maximize their own sales opportunities and help organizations build a deep reservoir of leadership in the organization that is necessary for sustainable competitive advantage in this era of unprecedented uncertainty and change. •

THE LEADERSHIP JOURNEY ROADMAP

An evidence-based coach approach to the four stages of leadership development

The leadership journey roadmap outlined below integrates research in adult development, leadership theory and neuroscience with best practices in leadership coaching.

STAGE 1, which begins soon after entering the workforce, is focused on the development of Core Intelligence: the understanding of individual differences through awareness of innate capacities. Innate capacities are measured through self-reports that deliver non-hierarchical feedback, such as personality, strengths, and values assessments. With these assessments, no one personality type, strengths profile or values orientation is superior to any other – they are simply different. Developing Core Intelligence enables potential leaders to focus on what's important to them, and to work more effectively as part of a team.

STAGE 2, which begins when a person is responsible for managing people for the first time, is focused on the development of Learnable Intelligence: the understanding of new and subtle aspects of experience, particularly emotional experience. Current abilities are measured using psychometric assessments that deliver hierarchical feedback, such as Emotional Intelligence (EI) and Positive Intelligence (PQ) assessments. Although these assessments provide objective data, they are intended for developmental purposes only. The result of developing Learnable Intelligence is the ability to skillfully manage oneself and optimally motivate others.

STAGE 3, which begins when a leader is first promoted to a key decision-making role, is focused on Leadership Intelligence: the understanding of key competencies required for effective leadership. Observable behaviors are measured using surveys that deliver benchmarked data, such as 360° Leadership Profiles or Culture Surveys, which contextualize subjective perceptions within established norms. The result of developing Leadership Intelligence is the ability to build alignment within and across teams, and to manage increasing degrees of complexity.

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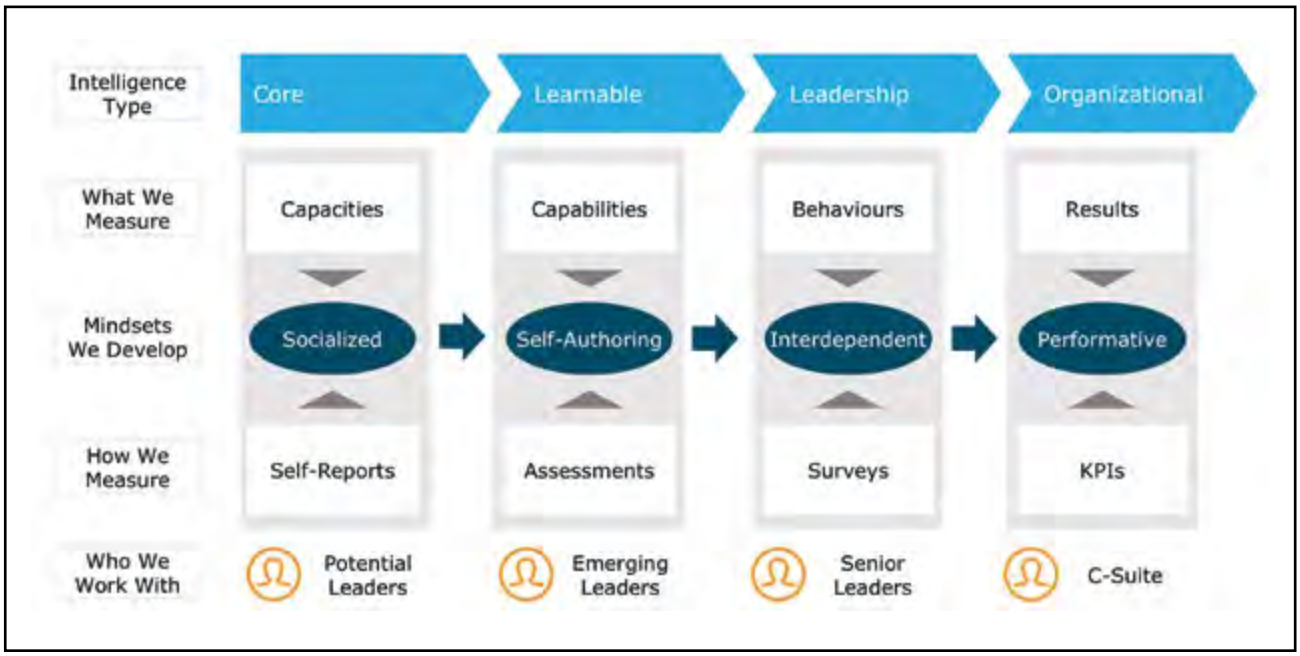
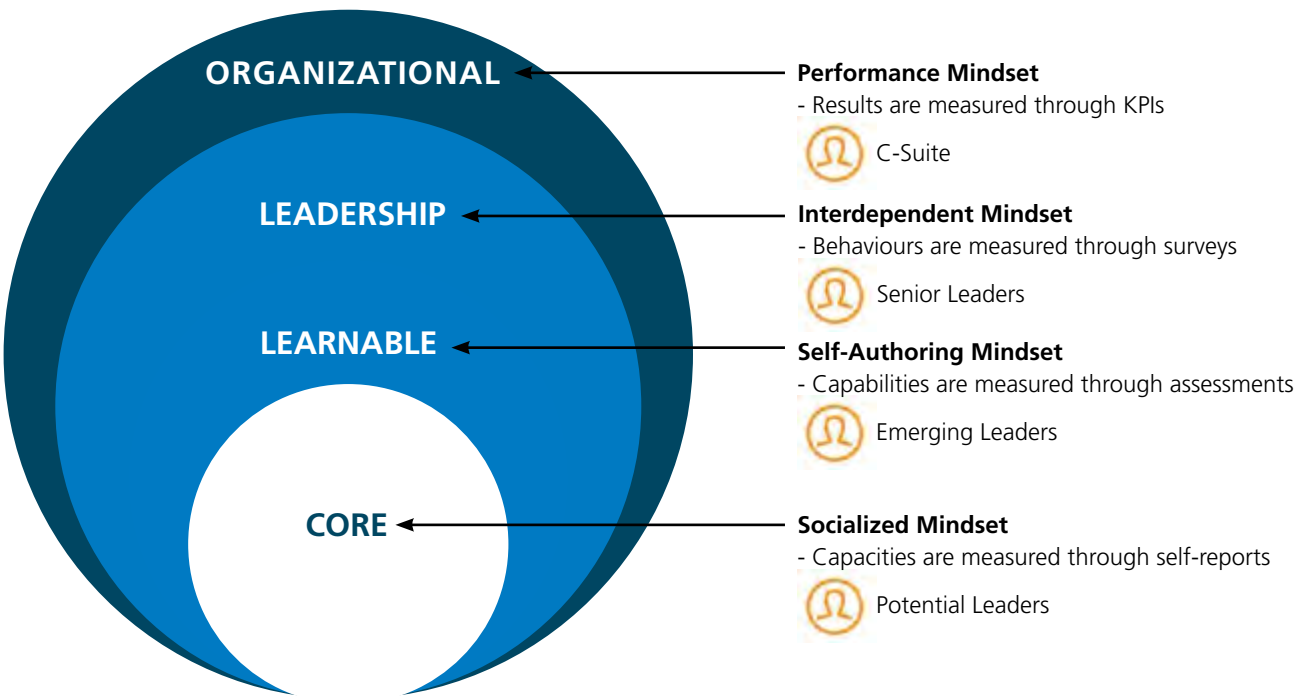
STAGE 4, which begins when a leader holds an executive role for the first time, is focused on the development of Organizational Intelligence: the understanding of business priorities and their underlying rationale. Success is measured using Key Performance Indicators (KPIs) that are strategic, meaningful and defensible within the larger cultural context. The result of developing Organizational Intelligence is the ability to capitalize on multiple, competing perspectives, set direction and lead change.





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Developing Leaders

Creating a coaching culture cultivates leadership at every level

By Anthony Attan, PhD & Eleanor Polley, MiM

"Would you like to increase your leadership skills? Learn to coach." This is our opening statement to a group of emerging leaders during a leadership workshop that prepares managers at our organization to coach their direct reports. This workshop is one of the many internal efforts to both teach and provide coaching throughout the organization, rather than reserving it for only the most senior leaders.

Although most managers are certainly not expected to be at the same level of coaching as a certified coach who dedicates their career to it, research and our own work in this field have illustrated that the most successful managers utilize coaching as a core strategy to lead and to grow as leaders.

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As internal leadership development practitioners and coaches, we've learned that creating a coaching culture starts with developing leaders, who first experience coaching from experts and then, armed with tools and understanding of the process, become coaches for their own teams. Doing this requires not only placing an emphasis and value on coaching, but also a strategy to integrate it into how we lead, interact, and solve problems.

We've done exactly that within our company, and in this article we will explore how to use coaching as an internal lever to achieve leadership excellence and align behaviors to enable progress toward a common vision.

COACHING MUST BE A SIGNIFICANT PART OF DEVELOPING LEADERS

Consider for a moment how people become organizational leaders. Typically, they excel as individual contributors, become technical subject matter experts, and are rewarded with promotions to leadership positions. In order to be successful in this new role, the scales must tip away from technical skills and toward leadership skills.

Unfortunately, many organizations neglect to recognize this leadership gap along with the opportunities to develop leaders from within. Although there are some didactic elements to developing a leader, we must ultimately help them become more self-aware, more self-reflective, and more intentional in practicing self-regulation. Coaching is perfectly positioned to assist with these challenges, and for that reason, we've built our internal enterprise-wide leadership development solution with coaching as a core component.

The structure we've built includes four distinct tiers of leadership programs in order to reach leaders across all levels of the organization:

- New to Management
- Mid-level Managers
- Senior-level Managers
- Executive-level Leaders

The structure of the coaching does depend on the tier; however, the basic formula is to begin with defining the participant's growth goals and then enhancing their ability to translate what they learn in the program to application in their daily work. Translating program frameworks to application is crucial to the success of any development program, and from our experiences, it's challenging to achieve this translation without coaching.

In addition to this focus on application, all of our programs include various assessments and feedback mechanisms that help to increase the participant's self-awareness. Research has shown that self-awareness is essential for lasting behavioral change, and the use of assessments is a great way to achieve this.

As one author previously discussed in *choice*, utilizing assessments in coaching can be instrumental in helping participants develop plans for self-regulation. Although we utilize a variety of assessments based on the tier of the program, we've found that maintaining a consistent coaching model through all programs is a powerful way to establish a common language with leaders.

Research and our own work in this field have illustrated that the most successful managers utilize coaching as a core strategy to lead and to grow as leaders, values, vision and innovation.

Whichever model you use – and there are many great ones available – it is the work these participants do with a professional coach that is essential to developing impactful leaders.

COACHING MUST BE TAUGHT

While we can't expect managers to step into coaching roles overnight, we can greatly accelerate their ability to integrate coaching into their leadership by providing them with a basic framework. This begins by showing these leaders what great coaching looks like, which we achieve through the integration of coaching into our leadership development programs, as described earlier.

Utilizing coaching not only develops self-aware leaders, but also starts to provide a framework of the tools they need to become future coaches for their own teams. Again, this is not to say that managers replace professional coaches, just the same as learning to put on a spare tire doesn't replace the need for a certified mechanic; however, when managers understand and utilize the fundamentals of coaching, they are stronger leaders.

To teach coaching within our leadership programs, and within learning offerings across the enterprise, we provide lessons on those coaching fundamentals, such as questioning techniques and the distinctions between coaching and feedback.

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PRACTICE POINTS

Whether you are an external coach who has been contracted to assist with establishing a coaching culture, or an internal development practitioner who executes on that strategy every day, if you are considering establishing a coaching culture, action is required in the following areas:

- Make coaching a core aspect of your leadership development strategy at all levels.
- Train managers on coaching techniques so they can utilize coaching in their own leadership.
- Encourage key leaders to be vocal about the value of coaching.
- Establish coaching in core enterprise initiatives as a component of performance management efforts.

This blueprint is what turns corporate leadership development of a select few into a culture that cultivates leadership at every level.

COACHING MUST BE VISIBLE & VALUED

The next element to fortifying a coaching culture is to create buy-in throughout the organization. This begins with the leaders who emerge from the leadership development programs, along with the support of executive leaders.

The focus on coaching ensures we have leaders at all levels that create engaged teams as they work toward shared goals. Moreover, the more publicly leaders talk about and practice coaching in their own leadership, the better, as it sets the tone for the entire organization.

We've experienced several examples of this including a couple of very senior leaders declaring to an audience of participants from our various programs that they have a coach and believe in the process. With this visible endorsement, perceptions of coaching convert from being a result of poor performance to an investment in and acknowledgement of one's value to the organization.

COACHING MUST BE REINFORCED

Ultimately, as the organization sees positive business outcomes from an increased focus on coaching, it further reinforces the culture. Although coaching is established through various leadership development programs, creating a true coaching culture requires reinforcement into the behaviors for which we hold managers accountable.

This can be achieved by empowering the leaders who've experienced and learned coaching through the leadership development programs to actually be coaches for their teams. Take, for example, the most junior leadership development program mentioned earlier. This is a self-paced program in which managers of program participants hold coaching conversations after each activity associated with the program. In this way, not only do participants benefit, but their managers become better leaders as they coach.

Additionally, coaching can be reinforced through the performance management cycle. Rather than having a performance management cycle that is retrospective – one in which managers provide feedback to associates once or twice a year – coaching can be added to the cycle to not only enhance and reinforce managers' leadership competencies, but also to maximize performance management as a prospective growth and development platform.

While we can't expect managers to step into coaching roles overnight, we can greatly accelerate their ability to integrate coaching into their leadership by providing them with a basic framework.

Interspersing formal check-ins and a regular cadence of one-on-ones where managers intentionally coach – rather than providing feedback or running through the weekly task list – leads to a much more effective experience with performance management while simultaneously strengthening and breeding leadership behaviors that are key to sustaining a coaching culture.

The bottom line is that when you put your focus on coaching, you will cultivate an organization in which leadership prevails. As professional coaches, we can support this by both growing impactful leaders who are directly provided with great coaching, and supporting their ability to integrate coaching techniques into their own leadership style. •

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COACHING to CULTURE

Successfully navigating the whitewater rapids of company culture

By Kristin Robertson, MA, PCC, MM

For some, navigating an organization's culture can be like whitewater rafting – thrilling but dangerous. As I think back on all the clients I've coached over my career, many of them needed help understanding and fitting into their company's culture.

On the other hand, others discovered that the culture of their current position wasn't in alignment with their personal values and decided to leave that company entirely, looking for a better fit. Our overall goal and duty as coaches is to help avoid this latter problem, enabling clients to survive and thrive in their organization's culture.

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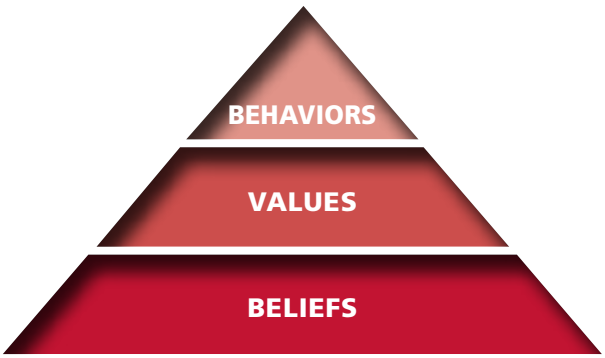
To start, let's examine what culture really means. A company's culture is like an individual's personality – it influences what and how things get done. Specifically, a culture is made up of the collective underlying beliefs and worldview of the whole organization, its core values and the acceptable behaviors within the company. Culture can be thought of as a pyramid in which the beliefs, which are usually implicit, unconscious and powerful, are the foundation.



Navigating culture means understanding the underlying beliefs of an organization, aligning your personal values to those of that organization and adjusting your behaviors to fit in.

There are times in a client's life where culture issues will most likely arise. Be attuned to your client when he or she experiences the following:

- A new job or new promotion
- A new boss or management
- A company merger or acquisition
- Times of market disruption
- Toxic peers or boss
- Life transitions
- Failure to make financial goals

These, among others, are the times when you, as coach, need to be highly aware of the cultural implications of your client's situation.

BELIEFS

Beliefs are often unconscious and limiting, like rocks under the surface of the water. An example of an implicit organizational belief is "Only results matter, we don't care how you get there." An organization with that underlying belief is likely to value profitability and innovation above the means used to achieve goals.

Underlying beliefs are rarely stated explicitly; rather, they are revealed in the words and actions of the leaders. They are discovered by noticing how leaders treat their employees, customers and stakeholders. Or they may be exposed in employee's fear-based comments such as, "If I don't make my sales numbers this quarter, I'm going to be sacked!"

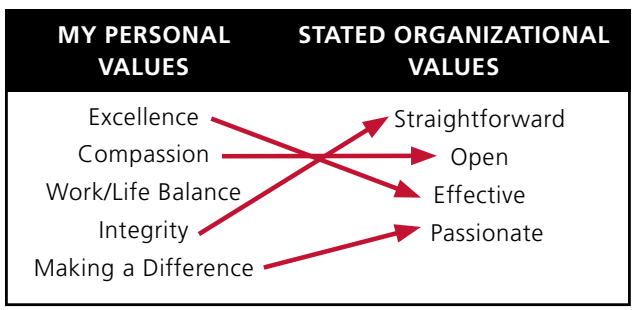
A wise coach or culture transformation expert will understand that negative underlying beliefs often cause the raft to overturn in whitewater – meaning the organization fails to achieve overall goals. The first duty of the coach is to name and claim the underlying beliefs for the leaders, identify how the beliefs are impeding positive change, and encourage leaders to take experimental baby-steps that challenge the beliefs.

Again using the results-only belief as an example, a sales manager might be encouraged to include more than just sales numbers in their team's evaluation, perhaps by introducing a customer satisfaction metric, in order to offset the motivation to sell at any cost.

VALUES

Fortunately, values are more easily discovered than beliefs. A good place to start addressing culture with your clients is to examine their own personal values. Research has shown that clarity of personal values plus clarity of organization values results in improved employee engagement.

Therefore, helping your client identify and define what they wish to honor in their lives is the first step, while mapping personal values to stated organizational values is second. For example, you might suggest to your client that they complete a simple graph, like the one below, to show how their personal values line up with the company values.



This example maps a client's values to a fictitious company's values. Notice that one of the client's personal values doesn't line up with any company value. This situation presents an opportunity for the coach to further explore the significance of this mismatch with the client.

- With this new information, you might ask some of these powerful questions of your client regarding their cultural values:

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- What values do you wish to honor in your work in this organization?
- What values are in evidence in your organization?
- What actions could you take to honor your personal values?
- How do you reconcile your personal values to the company values/norms?
- What role will you play in this culture?
- How does the work you do at this organization forward your purpose in life/work?

LEADERSHIP BEHAVIORS

The next area to explore with your client regarding culture is their own personal leadership style. Leaders have an oversized influence on the culture and emotional climate of their organizations.

The most effective way to change a culture is to change the way leaders lead. Your client can affect cultural change by becoming more aware of the effects of her behaviors and making appropriate changes. Many coaches use a 360-degree assessment to increase self-awareness in leaders. These assessments help your client identify behaviors and beliefs that are negatively impacting their performance at work.

According to Kouzes and Posner, exemplary leaders practice five important behaviors:

1. MODEL THE WAY Set the standards for acceptable behavioral norms at one's organization, which is a key component of company culture.

2. INSPIRE A SHARED VISION Ensure that communication is clear about the direction and objectives of the company.

3. CHALLENGE THE PROCESS Proactively seek better ways to operate the business. Operational processes are an often-overlooked aspect of an organizational culture. Employees are frustrated by ineffective procedures and are energized by those that streamline the work.

4. ENABLE OTHERS TO ACT Develop team members by investing time, attention and resources in their careers.

5. ENCOURAGE THE HEART When leaders really connect with their team members, understanding their personal situations and aspirations, they are encouraging the heart of business.

Here are some powerful questions to ask of your client regarding leadership style:

- To what end state or vision do you wish to inspire people?
- What kind of example do you set with your own behavior?
- Who in upper management do you see exemplifying the best of the company culture? How can you imitate her/him?
- How have you interacted with your manager recently?
- What is important to your manager (for example, results and/or relationships?

EMOTIONAL INTELLIGENCE

As noted by Daniel Goleman, leaders set the emotional tone for the rest of the organization. All eyes are constantly on the leader, seeing what type of mood he's in in order to judge whether it's going to be a bad or good day at the office. Leaders must be vigilant about managing their emotions to establish a positive mood for the team.

Emotional intelligence is typically examined in four skill areas: self-awareness, self-management, social awareness and relationship management. The first two skills areas comprise personal competence and the last two areas comprise social competence. Many leaders who are unaware of their own emotions have trouble identifying and managing the emotions of their teams to calamitous results. Because emotional intelligence is more predictive of your overall success as a leader than is technical skill, it is very important for the coach to work with clients on their personal awareness and social intelligence.

Here are some powerful questions to ask of your client regarding emotional intelligence:

- What emotions were you feeling in a particular moment?
- What emotions do you imagine the other person might have felt?
- How could you react differently in the future? What can you do to remember to react differently?

CULTURE MATTERS!

The International Coach Federation (ICF) tells us that as coaches, we change the world one conversation at a time. Coaches are the midwives of culture – they deliver the leaders who have the leverage to grow a vibrant culture. Be mindful of the cultural environment as you coach, and you will multiply your impact! •

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BEST PRACTICES

5 things to know about coaching in corporations

By Garry Schleifer, PCC, CMC & Jonathan 'Jeb' Bates, PCC, MSOD

In the spirit of serving clients and better navigating the confusing realm of coaching within corporations, we set out to identify what common themes (and differences) we might find among a variety of organizations using coaching for individuals at all levels.

We interviewed the people responsible for managing coaching programs in companies, professionals in coaching Centers of Excellence, internal coaches and external coaches that work with these organizations. Organizations varied from small/medium-sized companies to global brands. Here's what we found.

BUSINESS VALUE IS THE DRIVER

In the organizations we interviewed, coaching did not take hold until it was tied to a business driver. In many cases, rapid industry changes and volatility exposed the opportunities for leaders to improve to meet the challenges.

For some companies, it was clear that they needed to change their organizational culture to have a greater commercial orientation – getting closer to their customers and knowing their competitors. For others, it was agility and adaptability to accelerated change.

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Workplace-related challenges such as dealing with a multi-generational workforce, unconscious bias and diversity issues also served as catalysts for coaching and development.

In these organizations, some had already defined leadership development (LD) programs and others had internal resources for organization development (OD). One professional attributed a quote to Rob Kaiser, saying, "LD without OD is No D." Thus, when coaching is used in the larger context of the organization's developmental needs to meet business challenges, the "stickiness" of the value of coaching prevails.

Without connecting the use of coaching to the presenting business issues, commitment for investing in coaching is harder to gain and even harder to maintain.

1 BEST PRACTICE: HAVE A BUSINESS CONVERSATION

The ability to speak the "language of business" with executives and HR/OD professionals you interact with is essential. Use your attention to language to learn the vocabulary. Ask fellow coaches who work in business about terms you don't understand. Use your inquiry skills to find out what challenges and changes the overall organization (and the wider industry) are experiencing.

Ask about how ready and capable their leaders and critical professionals may be. Discuss how coaching can help them close the gaps. Use the International Coach Federation (ICF) and other resources to cement the value of coaching during your conversation.

RESPECT & DEMAND FOR COACHING VARIES

Because many leaders in organizations may have little exposure to excellent coaching, their view of the value of coaching may not be the best. Their only model of coaching may be athletic coaching from their school days with the expectation that the coach will come in and point out weaknesses, give advice and push the client to change. They do not realize the true value a trained professional coach can bring and how the coaching approach works.

Their organizations may have viewed coaching as a remedial tool rather than a developmental tool. As some of us have experienced, when brought in for a remedial engagement, the chances of positive outcomes are reduced. This is because a) the coaching intervention happens too late, b) the coach is expected to "fix the problem" with a client who has been "sent to coaching" as if to the Principal's office in school and/or c) the coaching is being used to justify and expedite the client out the door.

No wonder leaders may be reluctant to invest the resources for a coaching program staffed with internal or external coaches. With coaching bearing the stigma of "something is wrong with you," it is easy to see why some clients may be suspicious or skeptical of committing.

2 BEST PRACTICE: EDUCATE STARTING AT THE TOP

Across the board, the professionals we spoke with recommended starting with top leadership to foster an understanding of the value of coaching. While a "bottom-up" approach to coaching could create results, it was more difficult to keep the focus over time and coaching became used less frequently and the cost of coaching more closely scrutinized. Clarify the difference between "developmental" coaching versus remedial "performance" coaching.

MANAGEMENT OF COACHING IS A MOVING TARGET

Both internal and external coaches reported that they had observed an evolution of how coaching was implemented and managed within companies. In most situations, the procurement and use of coaching began in an ad hoc, decentralized manner. Individual business units hired coaches with little or no consistency or accountability. One interviewee described the situation as the "Wild, Wild West."

As coaching use expanded, the companies realized how much money they were spending on coaching and decided they needed to add some rigor to the process. Sourcing of coaches became more centralized for many. Larger organizations created Centers of Excellence for coaching that established criteria for coach selection and credentials, common policies and procedures for intake, recommended structure of coaching engagements, and rules or recommendations for manager input, checkpoints, and reporting. Departments often were expected (or required) to use a centralized internal liaison for sourcing coaches and then were charged back for the cost of the coaching engagement.

3 BEST PRACTICE: BE CLEAR ON THE PROCESS

For external coaches, finding out a prospective client company's procedures and policies for coaching are an essential part of the conversation when seeking business. Some interviewees advised (based on bad past

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experience) that this information could ultimately be more important than conversation about the client's specific situation and is frequently missed.

For internal coaches, knowing their own organization's expectations, tools and resources could take some detective work especially in large organizations. Ask for an explanation of the expectations and procedures used in the organization for matching clients and coaches, intake and reporting, and invoicing and payment (if external).

THE USE OF INTERNAL AND EXTERNAL COACHING

A number of organizations indicated that they have internal coaching resources that they augment with external coaches. External coaches were typically used when:

1. Coaching was needed for a senior executive,
2. The coaching client was geographically distant and face-to-face coaching was preferred, or
3. Internal resources were at capacity.

External coaches faced a "learning curve" when working with a new organization or department. Understanding the organization structure, language and jargon – and sometimes the business model of the client's organization – took time. Clients reported it gave them comfort and confidence when a coach understood their situation. Clients reported they felt this led to repeat engagements for externals (e.g. "the coach 'gets' us").

Internal coaches had a better grasp of the business, industry, jargon and departmental needs, which created a perceived advantage to using an internal coach. Balanced with that however, were concerns by internal clients about confidentiality and what would "get back to my boss." Trust building for internal coaches was paramount.

In a number of cases, internal coaches did not coach full-time. They often had other roles and responsibilities in the organization. Internal coaches sometimes needed to manage "multiple hats" of serving in an advisory/consultative role in one context and as a coach in another.

Community was key in a number of organizations. For internal coaches, their coach training program and collaboration on process and policies created a peer support group that they enjoyed. For these coaches, being a full-time or part-time coach in an organization meant they had a unique window into the organization and challenges about which their non-coach colleagues had little understanding. Connection and collaboration was important.

4 BEST PRACTICE: CONNECTION AND COEXISTENCE

Promote community time and interactions for internal coaches (particularly those who may be distant to the headquarters or Center of Excellence). Have the entire group of internal and external coaches meet (either in-person if possible or via virtual conference) to set the company expectations, recap or roll out coaching processes, discuss general challenges, and answer questions.

Having all coaches "on the same page" helps to present a congruent face of coaching and ensure the consistent quality across the organization.

TRANSPARENCY & CLARITY ARE IMPORTANT

Whether internal or external, coaches and the coaching program managers who work with them indicated that being open, honest and clear were essential at all stages of the coaching engagement – initial conversations, coach selection, setting expectations with coaching clients and their managers, during checkpoints and at the close of the work.

The coaches we interviewed said they ran into trouble when the goals and outcomes for the coaching were not clearly defined and agreed to by all the stakeholders up front (client, their manager, HR). When the boundaries of confidentiality were not specified (especially for internal coaches) and where it was not clear whether certain subjects such as leaving the department or the company were OK to discuss during the engagement, coaches also ran into roadblocks that created hesitancy and friction.

5 BEST PRACTICE: EFFECTIVE CONTRACTING

Putting thought, time and effort into crafting clear and thorough agreements with all stakeholders (client, client's manager, HR, coaching manager, etc.) heads off many later challenges. This takes courage and persistence, as some stakeholders want to expedite or skip these important contracting conversations. Stick with it until you have clear, explicit expectations and plans.

This snapshot of the interviews we conducted reflects a point in time in 2017. Coaching in corporations continues to evolve with new methods, priorities, opportunities and challenges.

What are your observations of the present and future state of coaching in corporations? What do you wonder about? It's an ongoing conversation. •

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TEAM & GROUP COACHING

Valuable modalities for today's organizational context

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

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It's been several years since the last *choice* edition on team and group coaching, and the context in which many of our teams and groups operate has changed dramatically.

Think about what you were doing, and the conversations you were having, five years ago.

Terms like VUCA were just hitting our radar screens, a term now widely embraced across organizations to describe the Volatility, Uncertainty, Complexity and Ambiguity framing today's business context. The term "disruption" was not as commonplace. Edmondson's work on Teaming was just coming out into the world.

Today, teams continue to do more with less, and are often rapidly forming and disbanding. Team conversations today are often quicker and more fluid, aided by technology and influenced by Agile's rapid iteration, and the ongoing change of VUCA. This impacts our work as coaches, and continues to shape the types of conversations we are having. Even with all the changes, the fundamentals stay the same: coaching is a pause point for groups and/or teams to focus on the goals and relationships that are important to them, as they take action, and gain awareness. Our conversational touchpoints create the opportunity for pause, reflection, change and accountability.

This article explores group and team coaching in organizational settings, and is geared for coaches and leaders alike.

TEAM COACHING

The realm of teams continues to shift, and many teams have limited windows to hit the ground running, pivot, or accelerate what they are doing. Team coaching can provide a valuable "pause" point for teams to reflect, plan and act.

THE VALUE OF TEAM COACHING

While the specific value of team coaching ranges given the unique focus of each team, it is common for team coaches to hear these benefits raised from the process:

- **Space for team to pause and reflect**
- **Prioritizing the need for focus**
- **Non-judgmental sounding board/space for dialogue**
- **Ability to mirror back to the team what is going on**
- **Strong focus on the outcome (defined by team)**
- **An enhanced focus on accountability, and making conversations about difficult items more commonplace**

How does this feed into our building of a coaching culture? What do you see as opportunities for team coaching in your organization?

In today's context, "teaming" abounds, a term which Amy Edmondson uses to describe "… when people apply and combine their expertise to perform complex tasks or develop solutions to novel problems. Often a fluid process, teaming may involve performing with others, disbanding, and joining another group right away."

Capacity development has become a new norm for the team and group ecosystem within which coaches work. While sustainability has always been a part of our work, continued budget pressure puts capacity development, or the focus on helping teams and group members build their own internal capability, even more at the forefront.

Team coaches are engaged when new teams form, a new leader steps in, or teams are struggling. Team coaching is characterized by an ongoing series of conversations, the role of the team in shaping the process, and the team's ownership and follow-through on action steps. This can be in contrast to one-off team development initiatives.

While there is no "one" model or approach for coaching teams, most coaching approaches provide a focus

Considerations When Looking at Team Coaching

For organizations, teams and coaches looking to offer team coaching, there are several areas you will want to have some further dialogue around:

- How do we see team coaching differ from other team development initiatives?
- How do we support the confidentiality needed for the team coaching conversation?
- Is the team leader, organization, and team itself open to making the changes which emerge from these conversations?
- How will the team own the process?
- How do we ensure there is enough time dedicated to these conversations and this is prioritized?

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on enhancing RESULTS (what the team wants to achieve) and RELATIONSHIPS (how the team operates, works through differences, and leverages strengths). Team coaches hold a focus on the goals set by the team, helping them move into action, and exploring the realm of awareness – beliefs, assumptions and values.

Many team coaching engagements evolve to support teams in developing their behavioral norms or team agreements, as well as creating a shared vision. Team coaches may also help teams identify their values and explore how these connect to organizational values. The conversation also helps to strengthen connection and relationships, while team members learn more about themselves, possibly through the exploration of strengths and styles.

Team coaching provides an opportunity for teams to build capacity in key areas such as team communication. This may take the conversation into the arena of Difficult or Courageous Conversations, communication styles, needs and preferences.

GROUP COACHING

Group coaching conversations take place with individuals from across an organization or business. These conversations bring together individuals from different teams or parts of the organization to explore issues they want coaching around. Typical examples of group coaching include coaching groups for new leaders in an organization, or for high potentials.

There are many benefits with organizational group coaching, for the coaching client, the organization and the coach. These range from supporting culture change and creating a coaching culture, to cross-functional fertilization or the sharing of ideas across parts of an organization. Group and team coaching also provide important vehicles for scaling the coaching conversation, bringing coaching to more people across the organization, at a lower price point.

POSITIONING GROUP COACHING

There are many ways group coaching can be positioned, including:

- **As a stand-alone program – exploring common, or different issues**
- **As a follow-up to a current training initiative**
- **As part of a learning design, positioned as follow-up or a way to sustain the conversation and support**
- **Integrating your coaching approach into training and workshops**
- **As a standalone to facilitate conversations across the silos which exist in an organization**

Given that group coaching is a series of conversations that take place over time how might you position this work?

Many team coaching engagements evolve to support teams in developing their behavioral norms or team agreements, as well as creating a shared vision.

The clients, or participants of group coaching conversations, highlight that they like the opportunity to connect with others from across the organization. They also note the value of the "collective wisdom" created by being and dialogue, and the multiple perspectives that different peers bring to the conversation. Finally, many clients note that coaching provides an important pause in today's overly busy world.

Benefits coaches identify in this work range from the ability to scale the coaching conversation, as well as leveraging your time so you can bring the coaching conversation to a greater number of people.

Before you add group coaching to your mix, you will want to consider building in time and budget for a pre-call, in which the coach can meet with each participant. You will also want to consider whether you form peer groups or bring together people at different levels. It's common that organizations "tap individuals" for group coaching; for example, all new managers. Note that mandating people's participation is not an effective way to engage people and often leads to coachability issues.

What do you see as the opportunities for bringing groups together for a coaching conversation?

In closing, team and group coaching continue to rise in popularity. Against the backdrop of today's business context, change is usually affected by more than one person. As such, these approaches for coaching many are likely to be important vehicles for affecting change and building capacity. What are the opportunities to cultivate these conversations? •

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SPIRITUALITY IN THE C-SUITE

By Kathy Harman, MCC, CCM & Cristina Campofreddo, PCC

Kathy worked with an executive client named Ted (not his real name) a couple of years ago. The first thing they did together was to articulate his life purpose and ensure it was in alignment with his organization's mission. His life purpose was "to give my best, showing my appreciation for God while teaching others." Ted shared this with a friend who said, "I thought your coaching was for work. What is God doing in there?" Ted responded, "I feel that God is in everything I do. Why wouldn't God be at work with me?"

Ted was not a particularly religious person, but he was quietly spiritual. He had high self-awareness and was comfortable in his relationship with God. His story is an indicator that spirituality has a place in any coaching, even (especially!) in corporate coaching. Yet we've heard many coaches say that it is a taboo subject, inappropriate in a business setting.

When you hear the terms "God," "soul" and "spirituality" what comes to your mind? Do these words mean something otherworldly and mystical that have nothing to do with real life, certainly not with business? Spirituality is a broad concept with room for many perspectives. It is something that touches us in all areas of our lives. Both the authors have increasingly found spirituality to be effective in corporate situations, to the ultimate benefit of the client, the organization and the company.

WHAT IS SPIRITUALITY, ANYWAY?

Overall, spirituality can be thought of as an appreciation of our purpose and our connection to self, to others and to something greater than ourselves. Knowing our purpose is fundamental to living a life of meaning: purpose can guide important decisions, influence behavior, shape goals and offer a sense of direction. Acknowledging a connection to something greater than ourselves gives a sense of empower-

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ment, association and selflessness. Spirituality manifests in many ways, from deeply religious to a simple desire to understand "why I'm here."

Purpose and meaning in life drives most of us, and they certainly drive business. Even the most pragmatic executives must find meaning in what they do, or they wouldn't be doing it. Without a purpose-driven life that aligns with the mission of the business, the enterprise is stuck, it has no direction, and a coach is needed! Without the ability to connect to something or someone outside one's self, executives lose sight of what is important to their customers and staff. Once again the enterprise is stuck, and a coach is needed.

Whereas most corporate leaders come to coaching to work through a block, increase their leadership skills or move to the next level, upon reflection they realize that to do this they need to address more than their work. In fact, their career wouldn't exist without their presence, their 'being there' in their role, with all they are. Leaders whose purpose and values are known and aligned with the organization's mission and values bring synergy that allows them to access a deeper well of power and skill. They become more centered, having the space to access resources that may not have previously been accessible. Finally, they become a role model to motivate and inspire their staff and peers.

Even the most pragmatic executives must find meaning in what they do, or they wouldn't be doing it.

As inferred by the International Coach Federation (ICF) Coaching Competencies, coaching to the 'being' of the client leads to more sustainable results. Client 'being' includes the client's beliefs, emotions, feelings, thoughts and assumptions; it is both mind and spirit. When we ignore spirit in corporate coaching, we can short-change our clients. They may get short-term positive results, but not the sustainable, long-term results that come from coaching beyond the current situation into the client's way of being.

INCORPORATING SPIRITUALITY IN CORPORATE COACHING

To do this, we must give ourselves permission to let go of assumptions about spirituality when coaching leaders, and use our coaching skills to know how to approach each client. Some steps to ponder:

1 **Be aware** of our own beliefs around spirituality. Fully embrace spirit in ourselves and explore what spirit means for us, what is its value for us. During this process we develop a spiritual vocabulary that we are comfortable with and which supports us in addressing the spirit of our client. Coaching from a place of spirit has an amazing impact: it increases the trust as the client senses not only our presence as coaches, but also our spiritual presence. Coaching with the awareness of our inner spirit can be a simple change that can, in turn, dramatically enhance and enrich the coaching relationship.

2 **Fully accept** the client where he or she is at this moment in time. We use the client's language: a vocabulary that the client understands, that speaks to the client's state of being. This is essential to establishing trust and intimacy: coaching from where the client is, rather than trying to get them to where we are. Use their language to invite them to explore beyond the situation. For example, "What does your gut tell you?" is something understood by even the most pragmatic client.

3 **Pay attention** to the client's being and the whole of the client, by coaching from our own spirit and being fully present to the moment. In order to do that, we pay attention to what lies beyond the client's situation: his/her thoughts, beliefs, feelings, emotions. When coaching entrepreneurs, we understand that their business success is not so much about their work or certifications or qualifications. It's about what only our client can offer the world as a unique soul.

4 **Bring spirit** into the conversation when engaging new clients, making it clear that we address all areas of their life including career, family, personal development, spirituality, service, etc. We gauge the level of self-awareness and spirituality of the new client to discuss the ramifications of coaching holistically: living a purposeful life, setting both doing and being goals and working with the laws of the universe to define and achieve what he/she really wants.

Just as all the cells in a human body need to work in synergy – aligned and cooperating – when leaders lead from their aligned place of purpose, the entire organization functions more effectively, which will ultimately be positively reflected in the bottom line.

It's time to break through the spirituality taboo. We can open the door a crack, coach from our own place of spirit, and witness both ourselves and our leadership clients gain more sustainable and meaningful results. •

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SHIFTING the POWER

10 simple ways to scale coaching to everyone in your organization

By Pam Boney, MA, PCC, MTC

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We've proven coaching will change behavior. We've demonstrated the evidence. We've even shown calculated returns. Now, there's a new question. How do we scale what we've learned to the masses so we can touch the lives of every generation in the workforce and find ways to align at every level?

What if this transformative people-development solution (of coaching) can be designed to touch lives in all levels of the hierarchy? What then? Wouldn't the culture change rapidly with growing numbers of people with high levels of self-awareness, intentional choice and conscious action?

We think so. Our clients think so, too. We are a research-based organization, so our interest is in finding predictive approaches to scale the effect of coaching to everyone. This article is written to help others who want to isolate must-have elements involved in such coaching solutions. Some of these ideas are still being researched, but we invite others to share their learnings back with us too. In that way, we can shift the power to the masses in the same way social media does, to effect much-needed change in the world.

1 EVIDENCE-BASED DISCOVERY ASSESSMENT

One of the most costly aspects of the scope of work in coaching are the qualitative interviews that are conducted during discovery. This entire process can be replaced with an evidence-based discovery tool that measures perceptions from others in tools that remove biases from the data. We use several new scientific methods that help people isolate the ways they are unconsciously triggering counterproductive behavior. This narrows down the goals for coaching to a very targeted, detailed short list of goals that can expand their positive influence rapidly.

2 SELECT A COACH ONLINE

Rather than coordinating phone interviews with coaches for chemistry interviews, we have streamlined this process to keep costs down. Using coach-matching algorithms and search functions that match the coaching goals to the right coach, we find people are more than willing to find and select a coach online instead of waiting to have coach bios vetted and sent via email. It's much more efficient and satisfaction level with coaches is just as high.

3 OWNERSHIP OF THE PROCESS BY CLIENTS

People today don't want to be subject to processes that happen to them. They want to participate in processes that are managed by them instead. In order to increase a sense of ownership in the process, we like to put the responsibility where it belongs: squarely on the shoulders of those who have chosen to develop themselves. For this reason, we think it's important to create trackable coaching programs where people can opt-in, manage themselves and take responsibility for becoming the researcher of their own positive influence.

4 A VISUAL FRAMEWORK FOR COACHING

Consistency is an important part of scaling any system, so we anchor the work in a visual framework that clarifies the relationship and process, as well as how it will effect change. Much of coaching today is based solely on conversation and doesn't engage the visual memory of the brain. We believe that in order to act differently, people need methods that are memorable or they won't apply it. This helps clients quickly understand the elements of coaching, how it works and provides a means to track their progress in metrics that document the change. Lastly, it provides an important control variable to the program so that predictive analytics can be used to evaluate whether we are spending our resources wisely and effectively.

5 TARGETED GOALS

The tools we use to complete the discovery process lend themselves to quick selection of goals along with one interview of the supervisor. With the 360 feedback and manager point of view, it is easy to isolate one targeted goal that can have a halo effect on their positive influence. For example, imagine a client that is often judgmental and critical. That one trait can have a serious implication on their career success, so changing it can have the desired reverse effect too. When goals are clear, succinct and directly related to influence, the coaching can be much more focused.

6 THE NEW NORMAL FOR FACE-TO-FACE MEETINGS

Another very costly part of coaching is the effort and cost of in-person meetings. Meeting face-to-face has benefits that can help the coach read body language, tone and facial expressions that represent over 90 percent of the meaning being communicated. We used to work almost exclusively face-to-face for this

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reason. But over the last few years, technological advances in web-cam services have improved the quality and reliability of online interactions dramatically. We find that most of our clients now use Skype or Zoom meetings regularly and in many cases, seem to prefer them to the extra effort of travel. Having used Zoom rooms almost exclusively for coaching over the last two years, we have found it increases efficiency without losing much in the way of effectiveness.

7 LASER COACHING ON SPECIFIC GOALS

When the goal is very clear, the client can select the coach and purchase a set number of sessions to target that specific goal. In this way, the goal is either met or not met and results can be reported more clearly for predictive analysis over time. This enables L&D leaders to get much-needed budget support for future programs that further expand learning and development.

8 INCREASING SKILL SETS IS KEY

In the past it was thought that longevity in a role was an important indicator of success on a person's VC. Today things are much different. The next generation of leaders and influencers are much more interested in adding skillsets and experiences to their resumes. For this reason, we feel that coaching should be paired with a learning management system and offer skill-building opportunities that will help the change stick. Short courses in brain science, the benefits of meditation, the power of habit-change, transactional analysis and more, can help learners understand why and how behavior change works. We've built a knowledge base that is open source so learners can help one another and provides sources for self study.

9 GAMIFICATION & TRANSPARENCY

Gamification of the experience makes it even more powerful and increases the odds that change will stick. We've built new technologies that reward learners for the activities that will help them change. Logging in to check results, clicking to research a topic, sharing a topic, journaling, sharing results, interacting with others who are working on the same goal, joining a habit change challenge or submitting answers on a dilemma. Research has indicated that engagement in one's own learning increases retention and wires the brain for new connections. Adding social reinforcement through social media exchanges can help learners with support from others working on similar goals.

10 MEASURABLE TRACKING OF CHANGE

In today's feedback-hungry online environment, we've found that people will not only share their goals, but periodically check for change over time if they have the right tools. Instead of a once-and-done approach to feedback, learners get interested in feedback along the way, by collecting a little at time. This reduces fear about feedback and makes it more manageable to work with the coach about one group at a time. After all, we can show up very differently with various groups of people based on our mindset about them. This enables chunking the goals into smaller bites of information and greater success at change.

Applying these concepts requires a paradigm shift regarding how coaching works at all levels. At the senior level, coaching objectives will be more complex, contextual and strategic in nature, where other levels may be designed more for tactical and targeted objectives.

The first step is to think about how to cascade the resource at all levels, including more customized solutions at the top levels and more structured solutions as you cascade. You might also allow senior executives to elect from a variety of development experiences, but limit options for entry level roles to self-assessments and debriefing to assist with job and culture fit questions at orientation. Then graduate to other development options at key transition points, when coaching can help reduce stress levels during change.

In some cases, even performance management coaching can be an option if the right coaches are matched with those solutions. There is no cookie-cutter plan that works for all companies, but is instead a customized strategy typically led by the L&D Leadership Team. The main point is that coaching comes in all sizes, shapes and forms today, and technology has greatly enabled scaling it more effectively now that we know how to measure its effectiveness through quantitative research.

The world of coaching is changing whether we plan for change or not, so we need to be creative as we consider and test a variety of alternatives. Reaching the masses is an imperative if we aspire to broad-scale health in our organizations and culture. My personal belief is that coaching is about ONE thing: Character Strength Development. There is no problem I can think of that isn't solved, or at least improved, by greater internal strength of character. This is the authentic part of us that embodies the four levers for a healthy culture: Humanity, Wisdom, Courage and Resilience. •

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FROM BOSS TO COACH

How today's corporate leader can partner with employees and achieve a win-win

By Bruce Mayhew

SOME OF US STILL REMEMBER WHEN A LEADER WAS A BOSS – they set the goals and loyal employees carried them out with little to no input or suggestion. Then, in the 1970s, 80s and 90s, companies and organizations began to experience innovation at exponential rates. How people worked and what they worked on changed so quickly that leadership had to also evolve.

Leaders could no longer be simply bosses – oracles of all knowledge – they had to begin partnering with their employees and specializing in areas the boss did not. A bit later, Gen Xers and then Millennials watched as companies laid off their parents – valuing short-term profits over years of loyalty and sacrifice. Through their actions, companies taught well-educated Gen Xers and Millennials to be more loyal to themselves, their families, work/life balance and professional development within their career.

And leadership has kept changing. Research by Zenger Folkman (who are leaders in Strength Based Leadership), tells us that as much as 65-80 percent of a successful leader's responsibilities are now "soft skills." Today, a great leader has to build trust, motivate, inspire creativity and promote collaboration while also focusing on values, vision and innovation.

But even increased soft skills aren't enough; employee engagement is still a struggle and turnover is still high. Companies are bleeding talent as valuable employees quit to take advantage of personal and professional development elsewhere, driving up recruiting costs, training costs and opportunity losses.

Enter the need for today's leader to take on more coaching responsibilities. Why? Because in order for great leaders

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to take care of their business, they have to find a way to help valued employees experience personal and professional growth without moving to a competitor. Unfortunately, coaching skills are not natural for most people, and most leaders have no coaching qualifications.

Here are four best practices I find critical in my coaching practice that I believe can help you be successful as you add day-to-day coaching responsibilities to your leadership duties.

STEP 1

BE A COACH FIRST

You have to temporarily take off your leader hat. Being a coach isn't about your needs or the company's needs; it's about your employees' needs.

As a coach, you will help your 'clients' discover and excel at their greatest interests and abilities. Whatever challenge your 'client' identifies has to be the problem they try to solve.

STEP 2

FOSTER EMPLOYEE BUY-IN

Employees have to want to be coached; they have to see coaching as a way to reach their own goals. Employees may even become less engaged if they see coaching as a push from the company to get them to do more with less. For example, if you try to change an employee's aggressive behavior but they don't see any reason to change, your coaching attempts will fail.

To check whether an employee is open to coaching, ask the following question. If they say yes, you should be quite confident:

Do you (the employee), want to work with me and enter into a period of self-discovery and personal/professional growth to …

- Make a change. Perhaps change an undesirable behavior.
- Reach a stretch goal. It might be to get a desirable promotion.
- Realize a dream. It might be a milestone achievement like a transfer to the office in Asia.
- Realign work/life balance. Perhaps explore how to leverage core strengths.

> Today, a great leader has to build trust, motivate, inspire creativity and promote collaboration while also focusing on values, vision and innovation.

These are all reasons to coach – or be coached. Is there a secondary benefit that helps the leader and the company? Yes! You will almost certainly have a more engaged, productive, happier and more loyal employee.

Also, you will achieve the greatest productivity by aligning your employees' strengths, values and newly found insight with the company strengths, values and business goals. Doing this is called 'Strength Based Leadership' and coaching helps you learn more about your employees' strengths, values and goals. This is also your greatest opportunity to build trust and inspire them so they feel pride in the work they do.

STEP 3

LISTEN MORE THAN YOU SPEAK

Be curious but stay out of the way. It's the employee's choice to determine their need and their goals; it's also their choice what action they take. It's your job as the coach to be a five-star listener. Be curious and be present.

Turn off your smartphone/computer during your meetings; even the sound of them vibrating or dinging will be a distraction to both of you. Listen for what the employee is saying (and not saying).

As the coach, you must also put aside your personal and professional opinions, preferences and needs. You are not there to provide solutions; your employees have to find their own answers.

STEP 4

HELP YOUR EMPLOYEES FIND THEIR ANSWERS

This is the heart of coaching. As a coach, it's your responsibility to ask questions and help your 'client' explore, find answers and make choices that are right for them. The simple approach is to keep asking open-ended questions.

Questions like:

- "What are some things you feel you do well?" (And follow up with, "Tell me more about that.")
- "What accomplishments make you most proud?"
- "What's something you've always wanted to try?"
- "How are you feeling about your choices?"
- "If you could do any job for a day, what would it be?"

As their coach, this is the place where you can encourage their curiosity and confidence if you feel they are playing it safe or if you feel they are being aggressive or unrealistic. But remember, whatever is explored and whatever decision is made has to be your employee's choice, not yours.

As their leader, this is important because if they decide to take on the next big project, they will be 100 percent committed. If they choose not to take on the project, you may be disappointed but you are better off because now you can find someone who will be 100 percent committed.

People excel when they do interesting work that challenges their talents and they feel pride when they learn new skills or accomplish something amazing. So, even if you have never coached before, give it a try using the four approaches I have shared with you.

In addition, don't forget that coaching gives you great insight into how to motivate your employees as well as how to best utilize their talents, interests and goals. This puts you into a remarkably advantageous position as a leader.

By taking on more coaching responsibilities, you can help improve productivity, increase employee satisfaction and lower turnover in your business. •

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HOW CAN EMOTIONAL INTELLIGENCE (EI) HELP MY CLIENTS, TEAMS, AND ORGANIZATIONS?

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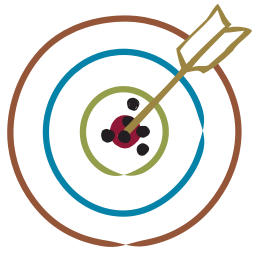
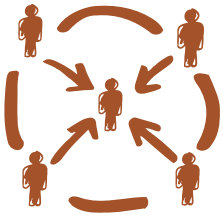


How can it help my clients?



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Calling In Power & Culture

Summit explores PPRC in coaching

The groundbreaking "Calling In Power and Culture" Summit held in Toronto, Canada, in September 2017 brought together 60 participants from over 30 coach education programs to examine, integrate and transform the dynamics of Power, Privilege, Rank and Culture (PPRC) in coach education and the coaching field.

HIGHLIGHTS FROM THE TWO-DAY SUMMIT:

The attendees, who came from Canada, Mexico and the United States, engaged in a range of activities designed to explore:

- "Burning questions" of power, privilege, rank and culture;
- Origins of cultural programming for us individually and for our schools;
- Instances of deep vulnerability when we were "called out" in trainings for unskillfully addressing PPRC;
- The interconnected internal and external systems that inform coach training programs, e.g., curriculum, staffing, recruitment, competencies.
- Participants dialogued around numerous critical issues including racism and our experiences as racialized minorities and whites; accessibility in all its dimensions; cultural "blind spots" and culturally-laden artifacts in our profession; coaching as activism; "calling in" ICF, ACTO, GSAEC and other coaching institutions for authentic and courageous partnerships.
- Seven Revolutionary Change Workgroups were identified and convened, focusing on: Accessibility of Coaching; Curriculum & Research; Cultural Exchange; PPRC as a Coaching Competency, Organizational Change, Associations; Unpacking Whiteness; Staffing, Professional Development, Evaluation, Student Recruitment; and Overall Coordination.
- Rooted in our commitment to accessibility, English-Spanish interpretation, support for two blind participants, and scholarships for several attendees were provided.
- Elder Whabagoon, an Indigenous Leader, opened and closed the summit with powerful ceremonies.

This initial summit was the realization of a long-standing dream to focus on PPRC in coach training and in the coaching industry at large. The summit's organizing team consisted of representatives from eight collaborating organizations: Halli MacNab, Accomplishment Coaching; Dr. Begum Verjee, Adler Graduate Professional School; Jan Portillo, Coaching Works!; Dr. Terrence E. Maltbia, Columbia University; Eileen Blumenthal, CTI; Karen Curnow, Georgetown University; Jodi Sleeper-Triplett and Kimber Nelson, JST Coaching & Training; and Virginia Kellogg, Johnny Manzon-Santos, and Kathy Grosso, Leadership that Works.

The Summit featured seven Revolutionary Change Workgroups.

It's not too late to be part of this work! If you are interested in joining a community of leaders in coach education committed to identifying, innovating and implementing revolutionary practices regarding PPRC, you will want to join our ongoing efforts. For additional information about the workgroups and other post-summit activities, email us at powerandculture@fastmail.fm. •

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Conversation Among Masters - CAM '18
New Orleans, Lousiana, USA
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2018 ACTO Annual Conference
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The Central Question

Linking thinking to performance

By Harvey Schoof, MA

Much of how we approach our lives may come from the "nature" side of nature/nurture. Our natural inclinations do influence how we think, act, and relate. You can see this in siblings, raised in the same environment, living in the same family; one is always smiling and affectionate, the other is often crabby or shy. Some would say, "they were just born like that." Our natural temperament is one thing that shapes how we think about our life.

And of course, our life circumstances and experiences, the "nurture" side of the equation, also have a major impact on how and what we think. Where we were brought up, the families that raised us, the schools we attended, and our religious and cultural experiences – or lack thereof – all impact how we think and make decisions. It may not be critical to figure out exactly how our thoughts, beliefs, attitudes and biases were formed, but it is critical that we recognize how, when and where they are showing up in our lives.

Despite our best coaching plans or how much our clients say they want to accomplish them, their underlying habitual thought processes can sabotage your – and their – efforts before they ever start. While everyone has some good ways of thinking (cognitive assets) that can lead to greater results, most of our habitual, not-so-good ways of thinking (cognitive liabilities) get in our way.

When we don't help our clients explore their own thoughts more deeply, we run the risk of them allowing their habitual unconscious thoughts to limit their efforts and results. As a consequence, it limits the choices they make and the actions they take, keeping them from creating greater value for themselves and others, no matter what goals they've set for themselves.

If coaching is to reach its full potential, we as coaches will need to make a greater effort to help our clients think about how and what they think. We'll need to help them recognize the thinking that has most likely been keeping them from accomplishing their goals, even the ones that matter to them most. This is not just a good idea; it's essential because over 90 percent of our choices, actions, reactions, and interactions (behavior and performance) are habitual.

> "What choice can I make and what action can I take, in this moment, to create the greatest net value?"

One of the techniques we've found helpful is teaching clients to use what we call The Central Question of Life, Love and Leadership. The question is: "What choice can I make and what action can I take, in this moment, to create the greatest net value?"

Learning to ask and answer this simple question opens people to dig a little deeper, question their "first thoughts," expand their thinking, consider input from others, and make better decisions that lead to better results. Once clients learn to think and act with the intention of generating greater value, they tend to get out of their own way. Their "knee jerk" reactions lose their power and influence, and they begin to consciously let go of old ways of thinking that don't serve them. •

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Article Deadline: **Closed**
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