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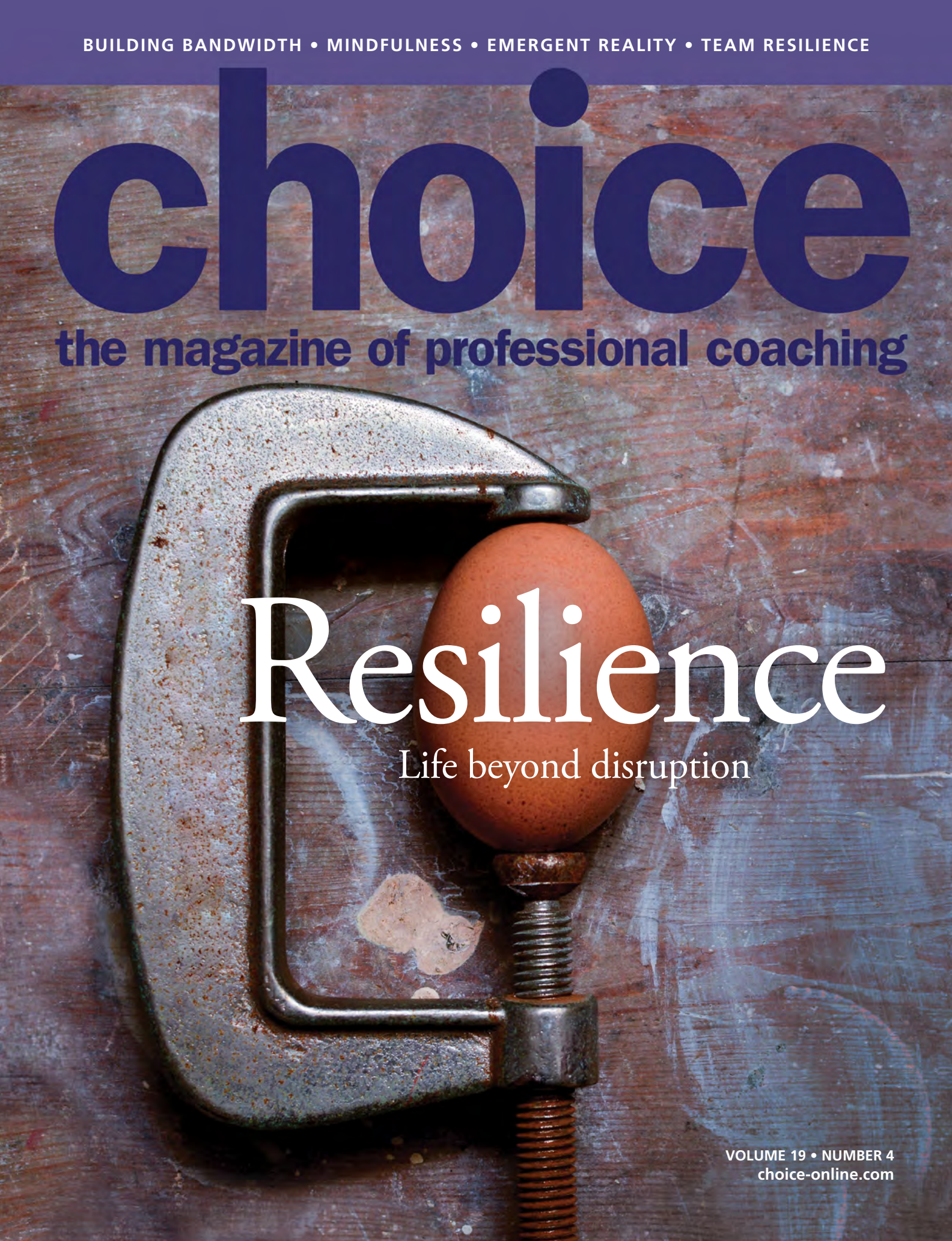

Resilience

Life beyond disruption

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features

24 The Mindfulness Moment
Raising client resilience through presence
By Patrick Chapman

27 Resilience
It ain't what you think!
By Eileen McDargh

29 Resilience & Emotional Intelligence
Power skills for today's emerging reality
By Laura A. Davis

32 Building Bandwidth
7 ways to help your clients thrive under pressure and bounce forward faster
By Margie Warrell

35 Practical Resilience
How to make resilience work for your clients
By Jonathan "Jeb" Bates

38 Team Coaching
The value of collective intelligence in moving from chaos to new order
By Michelle Chambers & Peter Hård

40 Resetting to THRIVE
How the THRIVE coaching model can help overcome personal disruptions
By Vera Shevchenko

43 Coaching in our Emergent Reality
Making time for our own reflection and development
By Monique Betty & Michelle Mock

45 Coaching Team Resilience
A guide for team development and personal hardiness
By Pam Van Dyke

48 Writing Towards Awakening
Journaling for resilience during times of disruptive change
By Lynda Monk

upfront

5 **choice thoughts**

8 **contributors**

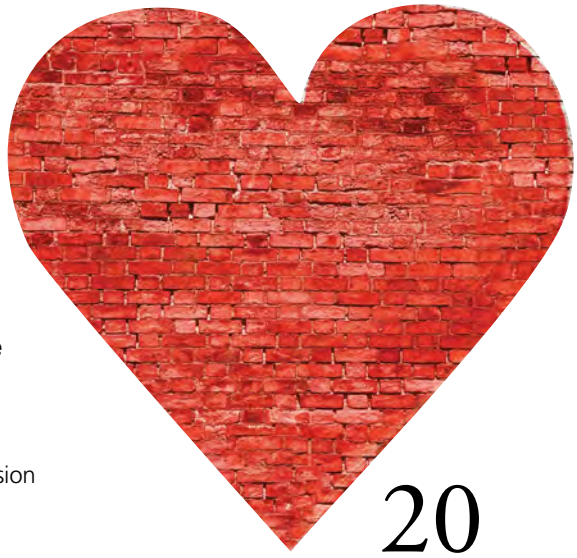
departments

10 **CHOICE BOOKS**
An Extraordinary Book for an Extraordinary Time
By Jennifer Nash

12 **COACHING TOOLS**
Cards For Belonging & Inclusion
Wild Dreaming
Positive Prime
Bitly
World Time Buddy
By Marcy Nelson-Garrison, & Angi King

14 **STICKY SITUATIONS**
Coaching for Certainty
By Craig Carr, Suzi Pomerantz & Victoria Trabosh

16 **KALEIDOSCOPE**
What "Wants" May Bring
Needs vs. wants in the journey toward self-determination and healing
By DeBorah "Sunni" Smith



20 **COACHING MASTERY**
The Love Legacy
Beyond prescription to presence with what is
By Janet M. Harvey

50 **FINAL SAY**
Who are you now?
Holding space for a moment of reckoning with identity
By Kimberly L. Fields

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From The Publisher

As we continue our series about the impact of, and on, coaching in light of the world events of the last few years, this issue is about resilience. Our writers have risen to the task of sharing their wisdom of how to move from disruption (some would say chaos) to recovery, by using and developing resilience.

It is no surprise that going back to "normal" is not really possible. Or is it? What is normal? What WAS normal? What is possible? Read on and you'll see.

Coming issues will reflect the continuation of this emergence from these crazy times and explore what coaching is going to look like in the future.

In future issues, we also plan to interview leaders who are in charge of or have a direct influence on their organization's coaching culture, including leaders in the C-suite who have been coached and hired coaches for their leaders. We trust that these articles will be useful in learning the impact of coaching in an organization from a user perspective and what those corporate leaders have experienced and are planning. If you know of a leader who can speak to the use and benefits of coaching, please let us know.

In another exciting announcement, we will be working jointly with Columbia University to work with the speakers of their recent "Advancing Frontiers in Coaching" conference to continue the conversation about the future of coaching in an upcoming issue.

One thing I have experienced firsthand is the consolidation of coaching through app-supported solutions like BetterUp. I have completed the training and am now an active coach with BetterUp, a truly interesting and rigorous process that enables me to be part of the movement to bring virtual coaching to more people.

On a personal note, Patrick's and my version of resilience (and rebound) is to travel. We were not quite ready to face the global differences in managing the pandemic, so we decided to play it safe and travel domestically from Toronto to Vancouver and then to Ottawa before finally venturing out internationally for a six-day beach vacation. The planning was a little more than usual but the trip itself was easier than expected, even with the Covid protocols and extra steps. Stay tuned!

Let us know what's on your mind by emailing me at garry@choice-online.com •

GARRY SCHLEIFER, PCC, CMC
CEO & PUBLISHER

From The Managing Editor

As you read through this issue, you will find definitions of resilience, but for me personally, resilience means strength. My own strength has been sorely tested over the past year-and-a-half, first with Covid, then with having to place my elderly parents in long-term care and deal with the ravages of dementia and other health issues. Next, I was let go from a job I loved after almost 18 years. And most recently, my mother passed away three days ago as I write this.

So, for me, resilience is everything right now, and I'm continuing to find reserves of strength I didn't know I had. (A huge virtual hug to my wonderful *choice* colleagues, Garry, Kristi and Suzanne, for their steadfast understanding, love and support through all of this).

This issue of *choice* tackles resilience in a way that will help coaches help clients like me who are undergoing major changes and challenges. But there are also great learnings to help coaches help themselves through these difficult times. We're all human, we're all struggling, and while we may not be exactly "in the same boat," we're all fighting to weather the same storm: this hurricane called Life.

The following pages provide a variety of perspectives, tools, tips and enlightenment that will no doubt help you on your journey. Editing these articles as I was in the midst of my own disruptions was extremely helpful. What I came away with was not just a sense of strength, but a sense of hope.

Ultimately, the hope and strength of resilience will keep us going as we steer towards a brighter tomorrow. •

JANET LEES, B.JOURN.

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AN **EXTRAORDINARY** BOOK

For an extraordinary time

By Jennifer Nash, PhD, MBA, ACC

If 2020 taught us anything, it's that change is here to stay. As we transition out of the pandemic and into a new normal, we need new leadership thinking, coaching tools, and personal behaviors to help us adapt, evolve and thrive.

Janet Harvey's most recent book – *Invite Change* – offers new paradigms for leaders to think differently about how to help themselves and others evolve, new tools for coaches to help clients adapt to their new world of work and contribute to a greater purpose, and new behaviors for human beings to embrace change and thrive post-pandemic.

Harvey offers a clear call to action for the way forward: invite change and respond to it actively rather than passively. She calls on us to bring our highest selves to this watershed moment by asking: "How can we best be in service of others going forward?"

Neuroscience research suggests that people fear change because it creates uncertainty and loss. Paradoxically, it is precisely this fear that holds people back from greatness. Harvey offers a way to lean in instead: "When you restore your personal sovereignty, you have an inside out, artesian resource to transition individual lives, organizations and the planet."

Drawing on her 30-plus years of expertise in helping people transform, the author shares her powerful "ACAAR" vehicle for generative change. Five key steps to this framework include:

1. AWARENESS: Suspend your assumptions, biases, preferences and habits to achieve awareness.

2. CLARITY: Take time to understand how you learn and how to make meaning of your experience to gain clarity.

3. ALIGNMENT: Create a clear and transparent decision-making rubric for internal and external alignment.

4. ACTION: Be fully present with others to anticipate context and determine additive engagement.

5. RESULT: Gain greater awareness and clarity of where you are, identify what's possible beyond your comfort zone, and what it will take to close the gap.

Harvey highlights several key factors that get in our way of working through these five steps and proposes multiple tools to facilitate momentum. Emotional barriers, mental blinders and acceptance of status quo hinder progress, while a reflective rubric, powerful questions and additive mindset enable growth and evolution.

Throughout the book, Harvey's conversational style of writing draws and invites you in. A master storyteller, she brings her content alive through personal anecdotes, leadership stories, and examples from her extensive coaching experience.

This is not a book for passive readers. It provokes deep thought with powerful questions and key ideas at the end of each chapter related to self, social norms, systems, social inequities, and status. Three examples to consider:

- What motivates thinking and evaluating people as *more or less* than when I make choices about how and with whom to engage?
- What embedded stereotypes in my mindset and behavior habits unconsciously contribute to inequity without knowing it?
- What options and alternatives emerge when I perceive clearly through the front windshield versus the blame-game of the rearview mirror?

As Harvey says, "Choosing change begins from the inside out." Her book is the perfect resource for you to begin your personal hero's journey post-pandemic. If you haven't yet read this book, I highly encourage you to do so. You will be a better leader, coach, and human being because of it. •

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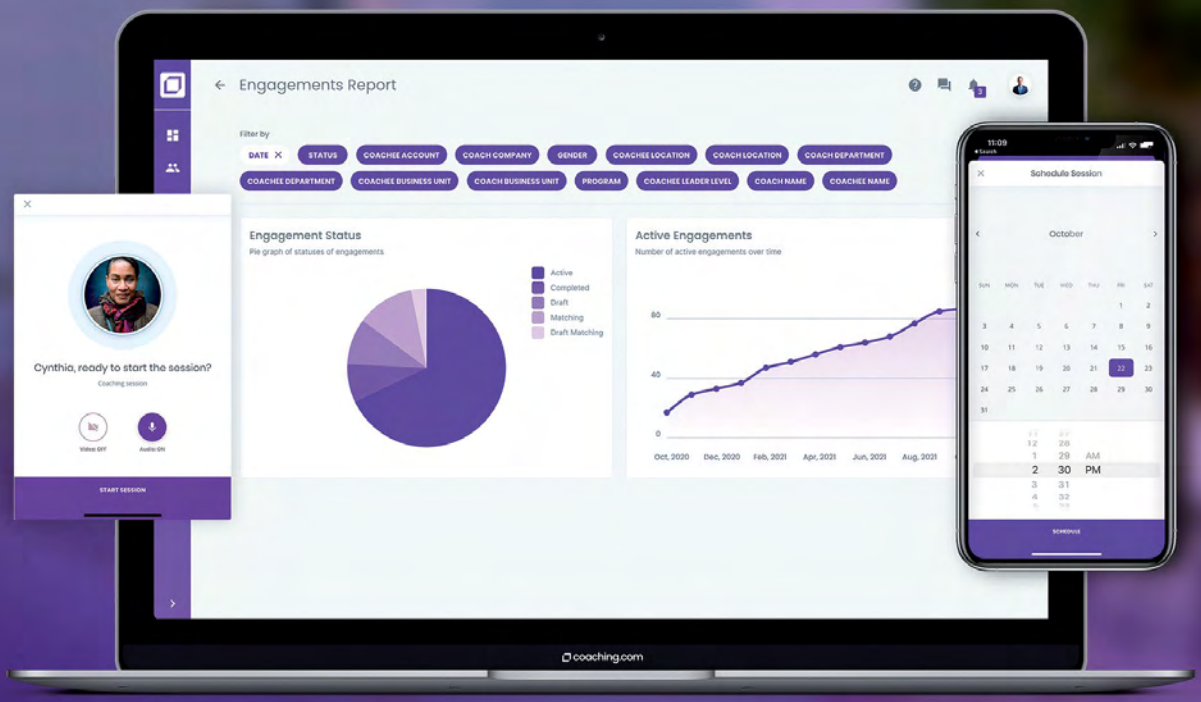

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POSITIVE **PRIME**

By Marcy Nelson-Garrison, MA, CPCC

If you could rise above limitations, negative beliefs and stress by investing only minutes a day, would you do it? That's a big promise, true, but it's exactly what Positive Prime is offering – and it's backed up by science.

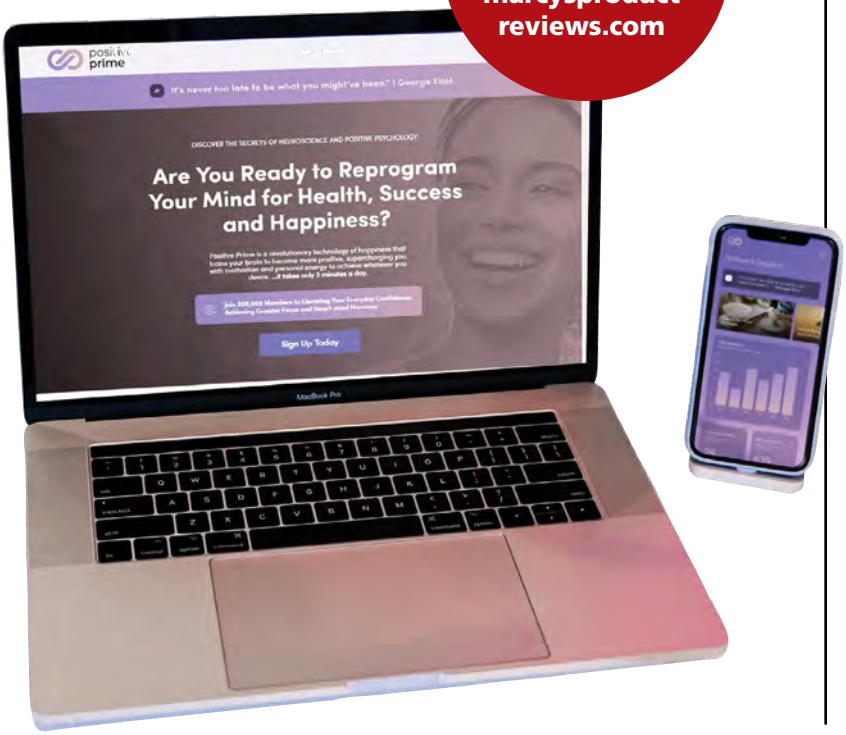
This is a cool online platform based on positive psychology, cognitive psychology and neuroscience. It gives you access to 100+ 'sessions' that are like mini movies packed with highly relatable images and inspirational words. Imagine kicking off your day with a dose of positive, empowering energy. They say three minutes a day and your mindset will shift – wow!

The science behind this is fascinating and their website talks about the science in depth. A Harvard study led by Elinor Amit really grabbed my attention. It basically says our brains think in visual images and our minds create new images to store learning. This is why Positive Prime sessions are heavily visual. It makes it easier for the brain to absorb the content.

Positive Prime sessions cover a wide range of categories: happiness, healing, success, money, leadership, and more. Many are created in collaboration with leading names in the personal development industry like Jack Canfield, Marci Shimoff, Dana Wilde and Joe Vitale.

The site has a free trial followed by a monthly membership. This is a great success tool for you and for your clients and they have an affiliate program. I highly recommend Positive Prime!

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



CARDS FOR **BELONGING & INCLUSION**

By Marcy Nelson-Garrison, MA, CPCC

Getting to the heart of our beliefs and biases is the first step towards opening our hearts and minds to greater understanding and acceptance around diversity. Coaches are in a unique position to facilitate that work, whether in community settings, non-profits or with corporate teams.

The Cards for Belonging & Inclusion provide a clear framework to initiate courageous discussions and facilitate awareness. The process builds in the safety required to do this work through the "Opening Agreement Cards." These are focused around four concepts that set a clear agenda and tone: Stay Engaged, Experience Discomfort, Speak Your Truth and Expect & Accept NonClosure. The "Closing Cards" circle back to those four agreements, for example "Something that feels unfinished to me is___."

The rest of the deck is made up of open-ended questions that are grouped into seven categories: Needs & Access; Gender & Sexuality; Equity & Empowerment; Family & Relationships; Ability & Expression; Ethnicity & Race; and Faith & Belief.

If your work includes increasing awareness and celebrating diverse perspectives, I highly recommend Cards for Belonging & Inclusion.

WILD **DREAMING** DECK

By Marcy Nelson-Garrison, MA, CPCC

Creativity is essential to big, wild, audacious dreams and making them come true. The Wild Dreaming deck is the perfect companion for that journey.

There are two types of cards in the deck to nurture your or your clients' wild dreaming. The SPARK cards and the CREATE cards.

The SPARK cards offer inspiration and suggestions for reflection and action. In order to move forward on a big dream, you need encouragement, time to tune into what you really want, and consistent action. These cards help keep you focused. Each card has a single topic, for example, Commitment: "Your dream is a long term relationship with ups, downs and lessons in between. Recommit and keep going!" Who doesn't need that reminder from time to time? Here's a sampling of other topics: Peace, Acknowledgement, Freedom, Let Go, and Boundaries.

What I love is that the author really gets the power of creative processes to keep you in the energy of flow and manifestation. The CREATE cards suggest fun, creative activities that take you out of your head (where all the saboteurs live) and invite you to play and listen for what bubbles up. The creative prompts are all super easy, even for non-artist types.

If you are all about helping clients dream big, check out this deck. It's thoughtful and the fun, colorful style will make it a joy to use.

BITLY **By Angi King**

Why shorten a URL? If your URL looks like this: https://your-website-name/2021-my-recent-optin/my-amazing-free-optin-gift-name, it is difficult to remember, and you may find that it doesn't fit into character limits on social media and messaging apps.

One of the most popular URL shorteners is Bitly. In a recent review, *Zapier* named Bitly the best all-around URL shortener of 2021.

Type bitly.com into your browser, scroll down, paste your long URL into the box on the homepage, and click "Shorten." Bitly converts your link into a short URL like: https://bit.ly/R37yX3p

On the downside, there is a security risk using the default shortened URL as it can be a haven for spammers and people may not click on it as its origin is not obvious. However, if you create a FREE account, you can get around this.

My favorite feature is the ability to customize the back half of the URL so that it becomes memorable. For example, the long link above can be shortened to: https://bit.ly/amazing-gift which can easily be added to a business card, an advertising brochure or a social media post or story. Another is the ability to track analytics such as the number of clicks and their source.

So, next time you have a long URL, try reducing it with Bitly.

WORLD TIME BUDDY

By Angi King

As a coach in a global world, it can be challenging mastering time. That is, mastering different time zones. I found the answer in a free app – World Time Buddy.

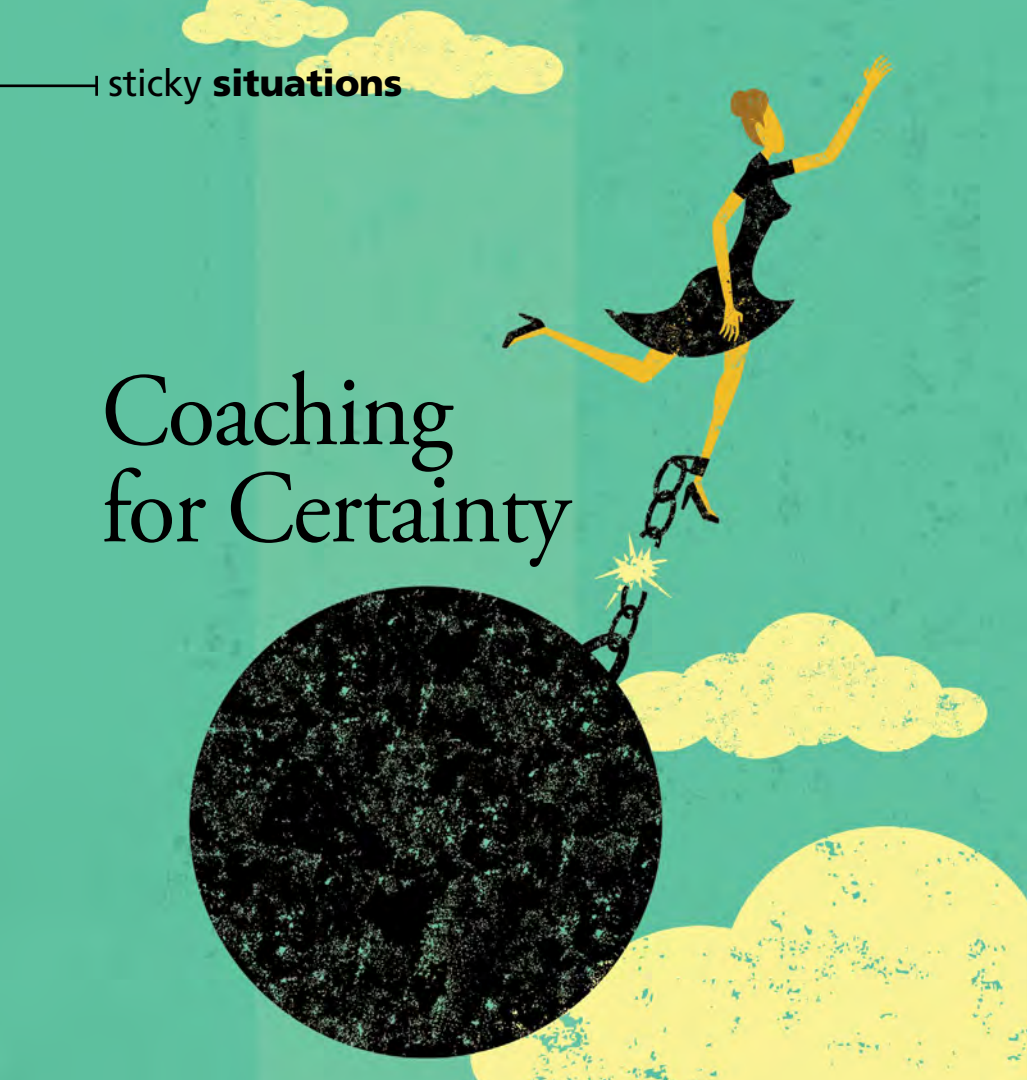
World Time Buddy is an absolute must if you interact with clients and companies from all over the world. It is a visual time converter, a scheduler and a world clock. It is one of the best online productivity tools available on the web, iOS or Android and is used by millions of people across the world.

You can effortlessly compare multiple time zones at a glance, so planning international meetings, webinars, workshops or calls is a breeze. Scheduling and sharing meetings and events is quick and easy with the integration of your calendars.

One of my favorite features is the advanced notification of daylight-saving time changes. The free version compares up to four locations at any time. If you require additional locations, the upgraded version will display up to 20 locations for under $30USD per year or unlimited for under $60USD per year.

With over 20,000 locations and time zones to compare, World Time Buddy is a must for anyone working across multiple time zones!

Coaching for Certainty



THE **SITUATION**

"I got out of my executive position because I had too many leadership changes above me in my company and it was beyond frustrating having to keep training new bosses again and again. I got into coaching because what I loved most about my leadership role was developing others. Now I have an executive client who has had seven new bosses in two years, and she is thinking of leaving her company. How can I coach her to have the resilience I didn't have?"

THE EXPERTS **WEIGH IN**

By Suzi Pomerantz, MT, MCC

Our brains love certainty. How we navigate uncertainty and generate resilience in ourselves and in our clients has to do with our ability to create certainty wherever we can. In your situation, you developed a resilience around developing others, which led you out of your previous leadership role and into the wonderful world of coaching.

It's no accident that you've attracted a client struggling with the constant change and uncertainty of a revolving door of leaders. You have a unique ability to empathize with her scenario since you lived through it yourself. The real question is, how can you get yourself out of the way entirely and be fully present with her and for her, without getting triggered from your own experience of leadership musical chairs?

Help your client create a list of the things she can be certain about in the ever-changing flux of leadership. What skills of her own is she certain about? What can she count on in the organization? What does she have control over regardless of who is in her supervisor's chair? What does she value about her role, her organization, her team, her work? Are there other reasons she's thinking of leaving her company besides the leader churn?

Notice the proposed approach above is about her, not you. Now, let's talk about you. What support do you need in order to release any remaining stuck energy you have around your own experience of frustration with leader turnover? What judgments do you have of yourself or what regrets do you have about your choices in that situation? What would allow you to be fully present without your own agenda in conversations with this client? Where might you be getting in the way of her finding her own resilience? What are you certain about with regards to your coaching ability and your ability to create a safe space for your client? Can you help her to process her situation without equating it to your own? Can you support her without projecting your own experience onto her, or injecting your own past frustrations into the equation?

If you have your own coach, this would be a great topic to process with them so that you can show up clear and available for your client. Handling yourself first – and then helping your client find certainty where she can – will be a great start. Trust that you'll know what to do from there!

By Craig Carr, BCC, PCC, CPCC

Two things come to mind right away. First, you've made an assumption – and perhaps a giant mistake – that resiliency is the primary focus for coaching. Second, the fact that you went there indicates you may not have closure on your own experience or at least not worked deeply enough on it to separate your agenda from hers. You're susceptible to subconsciously projecting judgment and "over-adviceing" in your sessions. More on that coming up.

When I see workplace trauma, toxic culture and burdened positions, I see the components of despair and frustration, and a company culture descending into poor organizational health. A company that is achieving its financial goals can use its resources to invest in executive development and team collaboration training, or it can double-down on winning profits at any cost. You may hear terms like "human assets" and "meritocracy," which, in my experience, can be unconscious code for seeing people as interchangeable, replaceable parts. This is a lamentable downside of capitalism in which it is barely an inconvenience to have people come and go.

In other words, be sure to explore the larger context in which your client finds herself. Is the troubling pattern isolated to the position of "her boss," or does she see the pattern of something typical throughout the organization? In either case, your experience in a company unable to match people with positions may prove helpful. Whether resilience is the issue, however, revolves around the depth of trauma absorbed by your client. Assess whether her frustration is a reaction to her experience – like it was for you – or if it is an authentic expression of power, in which case resiliency will not be a problem.

If it's an isolated pattern, she is misplaced in the company, and there may be another place she could thrive and belong. Suppose the company is systemically dysfunctional, however, and she's not a person who wants to be an agent of change (which has its risks). In that case, the coaching may turn toward career strategy and, yes, resiliency.

Before you begin, it's essential to discern how your experiences are different. This is a conversation to have with your coach, not the client. Your growth as a coach depends on catching any hint of collusion in your language or any feeling of bonding with her story. Notice these impulses, but if you tell yourself this is empathy and rapport – and believe it – you take power from the client and weaken the coaching.

When you catch collusion, everything depends on what you do next. Self-correct with a curious question rather than a default statement of clarity, insight or reflection. Get back to basics with a great question. Give yourself a breath. Get grounded in your body and connect to your client.

By Victoria Trabosh, CDC®, CEC

The *Oxford English Dictionary* definition of resilience is "the capacity to recover quickly from difficulties; toughness." That may indeed have been your situation. But as coaches, we must always think about our reaction, and then our response, to our client's issues. Does their issue trigger us somehow, and if so, how do we respond? It may or may not be appropriate to conflate your situation to your client. It may or may not be resilience you lacked or resilience your client needs.

Please do not doubt that your passion for developing others can still be accomplished even though your personal leadership failed at times. After 18 years as a coach, I am still learning to listen better. One thing I have excelled at (through practice) is asking better questions of my clients. And you know what happens when you ask anyone a great question? They often first respond with, "That's a great question!"

It's time for you as a coach to step away from your issues and learn to ask better questions of your clients before helping them solve their dilemmas. Questions such as: What do you think is happening in your company to cause a massive change in leadership within the last two years? How have you been able to affect change despite uncertainty? What keeps you here? If you choose to leave, what will you seek in your next position to ensure you don't find yourself in a company like the one you work in now?

Great questions will help your client get to the real decision they need to make, not the one they think faces them initially. Questions will reveal to your client what's going on within them, and then they can decide what they need to do about it. Please try not to share your own experiences (yet continue to empathize) with your client until you see a direct correlation between your previous situation and theirs.

Remember that you decided to go out on your own. I'd say that takes a massive amount of resilience! We all have problems and options. The coach's responsibility is to guide the client toward owning their problems and options, then helping them take serious steps forward.

If you have lingering emotions regarding your previous job, make sure you work with your coach, find lessons learned, and let go of any limiting beliefs you have about your abilities. •

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WHAT "WANTS" MAY BRING

Needs vs. wants in the journey toward self-determination and healing

By DeBorah "Sunni" Smith, MS, JD, LLM, PCC

As a leadership coach and consultant who does not just "happen to be of color" (my color and race are principally part of who I am and what I bring), I was asked to contribute to a needs assessment of a marginalized Black and Brown community after the George Floyd killing. To be honest, I was a bit taken aback and annoyed at the request, and I will share with you my reasons, first from a consultancy perspective and then more specifically as a professional coach.

A typical Community Needs Assessment begins with a description of the community, identifying its current condition, desired condition, and the gap between the two. This process leads to an analysis of the stated "problem," including an evaluation of the community's strengths, weaknesses, opportunities and threats (SWOT). All this inquiry and scrutiny is supposed to result in an identification of the community's specific needs.

The investigative phase involves how data will be gathered and from whom, and assesses the data by projecting and/or observing how that information can or will affect some form of progress or change. This traditional approach to determining the needs of certain communities and groups is fraught with fundamental problems. This is especially true when conducting a needs assessment of those who self-identify as Black, Indigenous, and other people of color (BIPOC).

First, the assessor's definition or understanding of the "needs" of those communities typically is off. It is deeply misunderstood, if not completely incorrect. That premise cannot have been made clearer than in observing the contrasting reactions of whites and Blacks to the killing of George Floyd. The former group's reaction was a sense of shock about something never really known or understood; while the latter experienced a reckoning with a

reality that was known and consistently met with denial.

In the aftermath of the Floyd killing, the big, resounding question from the dominant group about the wellspring of pain, emotional despair, and anger became: where do we go from here? What do we do now? Seemingly, one logical response was to assess where the community is and what it needs. I am inviting you to consider that there is a fundamental flaw at the heart of all needs assessments – and that is the difference between wants and needs. This flaw is most poignantly apparent when examining the needs of Blacks and other communities of color.

Long-established psychological circles believe that "[a] need is something necessary to survive." If a foundation of basic need is not met, that lack could put you in grave danger or even cause you to die. Conversely, those circles believe that if you can survive without something, then that thing is not a need; it is categorized as a "want." In contrast, a want is just something desired, something you can certainly live without.

Here's the rudimentary rub – Black people, historically, have learned to live with a whole host of unmet needs, needs that are all up and down Maslow's hierarchy. It is this normalization of unmet needs that makes a needs assessment, from a privileged perspective, incongruent and ultimately flawed. Through historical deprivation, discrimination, bias, and racism, the needs and wants of communities of color have become conflated and misconstrued.

> "Simply put, when comparing needs to wants, it means the difference between 'fulfilling' yourself from the inside out versus 'filling yourself up' from the outside in."

In her online article, "Needs vs. Wants: Distinguishing the Difference," psychotherapist, Manon Dulude said, "Needs are intrinsic and wants are extrinsic. Simply put, when comparing Needs to Wants it means the difference between 'fulfilling' yourself from the inside out versus 'filling yourself up from the outside in. It's about being rather than having."

Most people can't tell you what they need anyway. But they can tell you what they want. That's where a "want's assessment" may be purposeful at this point and time. Wants tend to be emotionally based. Wants often are linked to, can identify, and ultimately may satisfy needs. So, the need is embedded in the want and has its half-life expressed in a disguised reaction to pain or trauma, often normalized over time and transferred over generations.

Therefore, I suggest to those who are interested, consider developing a wants assessment in Black and Brown communities. Discovering what people want, may ultimately and organically reveal the balance or intersection between what is wanted and what is needed, while not invalidating either.

Now, take this same principle and apply it to coaching or even the coaching supervision process. Coaching sessions typically begin with the formation of a "contract" or agreement. As coaches, we seek to divine what the client or the coach "wants" from the session. We hold out that "want" as a clearly articulated desire as if it was a goal whose proximity of achievement is measured along the way and especially at the end of the session. We might ask, "How are you feeling now? Have we addressed the issue or question you initially posed at the outset of this session?" If we are fortunate and have mastered that coaching process, the client or coach affirms fulfilling the goal and we ultimately come away with some sense of satisfaction.

My question is this: when it comes to working with clients who are seeking "belongingness" and have deep-seated issues of exclusion and experiences of racism, are we accepting their articulated yet formulaic wants while neglecting to explore the seed of what they need? Remember, people may be able to tell you more easily what they want than to tell you what they need – or even begin to distinguish between the two. Is it not our job, as coaches, to support them in the discovery of those distinctions when appropriate?

I submit that it is well within our charge to explore and co-create pathways that allow reflection on needs that are

perhaps unmet, dismissed, and denied because therein lies the fertile ground for healing and self-determination. I recall Peter Hawkins once indicated, [and I paraphrase] "there is always a half-life of what is not said so that together with other issues unsaid it is never lost and ultimately emerges in what that coach shares consciously and unconsciously."

Yes, you may assert that all clients are not BIPOC; yet for them, this principle of intersecting wants and needs also may apply. That is precisely why as coaches, we could do well to heighten our awareness of this dynamic when we work with clients of all backgrounds and orientations. It is not an easy option to apply, even in the context of the Seven-eyed Model of Coaching Supervision. This coaching model recommends seven areas of focus for exploration. Developed by Peter Hawkins and Robin Shohet, this approach often is used by coach supervisors to help their supervisees (i.e., coaches) reflect on their coaching practice effectiveness.

A significant amount of emphasis is placed on Modes 5, 6, and 7 that, respectively, involve reflection on the potential parallel process, use of self as an instrument, and the broader social, economic and political context of the issues brought forth.

How prepared are most coaches to enter the realm of discomfort and walk shoulder to shoulder with a client or coach feeling deprived and in pain? It may not be the journey that either the supervisor, coach, or coachee intends to take, yet it may be exactly what is needed. Further, it may be just where genuine self-determination and healing can begin. Psychotherapist April Preston, who studies the impacts of racial trauma, was interviewed by National Public Radio in a piece called, "What we should do to heal from Mr. George Floyd's murder and its aftermath." She offered, "It can be overwhelming. But the more that we identify it and call it what it is, the easier it is for us to deal with it and to manage it. So,

Wants-Needs Venn Diagram

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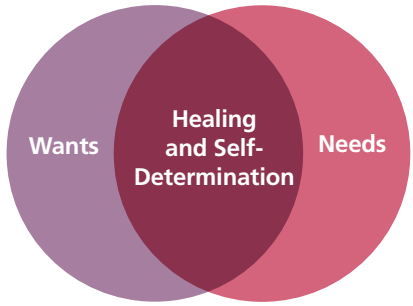

when we see it, when we hear about it, when we experience it ourselves, naming it and courageously having those difficult conversations because when we identify it, then we can do something about it."

My recommendation is to keep a high resolve around maintaining awareness and embracing discovery. Practice becoming more comfortable with the uncomfortable because as often as we don't know what we don't know, we also don't always know what we know … or want … or need. •

The Best Use of Coaching in Your Organization

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

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THE LOVE LEGACY

Beyond prescription to presence with what is

By Janet M. Harvey, MCC, CMC, ACS

"If we merge mercy with might, and might with right, then love becomes our legacy." With these words, the U.S. Poet Laureate Amanda Gorman hypothesizes one path forward beyond disruption. What do you believe is possible in the face of continuous chaotic disruption that you didn't choose, and yet, are living in every moment?

Choosing to be disruptive comes from examining human motives and character strengths that underpin mindset, behavior, and decision-making. Accidental, unexpected disruption bypasses this deliberate and rational invitation to "merge mercy with might and might with right." Who decides what is right in a world turned inside out and upside down, smashing the compass of our childhood, carried into adulthood, that seems only to provoke more chaos, no matter what worldview

or mindset you choose to adopt?

Fortunately, the International Coaching Federation (ICF) core coaching competency model offers skills that drive disruption in the coaching partnership and provide the potential for courage, mental and moral strength to discern a path toward love as our legacy.

Status quo in corporations dies hard, and the coaching process and experience do not fit a prescriptive approach. Essential 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 their 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 to have at minimum, job security; and ultimately, to live with purpose and potential.

To be effective beyond unexpected disruption, coaches must 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.

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, your perceiving of the client is not independent of your own thought. The blinders interrupt creating awareness from the inside out of the leader. The stakes of today's environment anywhere in the world demand that you take off your blinders and challenge your mindset to risk beyond any fear that the relationship cannot contain the depth of learning possible and necessary.

Leaders receiving coaching that is content-rich often do not sustain ownership for the personally disruptive change that empowers breakthrough behavior and contribution. While a business and system orientation are useful for strengthening compassion for the leader's situation, a tension in your partnership also occurs. One aspect of that tension includes your motivation to share business content to evidence your competence to the client. The second important aspect focuses on your full trust in the client's capability to choose wisely. The consequence of sharing content you perceive as useful compromises your trust in the client's capability to create and tap their own resources and competence to choose to do something different. A focus upon balancing these two tensions grants the choice, transparently, for the coaching partnership to determine what serves as a reframing for what is right.

> "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."

The engine of innovation is born in the coaching chalice, fully expressed with potential consequences assessed before commitments to action occur. Every coaching exchange embodies the potential to induct courage. Courage changes everything. The climate for courage unlocks the assumptions, preferences, and habits to transform. The process for transforming limiting beliefs invites the leader to declare a new basis for decisions, one that better supports the organizational goals the leader is expected to fulfill and the reality of the current environment. The coaching partnership allows disruption in thinking before disruption in action, based upon the breadth and depth of new awareness you as the coach tenaciously evoke. Your mindset and focused attention unleash a most powerful force as its ally, fear. Fear is the stealer of optimism, an enemy of change, the champion of the half-measure, checked swing and almost there thinking. Your choice to challenge yourself to risk beyond fear models for leaders the sovereign choice to break free of the status quo and rise to the what the environment now requires.

Engaging a coach empowers leaders to, in the words of John Chambers, chairman of Cisco, "Be a role model versus a rule maker." People want to feel valued so they can contribute and engage with creating a positive future. Be valued for what you awaken that is so vibrant a leader chooses a new way of leading to produce the results that are necessary now to invite a new relationship with self and others. 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 creative optimism.

The practical influence of exploring the inside of the self and translating this into how each person uniquely leads, deliberately disrupts, and drives human innovation makes love feasible as our collective legacy. •

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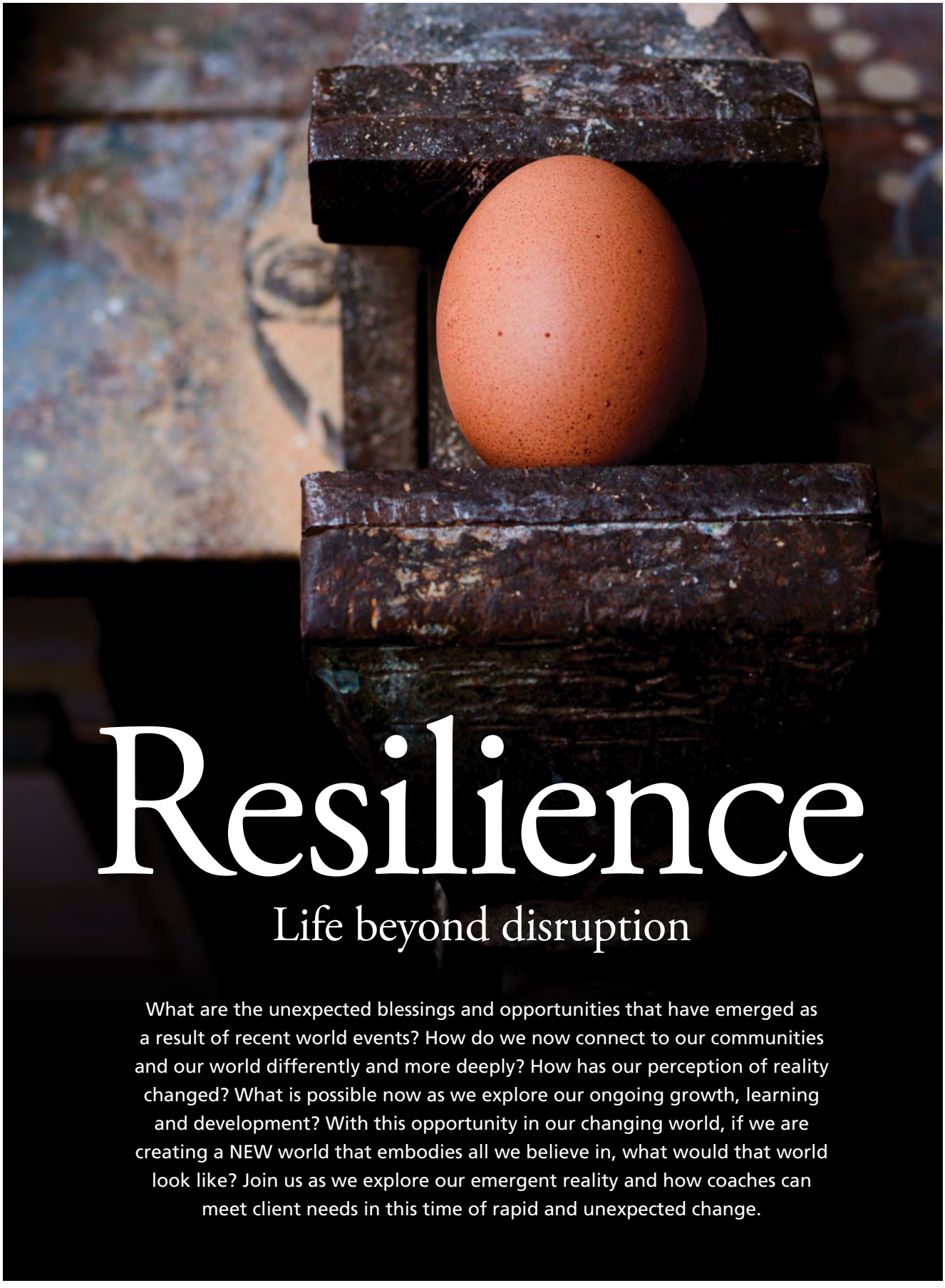
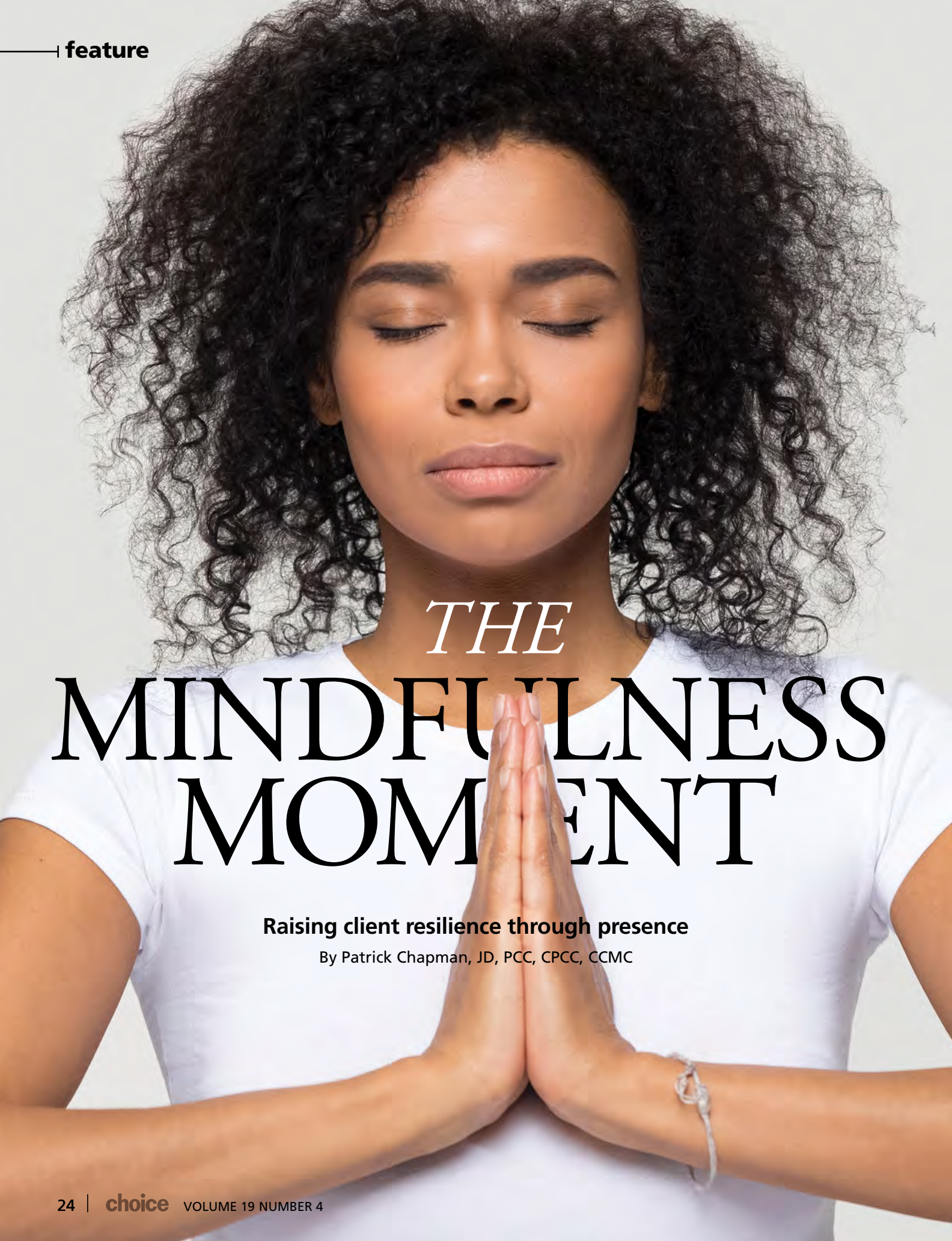


Resilience

Life beyond disruption

What are the unexpected blessings and opportunities that have emerged as a result of recent world events? How do we now connect to our communities and our world differently and more deeply? How has our perception of reality changed? What is possible now as we explore our ongoing growth, learning and development? With this opportunity in our changing world, if we are creating a NEW world that embodies all we believe in, what would that world look like? Join us as we explore our emergent reality and how coaches can meet client needs in this time of rapid and unexpected change.



THE MINDFULNESS MOMENT

Raising client resilience through presence

By Patrick Chapman, JD, PCC, CPCC, CCMC

I sit still. I focus on my breath. I hear it. I sense it in my body. I lose my concentration. Thoughts and emotions surface. Mixtures of memories, futures, tension, and relaxation appear. I regain focus on my breath. Does mindfulness comprise resilience?

This article invites you to broaden your outlook about resilience and its relationship to presence, examining how you can help clients build resilience at work as they navigate uncertainties and construct a new paradigm in the next phase of the pandemic.

RESILIENCE & PRESENCE

Resilience is a ubiquitous buzzword in society. Resilience is usually referred to as an individual skill to positively adapt from setbacks. Resilience is also referenced as a system to successfully recover from hardships, consisting of several interrelated elements such as family and community. I view resilience as the spectrum of growth we gain from facing the "hard stuff" in life, discovering and integrating new ways of being with life.

Presence is an internal state that creates awareness in the moment, both what's going on internally and in our external environment. How we manage our attention directly influences our capacity for resilience. A personal experience highlights this point.

The pandemic revealed my aversion to uncertainty. In addition to the fear of loss of life, I was alarmed by the sudden numbness in my right foot and pain in both hands. Initially, several visits to different doctors didn't produce a diagnosis. Fear flooded my mind. I didn't know how my health had suddenly deteriorated and if it would return.

Subsequently, I observed my thought process about my health. I saw and felt my repetitive worrying. Attending to my fear of uncertainty shifted my thinking. Fear remained, but it didn't consume me. I stopped resisting my circumstance. I became patience with the unknown and more grateful for my life. I was eventually diagnosed with a bulged disc in my lumbar spine and tendonitis in my hands. Physical therapy and other modalities have improved my health. I continue to live with the uncertainty of whether my health will fully recover.

BUILDING RESILIENCE

As clients continue facing uncertainties in the next chapter of the pandemic, our presence can help them access their resilience. First, we can attend to how we orient to our clients. When we see clients as resilient, we recognize they are already intact, in a process of emerging from challenges, and have the means to grow. Our orientation sets the stage for how clients choose to direct their attention.

Second, we can invite clients to utilize practices to focus inward. For instance, a client feels stressed about whether to leave a job position. Rather than jumping into the session topic, we might suggest the client breathe while placing a hand on the chest or scan tense and relaxed body parts. These practices may support the client with being more resourceful when stressed and more tolerable with unknowns.

Third, we can encourage clients to operate from purpose and change perspective. For example, a client wants a career change but doesn't know how to make it. Insightful questions such as, "What is your heart's desire?" and "What legacy will you gift to others?" may help the client become more attentive to the motivations for the change and impact the client seeks.

Presence produces a portal to resilience. It presents opportunities for clients to slow down, process what is happening in the moment, and regroup.

We could offer a homework assignment and an accountability structure for the client to embody purpose.

A focus on purpose can also support a perspective shift. The client's lens widens into a larger context, creating new possibilities. The client may see uncertainty about the career change as an exciting adventure. The client may become more observant about potential work opportunities and more proactive by patiently taking incremental steps towards a career change. This new perspective could lead the client to a greater meaning and impact beyond a career change.

Fourth, we can invite clients to develop and practice self-affirming beliefs. To illustrate, a client indicates doubt about having enough time to complete a thesis. We can listen with curiosity, sense the energy of the client's statement, trust our intuition, and with client permission, explore if the client's statement signifies a limited belief. We could inquire about the origin and impact of the client's belief and challenge the client's perspective.

The client may decide a limited belief exists and we might help the client with replacing that belief by asking an insightful question, such as, "What belief will support your resilience?" or "What thoughts give you more agency?" We can also request the client to take actions, such as obtaining an object to remind the client of the new belief and reciting an affirmation – "Can do."

Fifth, we can support clients with cultivating relationships that foster resilience. For example, a client deals with uncertainty about a project decision by continuing to gather data and feedback. Requesting the client to take an action – regularly conversing with colleagues to learn about their

experiences and ideas – may shift the client's habit, build work relationships, and move progress forward.

Sixth, we can aid clients with promoting authenticity, work-life balance, and enriching conversations. To demonstrate, a client is unclear how to maintain rapport with staff. The client often works beyond regular business hours and avoids delegating work, fearing staff burnout. Asking the client to commit to practicing self-care and an inquiry about what's at stake may help the client act on important values, like, well-being, vulnerability, and teamwork.

The client could conduct mindfulness exercises in between meetings, regularly exercise, and do activities that nurture joy. Transparency about the client's needs and attentiveness to engage the team in dialogue about their challenges, might lead to new strategies to enhance team collaboration.

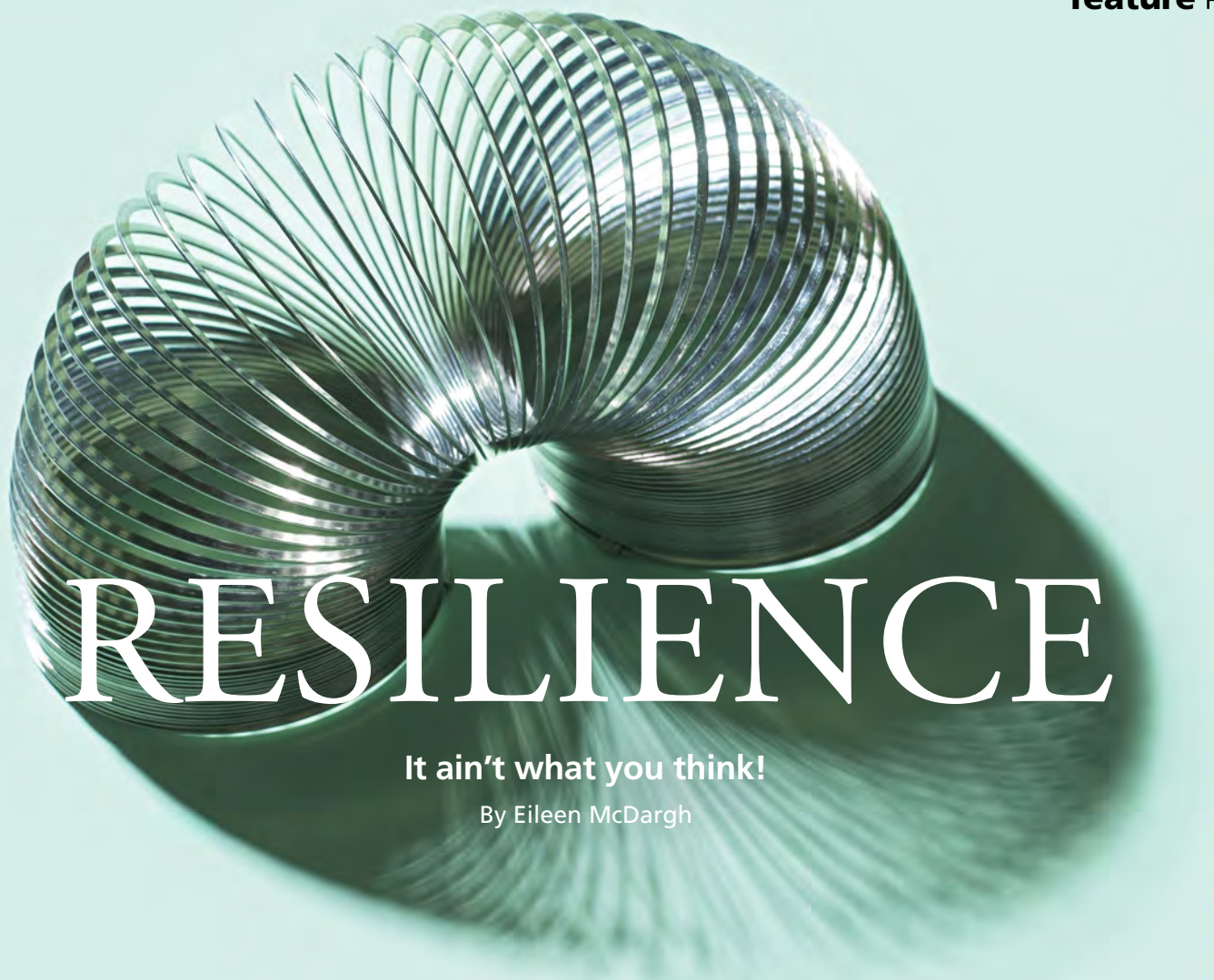
Over time, a deeper bond of belonging could be formed in which team members extend more compassion to each other, while valuing and relying on each other's unique qualities, skills, and roles. The team might also share and support each other with vulnerabilities related to the ongoing pandemic, racism, and other societal issues.

The answer to the question posed earlier, mindfulness constitutes resilience. We face our wandering mind, negative thoughts, and intense feelings and sensations. We make an intentional effort to repetitively realign our attention to the present moment. Shortly or eventually, we move through these disturbances with new insights.

The pandemic has pulled clients out of their comfort zone and pushed them to confront their distaste for uncertainty. Presence produces a portal to resilience. It presents opportunities for clients to slow down, process what is happening in the moment, and regroup. Presence is at the core of the activities clients employ to be resilient.

Our orientation and skills can help clients be more adept in directing their attention and expanding their resilience. In this new paradigm, clients can learn new ways to think, see, operate, and relate. They may develop and act from an inner focus and purpose, even when solutions to challenges are fuzzy. They might change perspective about unknowns, tolerate discomfort, and be spontaneous and receptive to new risks, views, and discoveries.

Clients can invent supportive beliefs, balance work-life, cultivate authentic relationships and meaningful conversations, and enlarge their appreciation for themselves, co-workers, and society. •



RESILIENCE

It ain't what you think!

By Eileen McDargh

No, the headline is not grammatically correct. But then again, the English dictionary definition of resilience is not correct either. It's not correct for the human species.

Consider this first definition: "the capability of a strained body to recover its size and shape after deformation caused especially by compressive stress."

While the "stress" part is accurate, the other portion implies returning to what was. Resilience isn't about bouncing back or returning to "normal." We are not willow trees, elastic waistbands, or pieces of steel. There never is a going "back." We are different today than yesterday, in large ways and in small. We can't enter the same river twice. The river moves on and so does life. To deny this movement can leave one stuck and potentially helpless.

Here is the second definition: "an ability to recover from or adjust easily to misfortune or change."

There are two things wrong with this definition as it applies to humans. First, is the term "easily." All who have gone through major events – both positive as well as negative – know that there is nothing "easy" about forward movement. Second, the definition implies that resilience is needed ONLY in difficult times. I disagree.

RESILIENCE IS A LIFE SKILL

Resilience is not a crisis-only skill, it's a life skill. It's about growing through challenges and opportunities to become stronger, wiser, and more skilled in the process. Ultimately, resilience comes down to energy management. Do you have the emotional, mental, and physical energy to move forward? You can be exhausted at the end of the day, but if your emotional energy says it was a day well spent, you've added another arrow to your resilience quiver.

As coaches, cultivating emotional resilience in ourselves and others has now become job number one. What makes this so difficult is that our logical brain seeks to find data, facts, and tried-and-true methods for responding in this disruptive world. We scramble to tune up our technology, change marketing strategies, discover other revenue sources, or make cost-cutting decisions, all while doubling down on being rational and analytical.

Now, that's all very practical. But it's not where emotional resilience resides. Instead, emotional resilience resides in our limbic brain, which seeks feelings of trust, transparency, courage, and compassion.

That is also where a good coach is needed.

START WITH AN HONEST ASSESSMENT

Coaches must begin from the inside out in order to create trust, compassion, and courage for themselves first! Honestly assess your own emotions about living in a world of constant uncertainty, anxiety, and yes, even fear.

When the pandemic first started, many of us used "surge capacity" to operate. This term was first defined by Ann Marsten, Ph.D., a psychologist and professor of child development at the University of Minnesota. Surge capacity is a collection of adaptive systems humans can draw on for short-term survival in stressful situations. It explains why we stockpiled water, food, medicine, and toilet paper during the first days of the pandemic. (Though I am still rather befuddled about people hoarding toilet paper.)

Resilience is not a crisis-only skill, it's a life skill. It's about growing through challenges and opportunities to **become stronger, wiser, and more skilled in the process.**

From all-hands Zoom meetings to kitchen counters transformed into office desks, from holding virtual dinners to cleaning out closets and garages, from experimenting with meals to discovering new family games, putting something positive into action provided us with feelings of control and relief. Until it didn't. The crisis phase didn't stop. And for coaches who are used to helping clients solve problems and getting things done, this inability to make headway began to undermine the very thing we need most: resilience.

So, how can we right the ship and build resilience in ourselves and others?

1 Understand that resilience is cultivated.
Resilience is a life skill that needs to be cultivated, and just like growing a plant, it takes tilling the soil, weeding what doesn't belong, feeding the plant, and nurturing it. How does your resilience "garden" look? What's the weed that seems to be choking your energy? These are the very questions coaches can ask first themselves and then their clients.

2 Acknowledge to yourself and your clients that life is different now.
There's no way to gloss over our new reality or pretend that life hasn't changed. Every client has experienced loss to some degree. And with loss comes grief, which might range from denial to anger to acceptance.

3 Allow space for yourself and others to express emotional vulnerability.
In many ways, this strange new world offers opportunities for us to know each other in deeper ways than we did in our pre-pandemic lives. Titles and positions have little impact when we realize we're all in this together.

4 Recognize that daily pressures can feel relentless – and may induce fear.
As Dr. Marcia Reynolds wrote in her very wise book, *Coach the Person, Not the Problem*, reflective inquiry is a powerful process to help clients consider their own thinking and behavior. By stating back what is heard and/or observed and then asking questions, the client might begin to not only see alternatives but make a more accurate assessment of the "fear."

5 Create deep social connections.
Loneliness is a feeling of isolation. Just like resilience, the social connections that combat loneliness need to be cultivated and tended. Help your client – and yourself – look for quality time versus quantity. While you might guide the client to create a short list of people with whom to reconnect, allow yourself to do the same.

6 Release unrealistic expectations of yourself and others.
Burnout is the result of depleting one's emotional and physical resources by trying to fulfill a "goal" or a "demand" that drains energy. Now is the time to kick unrealistic, pre-pandemic expectations to the curb. Stop when your emotional limbic brain says stop. Help your client say STOP.

7 Replenish your energy.
Where do you get your energy? What kind of downtime do you need? Ask your client this same question. Rethink what options you *do* have to refill your energy tank. What would your client say if you asked this question?

8 Make gratitude a daily practice.
Gratitude is another common practice you've probably already suggested to your client, but do you do it for yourself? Think about what you are grateful for and write it down. Think of this as putting a deposit into your resilience bank account. When we realize how much we have to be thankful for, the pain of the pandemic lessens. It's also a great way to begin or end a coaching session.

When you, as the coach, are transparent about what actions renew your energy, you offer possibilities to your client.

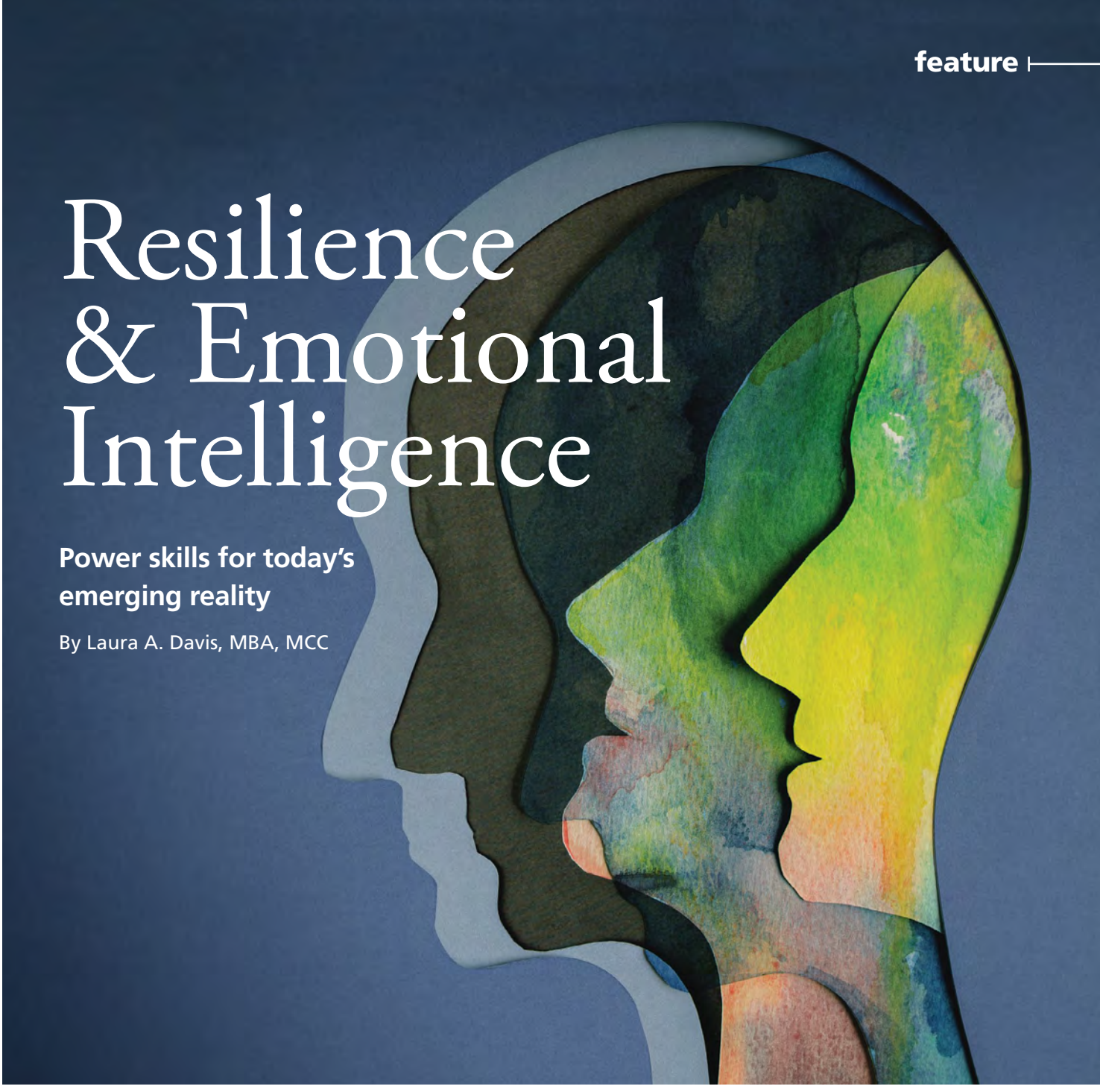
What would happen if you modeled pro-active gratitude? What if you left soup at the door of an elderly neighbor? One woman I know surprised postal workers with her homemade lemon cakes just to say thank you. One of the postal workers started crying. When you reach out to others, you recharge your emotional resilience. Perhaps you and your client could do something together as a way of modeling gratitude.

Remember the words of philosopher Howard Zinn: "To have hope, one doesn't need certainty – only possibility." At the end of the day, a coach's ability to cultivate emotional resilience in oneself and others is to be a hope merchant.•

Resilience & Emotional Intelligence

Power skills for today's emerging reality

By Laura A. Davis, MBA, MCC



The topic of resilience has been at the forefront this year as individuals, teams and organizations have struggled to adjust to the massive sea changes of global disruption due to the ongoing pandemic. And just when we thought we might have turned the corner and were about to enter a healing period of recovery and renewal, we experienced a resurgence of an even more virulent strain of the virus.

As an executive leadership coach, I have been working with a large, prominent health-care system, so I get to hear first-hand the strain and emotional exhaustion health-care workers are experiencing. Of course, the challenges the pandemic has wrought are not limited to health care, but perhaps we can all reflect upon what we have learned individually and collectively as a result of this crisis rather than dwelling solely on its many challenges. My intent with this article is to provide you with some insight and greater clarity regarding how you can best support your coaching clients to uncover the unexpected opportunities emerging as we navigate this new era.

First, what do we mean by the term "resilience"? Generally, we are referring to the ability to "bounce back" after change, disruption or adversity and come out stronger on the other side. What does it look like behaviorally to "be resilient"? In my observation, many people mistakenly take a militaristic, "toughen up" approach to resilience and grit as in "pull yourself up by your

bootstraps and get on with it." We've all seen movies of football players picking themselves up for one more play or of soldiers slogging through blood and guts in the mud to fight one more battle. While this strategy may work in the short-term, it certainly isn't sustainable for the long haul.

During the pandemic and the resulting shift to working from home, the lines between one's work and personal life blurred for many. While it allowed us to see one another as more fully human (hard to put on a purely professional face with kids and pets interrupting the Zoom meeting), it also made traditional home and office boundaries harder to navigate. The temptation to answer one more email or join one more video conference was now in our personal spaces always calling to us despite the fact that we've reached the limits of our energy and attention.

Research by Shawn Achor and his fellow researcher wife Michelle Gielan has shown that this "grin and bear it" approach is scientifically inaccurate and potentially harmful. We need to take time to recover, regroup, and practice adequate self-care. This "just deal with it" misconception of resilience can come from parents who think that resilience is demonstrated by a high school student staying up late to cram for an exam, or by encouraging a child to spend the majority of their time cultivating extracurricular activities and skills to excel in sports, music, or playing chess, etc. Don't get me wrong, I'm not against discipline and hard work, but a well-rested child or adult is a more resilient one.

Overwork and exhaustion are the opposite of resilience in practice. As Jim Lohr and Tony Schwartz, authors of *The Power of Full Engagement* have written, if you spend too much time in the performance zone, you need more time in the recovery zone; otherwise you risk burnout. If you really want to build resilience and encourage more resilience in your clients, start by modeling strategically stopping. Create time slots in your schedule to take short periods of relaxation during the day. Shifting or changing to other work tasks when the mental, emotional or physical resources for the task at hand are momentarily depleted is also a great strategy. Sharing such simple strategies with clients can make a big difference as we continue to deal with the ongoing uncertainty and potential burnout many are experiencing.

Thus far I have been addressing resilience on a personal level, but it is important to consider what we have learned about resilience on an organizational level as well. Certainly, if we have learned nothing else from the global health pandemic, social and political unrest, and worsening climate events, we have learned that we are all interconnected and interdependent upon one another. Sadly, there are still many who are still not looking at the collective good and are politicizing issues that are common to us all.

Polarization aside, we can learn from some of the organizations who have successfully navigated much of the turmoil without a playbook for this kind of crisis. As the Chinese symbol for change reminds us, out of crisis is borne opportunity. We can look at those organizations who have fared fairly well throughout all of these disruptions and learn what they have done to weather the storms. As Greg Tretiak, EVP and CFO of Power Corporation of Canada said, "Once you've gone through a period of disruption on the scale we have in 2020 and seen how you can be more resilient, it really changes you. You see how resilience can make your business more flexible, resilient, adaptable, and forward-thinking, and you can't go back to how it was before."

Clearly, being adaptable is an important aspect of resilience, but it is not so easy to achieve at scale. As coaches, we can help our clients become more flexible and adaptable by helping them to cultivate their social and emotional intelligence and skills. As Yeti's Senior VP of Talent and ESG Hollie Castro confirms, "To succeed in this environment, organizations need people who are agile, comfortable with ambiguity, and are able to move forward on a dime."

Resilience and emotional intelligence were typically skillsets sought by those interested in self-development. Today, they are power skills for us all, and especially so for leaders who are depended upon to lead teams, make tough decisions, chart new directions, and provide context in uncertainty.

One helpful tool to build and not just to measure emotional intelligence is Wiley's Everything DiSC Agile EQ assessment and the associated learning experience. Many emotional intelligence assessments focus primarily on measuring an individual's level of EI at a given time and then provide somewhat conceptual, vague, generalized suggestions that may or may not be relevant to the individual. Instead, the "Everything DiSC Agile EQ," provides personalized data on the person's EQ strengths and challenge areas.

Even more significantly in times of crisis and disruption, it measures the mindsets that are needed to address various situations and the level of effort it takes to stretch into that mindset. It takes the cultivation of additional helpful mindsets to an actionable level by providing specific, personalized behavioral suggestions at the beginner, intermediate, and advanced level.

At the beginning of the pandemic, this was a particularly useful resource for me as I coach a number of hard-driving, results-oriented, "get it done now" executives who needed to further develop their empathy, compassion, and emotional intelligence. Of course, it is always

important to listen deeply and to connect on a human level with those you live and work with, but it is essential in times of great fear and uncertainty.

If you really want to build resilience and encourage more resilience in your clients, start by modeling strategically stopping. Create time slots in your schedule to **take short periods of relaxation during the day.**

We can help clients learn to communicate more effectively, manage their reactivity, understand and appreciate people more fully, and become more creative and innovative thinkers. No one can possibly know all there is to know about all of the complex issues facing us today, so we need to tap into the collective wisdom from multiple disciplines from both within and without an organization. For this reason, another major skill coaches can help clients develop and practice now is collaboration. Collaboration is essential in today's organizations especially across traditional departments and siloes. This also requires the ability to cultivate an environment of trust, transparency, and psychological safety.

The people who will succeed in the future, whether they are in business or not, are those who are looking beyond their own jobs and/or agendas to see the bigger picture on an organizational and societal level.

To recap, coaches can help their clients to see and take advantage of the opportunities emerging in the new era by reframing the definition of resilience to include rest and rejuvenation. Science shows that just "soldiering on" can be detrimental to creativity and innovative problem-solving not to mention our health and happiness.

Second, coaches can help clients to become more adaptable by cultivating their social and emotional intelligence and skills. We can demonstrate and help to cultivate today's power skills such as the ability to empathize, listen deeply, and communicate and collaborate effectively across cultural, societal, and organizational boundaries.

Finally, one of the greatest gifts coaches bring to clients – and indeed, the world – is the ability to ask powerful questions. In the paraphrased words of Meg Wheatley, "In times of great despair and uncertainty, we can always ask ourselves, what are we learning?" •

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Building BANDWIDTH

7 ways to help your clients thrive under pressure and bounce forward faster

By Margie Warrell, PhD

Stretch and twist a rubber band out of shape and it will quickly bounce back. Assuming it's resilient.

That same resilience resides in every one of us. Wired into our psychological DNA is an innate capacity to bounce back from situations that can leave us feeling bent out of shape. Except we're a bit more sophisticated than a rubber band, because those experiences that can test us the most can also teach us the most, helping us to grow and 'bounce forward' into an even better – more wholehearted – version of ourselves. Braver, kinder, humbler, and with an enlarged capacity for life itself.

As coaches, we play a central role in facilitating this process for our clients. But first we must look within ourselves.

Each of us have had an abundance of opportunities for practicing resilience and building our 'capacity for life' in recent times as the Covid-19 pandemic has disrupted our sense of security and created new realms of stressors we could not have imagined. Personally, no irony was lost on me that my book *You've Got This!* was released the same week my husband was hospitalized for Covid-19, putting me into quarantine instead of a plane. Clearly the universe felt I needed practice at walking my talk!

Yet in forcing me to double down on my own advice (which, let's face it, is always easier to give than apply), it also reinforced my belief that resilience is not so much what we *have*, but what we *do*.

The opportunity we've been gifted with right now is learning how to respond to the stressors in our environment in ways that help us to handle them better – with less fear, more courage – and emerge from them better off. To that end, here are seven ways to guide yourself and your clients in doing just that.

1 Routinize Resiliency Rituals

Resilience isn't some genetic trait endowed upon the lucky few, but a learnable skill that sits along a continuum. As such, it can be built and bolstered by embedding rituals and habits into our routines that expand our bandwidth for thriving under pressure – physically, mentally, emotionally, and spiritually.

Ask your clients to identify the activities that help them feel stronger, more grounded in themselves, and more empowered in their lives. These may include exercise, journaling, uplifting books and media, meditation, prayer, gratitude lists, music, eating well, gardening, watching comedy (humor is a tonic for tough times), hiking, hobbies, etc.

Invite clients to prioritize whatever activities help them handle everything else better. This includes incorporating micro-rituals into their day, taking a "sacred pause" to reconnect and reset before moving on to the next thing.

2 Embrace Uncomfortable Emotions

Researchers at UCLA found that the simple act of labelling emotions helped to loosen their grip on people, liberating them to float on by like a storm cloud over head.

In other words, you've got to "name it to tame it." Naming it not only helps to reel in the emotions that can, when left unchecked, highjack thinking, but also to extract the deep wisdom emotions hold.

Psychologist and emotional researcher Barbara Fredrickson says that difficult emotions are every bit as important for us to flourish as the more pleasurable emotions. "Positive-washing" negative emotions with "be happy" smiley faces denies the full spectrum of our humanity. Like every great masterpiece, our lives require the darkness to highlight the light. To quote Robert Frost, "the only way out is through."

3 Nurture Self-compassion

We all have moments where we struggle to show up as the person we aspire to be (just ask my kids!). As coaches, we are not immune to beating up on ourselves when we fall short of scaling the high bar we set for ourselves. Yet as self-compassion researcher Dr. Kristen Neff shared on my podcast, beating yourself up for not having it *all* together, *all* the time, doesn't serve anyone. Being kinder to ourselves in our fallen moments helps us be *more* resilient, not less so.

Ironically, women, who can be extremely compassionate with others, tend to be hardest on themselves. Regardless of gender, you can help your clients nurture self-compassion by inviting them to imagine what the most loving person they know would say to them in their current situation. You could invite them to journal on this question between sessions. My own experience doing this has built my "self-compassion muscles" – which is helpful, given how often I fall short of being as patient, present or "together" as I'd like to be. I'm guessing you may feel the same.

4 Encourage Connection

Resilience is not a solo endeavor. Social connection not only helps us weather life's storms better, but to emerge from them stronger and with a deeper sense of our shared humanity. It also strengthens our body's natural immunity and speeds recovery from illness.

Yet in tough times, people often feel tempted to pull back from those who offer support, afraid of appearing weak or needy. Invite your clients to think about the people they've supported in the past and how that has served both the giver and receiver. Ask them to identify specific people who would value the opportunity to support them right now and how, by reaching out, they might make others feel safer in sharing their own struggles, all the while deepening bonds and cultivating collective wisdom.

As I've found so many times throughout my life – often in my moments of greatest struggle – we humans connect more deeply through our vulnerability than our victories.

5 Reframe & Relanguage Sources of Stress

Your clients may be looking to you to reduce their stress. All well and good except that, like hothouse plants which are continually exposed to increasingly variable temperatures to build resilience to thrive in the great outdoors, we humans need stress in order for us to become our "best selves" – to learn, to grow, to create, to flourish, and to do our best work.

As such, your role is to help your clients distinguish the stress they are feeling inside from the external stressor(s) they are reacting to; then to reframe their stress not as something to be avoided, but as something to be managed and used to develop mastery, hone performance and flourish.

Cultivating self-awareness will help your clients to catch themselves before they are pulled into a downward stress spiral. Help them hone their "detached observer," non-judgmentally observing when they begin to "talk up their stress" so they can reframe and re-language how they're describing their stressors in more helpful ways. After all, words are not just descriptive, but generative.

When clients dwell on how stressed they feel and speak about their stressors in ways that cast them as a powerless victim of their circumstances, it inadvertently ratchets up stress and reduces their ability to respond constructively.

Those experiences which can test us the most, can also teach us the most, helping us to grow and 'bounce forward' into an even better – **more wholehearted – version of ourselves.**

6 Ground in Self-certainty

When uncertainty abounds, we can nurture resilience by grounding in self-certainty – anchoring ourselves to the values and virtues we want to embody.

In my workshops and coaching, I invite people to write down in the present tense a list of three (max four) "Power Virtues" – or "ways of being" – they want to embody as they move forward in their work, leadership, relationships and lives.

For instance:

- "I am strong, focused and resilient."
- "I am brave, persistent and gracious."
- "I am purposeful, present and compassionate."

• "I am optimistic, calm and capable."

I then ask them to verbalize their Power Virtues with conviction, write them onto sticky notes and place them in places they will see often. Then as they go about their day, they are reminded to ask themselves: "What would I do right now if I were being (insert virtue)?"

Ask them to notice how this simple exercise shifts their emotional state. If it loosens any negativity, even slightly, let that serve as a reminder that they alone hold the key to the confidence, calm and security they seek.

7 Facilitate Post-traumatic Growth

We can help our clients turn their adversities into a catalyst for growth by helping them to find meaning in them. This requires helping them to rise above their (often unconscious) negativity bias that drives them to dwell on what's wrong, what they *can't* do, *don't* want or whom they can *blame*.

Finding purpose in our setbacks, struggles and sorrows is central to facilitating Post-traumatic Growth (PTG), the phenomenon whereby people emerge from challenges with an enhanced sense of wellbeing, connection and meaning in their lives.

Breakdowns precede breakthroughs. As we emerge from the collective global breakdown of the Covid-19 pandemic, we have an invaluable opportunity to transform this turbulent time into a powerful catalyst for breakthroughs on the highest level.

If you do nothing else from reading this, take a moment to decide who it is you choose to be at this point along in your coaching journey and life:

- Connected, Compassionate, Curious, Courageous
- Grounded, Gracious, Generous, Grateful
- Patient, Present, Positive, Purposeful

By recommitting to how you want to show up – for yourself, your clients and the world – you will not only enlarge your own capacity for life, but help to unlock in your clients the resilience and resourcefulness, courage and creativity that their deepest fears may otherwise have kept dormant.

What a gift. •

Practical Resilience

How to make resilience work for your clients

By Jonathan "Jeb" Bates, PCC, MSOD

Resilience is an oft-used word these days and is enroute to becoming a true "buzzword." In my thinking, it's nearing "pivot" in my lexicon of words-I-may-never-want-to-hear-again.

However, resilience is too important for your clients to allow it to be relegated away. The world is going to continue to be overwhelming, confusing and chaotic. My solution for coaches: keep resilience practical.

How do you help clients turn the concept of resilience into something that actually creates improvement and impact in their life and work? Some clients try meditation or movement or a number of other techniques, but find limited success. So, what will make resilience a sustainable presence for them?

In my experience, there are three concurrent elements that the client must integrate for resilience to be present in a meaningful way. I call it the "Resilience Triangle" (and no, it's not found off the coast of Bermuda).

The Resilience Triangle comprises Mindset + Energy + Action. It's like a three-legged stool. Lacking even one leg, the whole stool won't stand firm.

MIND THE MINDSET

As we know from the neuroscience research, thinking shapes reality. So, the client's perceptions, beliefs, expectations and assumptions set the stage for how resilient the client's mind is prepared to be.

First off, so many clients think of resilience as "bouncing back," as if things will go back to the way they were before. Picture a marshmallow you squeeze and release.

It's comforting, but unlikely. I prefer to invite the client to think of it as "bouncing forward" to a new place. I ask them, "What is the 'new normal' you'd like your resilience to bring you to?" and see where they go with it. Sometimes the follow-up is, "If not that, what other possibilities might there be?" to expand their awareness.

What are your client's perceptions of the situation? Ask them, "How would you describe the situation you are facing?" Are they seeing the whole picture, or might they benefit from exploring what they aren't seeing? What are they believing to be true about the situation? How does that perception support them in moving in a direction that works (or not)?

Expectations are just predictions of the future and clients are sometimes focused on a single expected outcome, sometimes to their detriment. Sometimes they say, "The only way this will work is for me to just power through it." Ask them, "If you were to apply the option you just described, what would you expect the outcome to be?" Sometimes you find they are too narrowly focused on one strategy or anticipating a negative experience that is prematurely precluding the options that might be their better, more effective choices. Ask, "What gives you confidence that is the only option?"

Perhaps the biggest challenge for our clients (and perhaps the biggest opportunity) is identifying where they are making assumptions. Clients often presuppose that two thoughts must inseparably go together. For example, "The team will start working together better when we are all in the same room," or, "When we go back to meeting in person, we will waste time talking about the same chatty, non-work things as before." These are linked in the client's mind but not necessarily destined to happen. Conversely, two thoughts might never be able to be true at the same time in the client's mind, such as, "If I were to take the time for some self-care, my work will never get done."

The Resilience Triangle comprises Mindset + Energy + Action. It's like a three-legged stool. **Lacking even one leg, the whole stool won't stand firm.**

Breaking these perceived assumed truths can move the client from stuck to resolution. Ask, "Is it true that there are no other possible outcomes? What could they be?" You can help the client break their mental logjam.

ENERGY TAKES ENERGY

Often, the stress of rapid and unexpected change drains the client of energy. Yet that very energy is what is needed to be active in thinking creatively, addressing challenges and moving in a new direction.

So, how can you help your client charge their battery and make choices that can keep it charged going forward? The answer is working with the client's Core Needs.

THE RESILIENCE TRIANGLE

Core Needs are the 8-20 types of experiences that energize, engage, satisfy and fulfill the client in their work and personal life. These include experiences like achievement, connection, teamwork, accomplishment, learning, doing important work, being part of something bigger, and the like.

We all have our unique combination of these, and must have these experiences from time to time to give us energy. Think of them as the fuel tanks that power your client around.

Enter the pandemic. Suddenly the ways that many people were getting their Core Needs met where no longer possible. Not to mention, being cooped up with the kids and working from home likely drained some tanks bone dry. For those to whom connection, collaboration, trust and partnership are important, the virtual environment has made those Core Needs all but impossible. Perhaps you have experienced this for yourself.

To build back energy (and provide the "oomph" needed to be resilient), help your client understand their personal set of Core Needs. Then, help them find new activities they can do that provide the same energy boost even with the constraints of the hybrid workplace or changing life conditions.

To discern their Core Needs, ask them:

- "Think about a great work experience you have had in your current organization or with a past employer. What was important to you about your work in that situation?
- "When you look back on a day (or week), what are things you consider positive or exciting?"
- "What aspects of your work give you the most satisfaction?"
- "What is important to you about how you and your colleagues work together? What is important about how you and your manager work together?"
- "If there were one thing you would change for the better about your job (or life), what would it be? Why?"

Or, use Core Needs assessment and coaching tools to help you give your clients access to the energy that motivates, engages, excites and fulfills them. Once identified, help them see possibilities for filling up their empty fuel tanks.

Resilience requires change. Change takes energy. Core Needs supply the energy for resilience.

ACTION ACTIVATES RESILIENCE

While having a resilient mindset and tons of energy are great, very little will improve if your client doesn't take action. There are resilience-friendly skills and behaviors your client can practice to make a difference for themselves.

Help your client take action by:

Reframing – Reframe the thinking that doesn't help them find solutions and make changes.

Reinforcing – Help them find a way to affirm those new thoughts daily until they become second nature (plan for this to take a while).

Pausing – In that moment of overwhelm where the "new abnormal" seems a bit too much, help them gain the ability to pause, breathe, re-orient and re-focus.

Practicing Calm – Help the client begin or expand whatever practices connect them to their body and into a resourceful state of mind.

Energizing – Invite intentional actions that fill up their Core Needs tanks.

Active Self-care – Help them identify small, easy to implement ways to take care of themselves – the "put your mask on first" effect.

Asking for Help Asking for Help – Many clients try to go it alone thinking they will be perceived badly if they ask for needed help.

Planning – Support your client in building a game plan or roadmap for getting to the client's next objective.

These are the behaviors that foster resilience. Encourage your client to get some practice at the skills needed. Suggest action learning assignments that allow the client to experiment, learn and build their capacity for resilience.

TRIANGULATE FOR A BETTER TOMORROW

As you can see from the ideas presented here, resilience may have eluded some of your clients because they haven't put all the pieces in place to practice resilience in their work and personal life.

As their coach, you are uniquely positioned to help them see what they cannot, address the hidden thinking that impacts their mindset, find the energy to support change, and combine these with action to sustain the resilience they need to handle the challenges they encounter. ●

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Team COACHING

The value of collective intelligence in moving from chaos to new order

By Michelle Chambers, MED, CTPC, CHRL, CTDP, CSODP
& Peter Hård, CTPC, CCLC, ICC, ORSC

Teams all over the world have faced many challenges over the last 18 months, and yet we have also experienced and witnessed levels of adaptability, resilience and creativity that many would not have expected pre-pandemic. Our reality is emerging and unfolding before us, creating challenges and opportunities for team coaches to support their clients during this time of rapid change. Many unexpected opportunities have also emerged, enabling us as coaches to support our clients in different ways as they explore their growth, learning and development as well in support of their new reality.

There is no question that many teams were unprepared for a remote work environment. Many team members experienced isolation without face-to-face connection with their managers and peers. They missed the informal opportunities in the office to connect and build relationships. Also, many leaders were unsure how to manage performance virtually. Some were more comfortable in managing their teams by overseeing them in the office as opposed to setting goals and coaching their staff virtually.

Many teams were forced to learn to adapt to new technologies such as video conferencing and collaboration software, where different norms and behaviours and the opportunity to address them emerged. Team members were working from home environments in which boundaries between work and home life were unclear. Hours of work extended beyond traditional working hours further encouraging disconnect amongst team members. Furthermore, many suffered burnout and work was increasingly done in silos versus effectively collaborating with others. Mental health issues continue to grow substantially.

As team coaches, we had to shift in changing our own mindsets on virtual team coaching and to encourage clients to do team coaching virtually, assuring them that they would achieve higher levels of team effectiveness just as they would have in face-to-face coaching. Team coaches too needed to adapt new technologies such as zoom, MS Teams and Mural to ensure coaching sessions were engaging.

Patience was required as many adapted to technology, low internet speeds and other disruptions. This was very visible in cross cultural coaching situations. Many team coaches initially chose Zoom over MS Teams as it enabled them to view more team members simultaneously and therefore enabled them to observe team dynamics amongst team members.

Team norms of "camera on" became established to support this. Team norms around communication were also established to support better interaction (we remember displaying a visual cue card, "you're on mute" instead of verbalizing it endlessly during the early days of technology adaptation). Virtual technology also presented cost savings for organizations and the opportunity to connect more frequently.

Many team coaches also had to transition approaches and team coaching activities that were designed for face-to-face interaction to new ways of doing them virtually. The use of annotation, polls, chat function, break-out

rooms and collaboration whiteboards all became critical to enhancing team discussions and achieving team goals. Yet essentially, the art of team coaching – of creating generative dialogue by asking thought provoking questions – still remained the same.

Conditions of team effectiveness also remained the same, including team purpose, team norms, size of team, shared team processes etc. One of the things that did change was the amount of time allocated to team coaching. Team coaching, typically held in half-day to full-day sessions, was now being done in "sprints" and often in 45- to 60-minute sessions to support newly created teams or specific team objectives.

Many unexpected opportunities have also emerged, enabling us as coaches to support our **clients in different ways.**

In addition, team coaches needed to support teams to intentionally build in "connection time" such as check ins, team socials, and more 1:1s amongst team members to address trust and relationship building and encourage more collaboration.

Many team members were recruited and oriented virtually, encouraging leaders and teams to think of different ways of bringing them into the team. Additionally, teams needed to address the changing needs of their stakeholder partners as they, too, adapted to disruption. Team coaches continued to encourage teams to think of new ways of adapting to these challenges and to be curious and creative in their approaches.

New ways of ensuring "all voices heard" became critical to ensure engagement in problem solving and commitment to action. One particular check-in we learned was the "grapevine" idea, where team members came prepared to share their perspectives about other teams and stakeholders, and share their needs or concerns with the team.

Finally, team coaches had the opportunity to observe the "energy" of the team and to ensure their clients were creating a positive culture for themselves including specific attention to building team resilience.

As many organizations move to hybrid work models, the need for team coaching continues to increase. For example, how do we as team coaches encourage our clients to develop norms, communication and decision-making practices to ensure all are included when some team members are more visually present than others?

Whether on site or remote, many have already adapted individual technology log-ons so that everyone is given an equal opportunity to share their ideas. Chat and break-out rooms also encourage those who are move process oriented or introverted to participate. Many teams we worked with also appreciated the individual reflection time built in and the opportunity to capture ideas on stickies in MURAL so that everyone's thoughts could be gathered and addressed!

Team purpose has also increased in value as many teams realize that to effectively collaborate together, they need to have a "common and shared purpose" that inspires and engages the whole team. Team coaches can play a critical role in facilitating these and other processes such as the development of team norms to encourage teams to address their desired behaviours and accountabilities as a team.

This also increases trust and relationship building, which are more critical when some members are working remotely. The disruption also brought opportunities for leaders to really get to know their team members, strengths and challenges. This presents a great opportunity to do a "team reset" and encourage teams to align around their value, purpose and goals.●

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RESETTING TO THRIVE

How the THRIVE coaching model can help overcome personal disruptions

By Vera Shevchenko, BA, ORSC-C, PCC & Members of Ernst & Young US Coaching Practice

When Christine was promoted to be an Ernst & Young LLP partner in July 2019, she felt confident about where she was going with her new promotion. She would continue to lead a high-performing team that she helped shape and grow as a senior manager. Because Christine was in a small market, growing and developing the right team that could handle client execution while she focused on building client relationships and accounts had been critical to her business case to be promoted to partner.

As with every new partner, Christine was offered an EY Transformative Leadership Coach to work with her on the role transition. She already knew she wanted to use the coaching to focus on becoming even more strategic and market-focused and let her highly capable team handle the day-to-day execution and certain client relationships.

At first, everything was humming along just as Christine had envisioned it. Even with the tumultuous change that came with the Covid-19 lockdown, her team quickly adapted to the work-from-home changes and was soon up and running at the same level of high performance.

Then in late 2020, within a matter of weeks she had several unexpected changes within her team. One critical team member resigned after being offered a more lucrative role at another company; another critical member requested a transfer to a different office outside of Christine's region; and a third announced her pregnancy, giving notice she would be going on family leave.

"This shook me," Christine told her coach, as she reached out for help with one of the most critical situations of her career. "I built this team, and I need them for my success. I think my only option is to convince my team members who are moving on to stay, but I don't know how to do that."

Her coach recognized that Christine had experienced a triggering event and would be best served by applying the EY THRIVE Coaching Model, or THRIVE Wave. It was developed by the EY US Coaching practice in mid-2020 out of the need to address the immediate impact of the pandemic, its unprecedented challenges for leaders, the ensuing fear and isolation of EY people, and the social and emotional impact of the murder of George Floyd. Though the model was first used to address these major disruptions, the EY Coaching practice quickly realized it could be used to address personal disruptions experienced by anyone.

HOW THE THRIVE WAVE MODEL WORKS

The THRIVE Wave model depicts three stages that leaders or teams experience during a trigger event, as well as their mindsets, emotions and behaviors as they progress through the stages. (A triggering event can be defined as either positive or negative in nature – catastrophic world events, sudden changes in business market conditions, positive or negative technological advancements, etc.) The model can also serve as a conversation tool that drives deeper, specific and unique conversations to determine what behaviors could enhance agility and teaming during times of disruption.

The goal of the THRIVE Wave model is to allow an individual or team to see where they are stuck and to find a path forward. The three stages are:

1. **Reactive:** the initial response to a crisis event; shock, disbelief, disorientation and staying in place; waiting for things to return to "normal."
2. **Adaptive:** the realization that the disruption has created a new reality and that "back to normal" is no longer an option.
3. **Creative:** developing a vision for a new reality and moving toward that vision.

Embedded within these three stages are six anchors that allow those experiencing disruption to see where they are and how to move forward.

Christine's coach showed her the THRIVE Wave model and asked where she saw herself. Christine indicated she was firmly entrenched in the "Reactive" stage and was experiencing the anchors associated with it:

Triggering event: her plans for future success were disrupted by the impending departure of three of her six team members.

Holding pattern: Christine's only view of a solution was to convince the two colleagues permanently leaving her team to stay, thereby returning her team to "normal."

As Christine and her coach explored the mindset and behaviors associated with the Reactive stage, she realized she had been so focused on getting her team members not to leave that she hadn't taken into account what was possible outside of returning to the way things were. As her coach helped her examine this realization through a set of reflective questions, Christine's mindset started to shift from the Reactive stage of "I must struggle to get back to equilibrium" to an Adaptive stage of "the old way won't work, but the new way forward isn't yet apparent."

This mindset shift prompted Christine's coach to use the reflective questions of the Adaptive stage to help transition Christine to the behaviors for this stage:

Reimagining what was possible: Christine reframed this disruption as an opportunity to reexamine the way she approached her market and the way she approached teaming. She worked with her coach to gain more clarity around her purpose and values in serving her clients and leading her team.

Iterating approaches toward a new path forward: this new realization provided the fuel for a variety of new possible ways to provide her clients the value she desired. The first few ideas Christine tried proved unsuccessful; others were going to take more resources than available. She would have liked more immediate positive results, but she kept at it, learning and trying new things as she went.

As she continued her inquiry, Christine soon found that there were opportunities to leverage and share resources from other geographies. These new resources brought with them expanded capabilities which, in turn, allowed her to expand the services she could provide her clients. When Christine moved forward with this approach, she found herself transitioning to the Creative stage of the THRIVE Wave

T	H	R	I	V	E
Triggering event (Reactive stage): Recognizing what caused the disruption.	**Holding pattern (Reactive stage):** Recognizing that one is waiting for things to return to the way they were.	**Reimagine what's possible (Adaptive stage):** Considering the possibilities for the future.	**Iterate possibilities (Adaptive stage):** Exploring specific potential paths forward.	**Velocity (Creative stage):** Gathering a level of resourcefulness and experimentation.	**Excel (Creative stage):** Moving into a newly created reality.

– this time shifting her mindset to feeling a greater sense of control and taking steps to move forward.

As Christine's momentum and optimism grew, her coach worked with her to embrace the THRIVE Wave model's final stage of behaviors needed to grow and *sustain* success in her new way forward:

Velocity: as she began getting traction, Christine gained greater clarity of how to align her purpose and values with this new way of working, which then allowed for greater insight on how to foster support and motivate her team.

Excelling in creative mindset: Christine found that to sustain her success, she needed to remain flexible and inquisitive, and use her purpose and values as a guiding beacon of how to reorient her actions and behaviors when needed.

As client expectations, team dynamics or market forces changed, what would once have been "trigger events" and disruptions became opportunities for Christine to look at how to best approach changes in the environment. She has also started to think about her team differently: yes, they are from a group of talented people, but they are also individuals who have different goals and aspirations. Her mindset shift and work with her EY coach is giving her new ways to show up differently as a leader – guiding her team as well as each unique individual. •

Reflective Client Questions for Each Stage of the THRIVE Wave Model

STAGE 1: REACTIVE Coping with a disruptive event

- What's my current reality?
- What's the story I'm creating out of this?
- What do I have control over in this time of uncertainty?
- What's the first step I can make toward changing my reality?

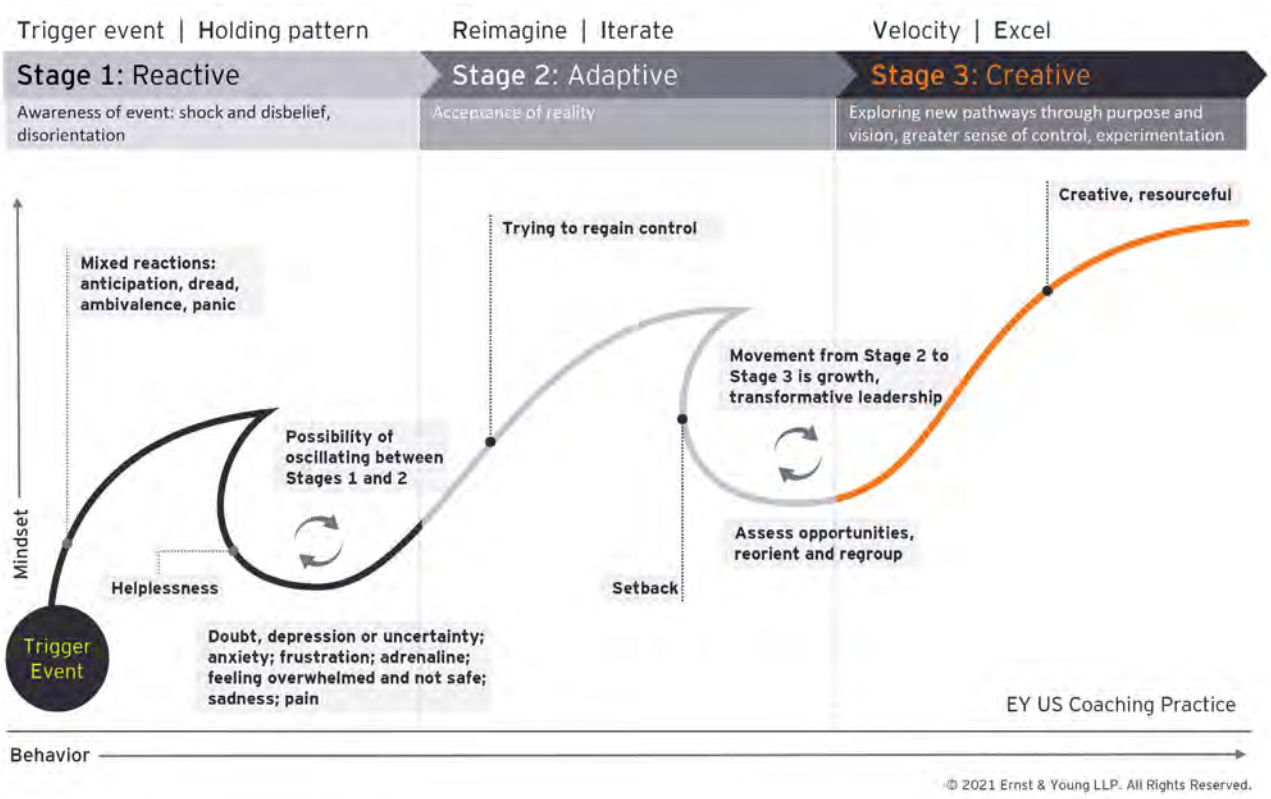
STAGE 2: ADAPTIVE Realizing the disruption created a new reality, and "back to normal" is no longer an option

- What have I tried, and what did I learn from that experience?
- What am I saying "yes" to that's not serving me right now?
- When was the last time I was in a similar situation, and what did I do to move out of it?
- What's possible in this new reality?

STAGE 3: CREATIVE Exploring new pathways through purpose and vision

- What have I learned about myself in the reactive and adaptive stages, and how do I use this knowledge to move forward?
- What else do I need to learn or develop?
- How do I leverage my strengths, passion and values to get to my future forward?
- What are the actions I'm committing to, and what support do I need?

THRIVE Wave Model



Coaching in our Emergent Reality

Making time for our own reflection and development

By Monique Betty, MBA, PCC & Michelle Mock, PCC

As coaches, we seek to meet the needs of clients during this emergent reality created by Covid-19 and other disruptions in our culture. This is an invitation to be intentional about our own growth and self-care so that we are equipped to serve as models of self-regulation and provide calm and supportive space where our clients can co-regulate and do their own work.

As one leadership coach shared: "Early in 2020 as the pandemic was unfolding, I met virtually with a coaching client who expressed clear awareness of the magnitude of what was about to come. I noticed their breathing became shallower and their eyes began to well up with tears. I put my hand over my heart and looked into their eyes. I breathed. I felt their fear. I said nothing. Raw emotions prevailed as we sat in this space for 20 minutes until they eased into a space of calm."

How might this example of a coaching moment inform you? Can we as coaches be healers? Our work is often healing and therapeutic, though we are not doctors or therapists. Yet, intentionally reflecting on our own self-care and development can expand our capacity to hold a larger space and be a supportive source of regulation.

While many have suffered, unexpected blessings emerging from this current global state include a prevalence of more raw, transparent, and honest interactions. Prior to the traumatic events of 2020,

the question, "How are you?" may have yielded a response like, "I'm great and so busy," which is a classic example of the neuro linguistic process *deletion*. By using deletions, we filter or simply eliminate less important information. Today our check-ins might be, "How are you, really?" This followed by a more spacious presence creates room for the deeper and less filtered truth to emerge about one's current reality.

If you as a coach have not done the work of self-knowing, self-compassion, and self-honesty, it is very difficult to give to others what you have not given to yourself. The emergent reality for professional coaches requires us to be intentional about prioritizing our own development so that our compassion is ignited and available to our clients.

COACHES' DEVELOPMENT FOR THE EMERGENT REALITY

When exploring your development, consider your engagement and connectivity to the coaching community as well as individual reflection; for example, are you engaging in rich conversations with other coaches, journaling and reflecting on your own inner struggles and awareness, and identifying new approaches to your wellness and personal rejuvenation?

The ICF Coaching Core Competency Model calls upon us to "Embody a Coaching Mindset," which is defined as "develops and maintains a mindset that is open, curious, flexible and client centered." This serves to remind us that we are in a field where continuous learning is our norm and learning together can be enriching. As a coach, consider these three dimensions of your approach to professional development as you plan, participate in, and reflect on your own growth and learning:

Plan

- How do I determine my development needs in this current reality?
- What is the right balance of personal and professional development for me?
  • Personally – You could explore these and other ideas: wellbeing, mindfulness, healing and processing emotions, unconscious biases, happiness/positivity, resilience, presence, adult development.
  • Professionally – You could choose a topic that fascinates you and dive deep, e.g., neuroscience, agile partnership, effective techniques for supporting self-identity of client, tech capabilities for delivery of coaching services.
- What development opportunity will both engage and expand me?

Participate

- How do I prepare for the learning opportunity?
- What transformation or experience am I longing for?
- What do I want to shift to make space for my learning?

Reflect

- What are new points of awareness?
- How will I hold myself accountable to incorporating this new learning into my life/practice?
- What did I learn that I can apply to my work?

We hope these questions prompt you to consider how this state of disruption has triggered your emotions and actions, thus activating a desire for deeper knowing that informs your growth and development

SHIFTING TOWARD OUR NEW WORLD

Our perception of reality has changed due to the political, racial, pandemic, and socioeconomic traumas of 2020 challenging the human condition in ways most of us have never experienced. Now, as we shift to a new order and our perception of the world takes on a new shape, how are we engaging with one another?

Considering Maslow's hierarchy of needs, one might say that 2020 shifted our focus away from our higher-level need for self-actualization. As we discovered, the basic needs of many were threatened as service providers of food and shelter were forced to close during the unprecedented shutdown and raising our collective awareness of the prevalent instability caused by food insecurity. Civil unrest ensued in response to our witnessing of racial injustice and the startling mistreatment of peaceful protestors. In addition, 2020 saw major fires, water shortages, power outages, and a range of socioeconomic challenges. It's hard to imagine the impact these events had on each of us. This calls on coaches to be prepared to serve as sources for healing conversations. And to be this resource for our clients we must steward our own wellness.

CREATING A VISION FOR OUR NEW WORLD

In creating a new world, according to Kathleen Ross, Chief Administration Officer at the U.S. Institute of Peace, advises: "It will not emerge by repairing a torn garment; it will require us to weave new cloth."

As coaches seeking to create a new world that embodies all we believe in, we invite you to engage in a visioning process and articulate your hopes and dreams for the future. We offer these questions to you along with our own reflections so we might, as a body of coaches, go forth with heightened awareness as we seek to support others and hold healing space.

- What will I hear?
  I will hear individuals advocating for those who are different than them.
- What will I feel?
  I will feel the comfort and warmth of compassion while expanding my capacity for giving and receiving.
- What will I see?
  I will see the brilliance of each day's rising sun with optimism and conviction.
- How will I be?
  I will be of the new cloth woven by all mankind.

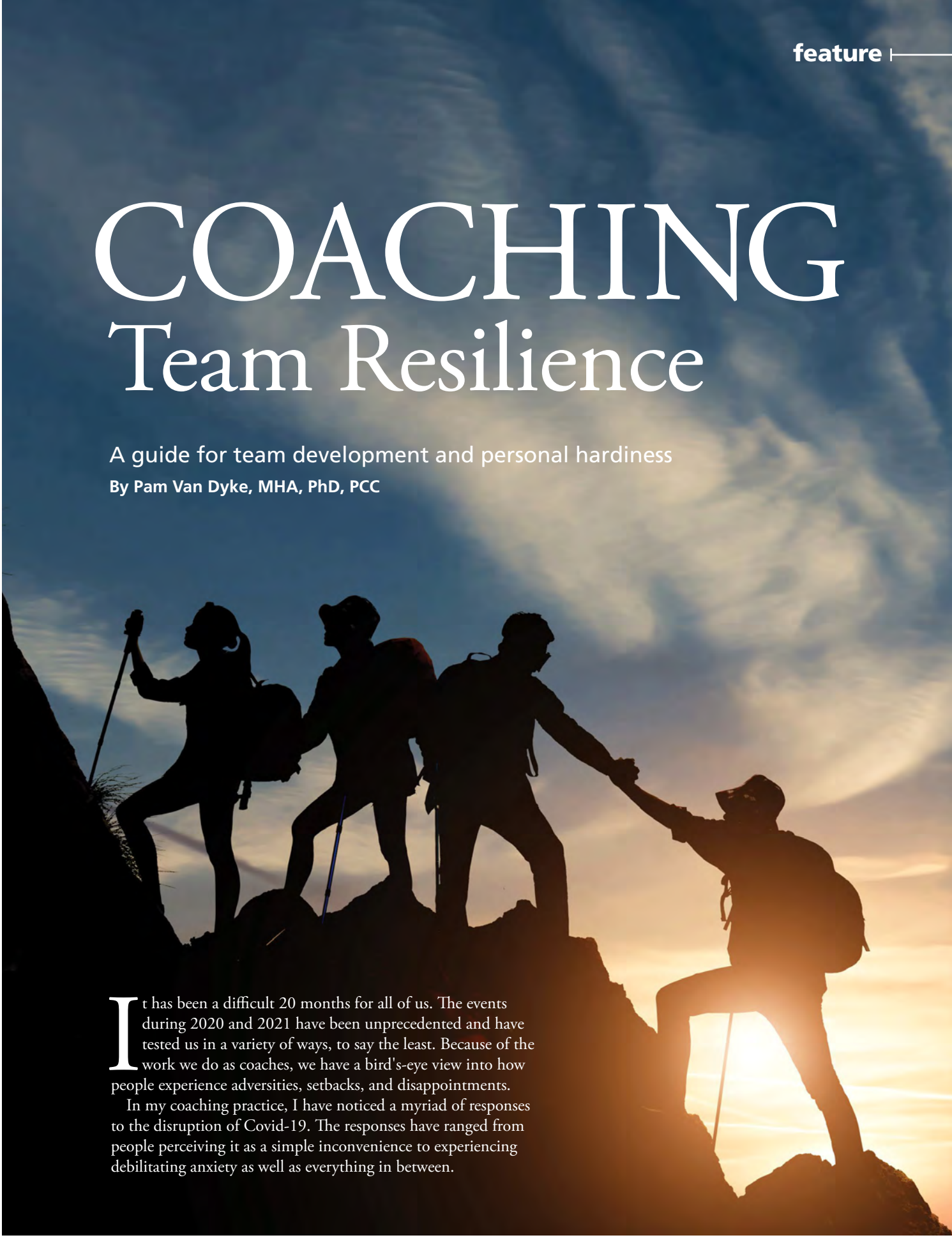
Without question, our world will continue to usher in new technologies aimed at efficiency rather than inviting reflective personal development. Yet our most impactful work will occur when we pause, reflect, care for ourselves, and engage in visioning, so that we empower the world through coaching. ●

NOTE:
Kathleen Ross, Ph.D., *"The Great Pause: Creating a Post-Pandemic World,"* SHRM Executive Network

COACHING
Team Resilience

A guide for team development and personal hardiness

By Pam Van Dyke, MHA, PhD, PCC



It has been a difficult 20 months for all of us. The events during 2020 and 2021 have been unprecedented and have tested us in a variety of ways, to say the least. Because of the work we do as coaches, we have a bird's-eye view into how people experience adversities, setbacks, and disappointments.

In my coaching practice, I have noticed a myriad of responses to the disruption of Covid-19. The responses have ranged from people perceiving it as a simple inconvenience to experiencing debilitating anxiety as well as everything in between.

Although most people figure out a way to adapt to life's stressors over time, how and when they get back to a sense of homeostasis varies. For some, being resilient comes easy while for others, it can be a difficult struggle. Resilience in each of us can show up differently. At its very core, resilience is about a person's psychological hardiness – how and when they bounce back after difficult challenges.

Because teams are made up of individuals, how a team deals collectively with being resilient can also vary based upon the individual make-up of the team. The good news for both individuals and teams is that resilience is something that can be developed and strengthened over time.

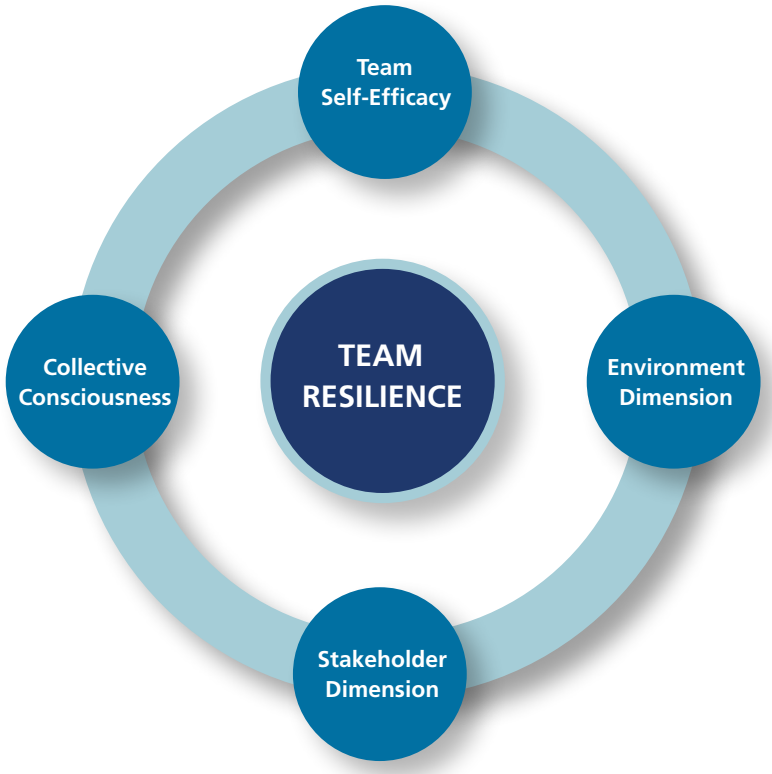
It is important for team and group coaches to understand the relationship between our personal experience and our ability to contribute to a team's resilience quotient. The diversity of our experiences dictates our responses to adversity and underscores that what works for one person may not work for another.

One of the biggest challenges I see when teaching team and group coaches is that they fail to understand the inner workings of a team by overlooking that the team begins as a group of individuals with varied beliefs and experiences. Those individual beliefs and experiences provide the foundation in which the team initially begins to form and gel.

In a sense, it becomes the foundation of the team's resilience quotient. As the team evolves over time and progresses through the stages of team development, the individual beliefs and experiences become secondary and the team's collective consciousness begins to emerge.

From my coaching experience, how I approach helping individuals build resilience often is different than how I help teams and groups build resilience. The Team Resilience Model I developed, helps to provide a guide and a structure to keep in mind when coaching teams on resilience.

THE TEAM RESILIENCE MODEL



TEAM SELF-EFFICACY

Self-efficacy is a term that is seldom used in our everyday vernacular, but it is a term that is powerful as it relates to a person's belief that they can successfully complete a task. Sports teams, after a successful season, often report that what made the team successful was the belief that they could complete the task successfully.

Coaching Implications:

- Know the beliefs the team has about their capabilities.
- Explore the levels of persistence and performance under stress.
- Determine the level of cohesion among the team.

ENVIRONMENTAL DIMENSION

The environment in which the team is operating matters, pure and simple. This environment serves as an important component to not only the team's success, but how they build and sustain resilience. Environmental factors include the culture of the organization; some cultures are positive and encouraging while other organizational cultures can be negative and punitive in nature. Does the environment encourage connection and involvement? Do the team members have a sense of belongingness not only with each other but with the organization?

Coaching Implications:

- Know the organizational environment the team is operating in – is it a positive or punitive environment?
- Explore how the organization's culture manifests itself on a daily basis – there are several layers of an organization's culture and they can have an impact of how well a team bounces back from failure or disappointment and what is in place to ensure repeated success.

- Ask how often the team laughs together, eats together, celebrates together – what is their sense of community?
- Determine the level of support the team experiences from the organizational community at large

STAKEHOLDER DIMENSION

I am defining "stakeholder" as anyone that has a vested interest in the team's progress. This can be a boss, a skip level boss, an organizational champion, or an executive sponsor.

When I coach teams, I begin with understanding who is interested and invested in the team's progress. This information is helpful because it will give you and the team members an idea of who has "skin in the game" regarding the team's success, which can also become a motivational factor for the team in building and maintaining resilience.

Depending on the situation, I may also contract with these various stakeholders before contracting with the team. During the contracting process I will be able to learn what the stakeholders' expectations are of this team and also learn their opinion of the team's resilience quotient.

Coaching Implications:

- Know the priorities of the organization.
- Know the expectations of the key stakeholders.
- Explore with the team the support they have from these stakeholders and the organization-at-large.
- Determine the level of stakeholder involvement that is necessary for the team to be set up for success.
- Identify what stakeholder will be encouraging and inspiring the team throughout their work.

COLLECTIVE CONSCIOUSNESS

Collective consciousness refers to the set of beliefs, ideas, values, attitudes and knowledge that are common among a group or society. At its highest level, it is those things that hold a society together, informing our sense of belonging and identity.

Over time, teams and groups form a collective consciousness. This sense of collectivism is what helps a team to perform well. Research suggests that when a team shares emotional and intellectual connections, they perform better and are able to bounce back from disappointments and defeats.

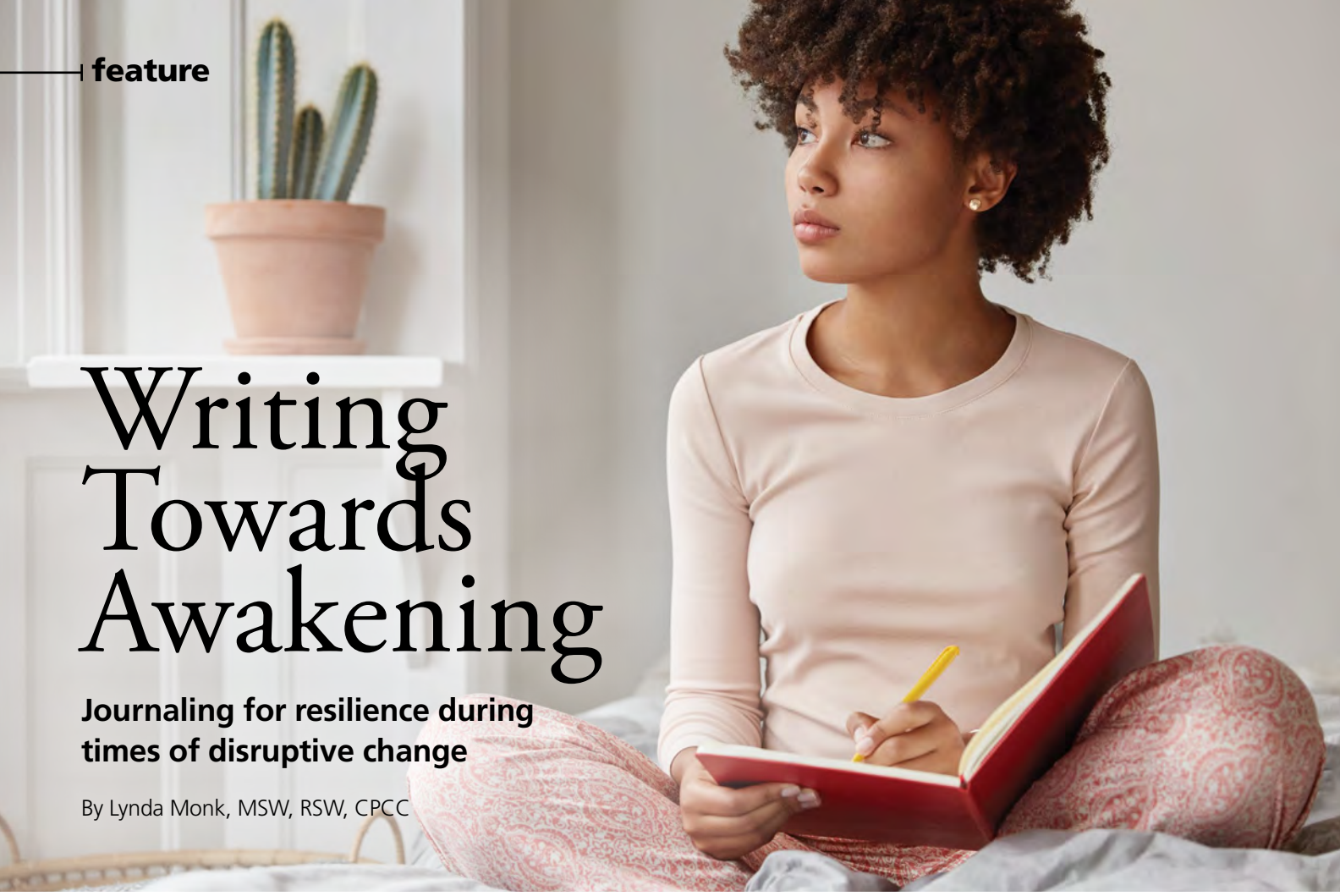
One of the biggest challenges I see when teaching team and group coaches is that they fail to understand the inner workings of a team by overlooking that the team begins as a group of individuals with varied beliefs and experiences.

The state of shared consciousness results in an increase in awareness and intelligence.

Coaching Implications:

- Understand the stages of team development.
- Introduce team consciousness to the team and explore their level of collective consciousness.
- Explore with the team how a collective consciousness helps or hinders their team resilience.

As mentioned previously, the good news about resilience is that it can be developed. As a coach, by educating yourself on some of the basics of team development and personal hardiness, you can have an impact in helping teams build and sustain resilience. ●



Writing Towards Awakening

Journaling for resilience during times of disruptive change

By Lynda Monk, MSW, RSW, CPCC

Resilience, by definition, is our ability to bounce back during times of adversity. It is also our ability to stay productive and engaged during times of disruptive change. The Covid-19 global pandemic has been, to say the least, a disruptive change for individuals, organizations, communities, countries, and the entire world.

REFLECTION: As a coach, what disruptive changes have you experienced during this Global Pandemic? What changes and transitions do you continue to experience?

COVID & DISRUPTIVE CHANGE

These Covid times have required great resilience, in part, because they have been characterized by considerable amounts of change in the context of uncertainty over time. This has resulted in many people facing more fears, worries, stress, and losses. When there is disruptive change, there is the need for greater resilience for both coaches and clients alike. There are many types of disruptive changes that have been in our midst, to varying degrees, during this pandemic time, changes such as:

- Social distancing and isolation
- More time online
- Health and worries about health
- Finances – job changes, business losses
- Work – shifting to working from home or front-line essential services professionals needing to work with Covid safety protocols
- Family and personal – impact on relationships
- Different daily routines
- Increased stress and overwhelm
- Greater mental health challenges including more people reporting feelings of anxiety and depression
- More racism
- Seemingly more intolerance and conflict, individual rights vs. collective needs
- Other? This list could go on!

When we adapt to change, we must transition, which includes the emotional responses and adaptations we have to the change. For example, the pandemic was a single change, an event, that resulted in a variety of other changes. Transition is particularly important to consider with significant changes, like losing your job, because they may impact how you see yourself, or how you see your life, in some way.

This is ultimately why coping with change requires resilience. There are tools and skills we can use to cultivate our resilience and foster our ability to bounce back during times of adversity. One of my favourite and most effective resiliency building tools is my regular journal writing practice.

REFLECTION: What is helping you to tap into your resilience as a coach? What signs of resilience are you seeing in your clients?

Journal writing helps one stay grounded, healthy, and reflective

during times of disruptive change. This reflective practice can help you to stay optimistic, hopeful, and resourceful during times of adversity and transition. These are among the qualities and skills required for us to be resilient.

Journaling, by nature, supports a growth mindset. As coaches we know that when we show up for our clients with curiosity regarding what is needed and what is possible in any situation, including difficult and adverse ones, we are supporting a growth perspective.

REFLECTION: What is your experience with journaling? How have you integrated journaling into your transformational work as a coach?

Journaling for resilience involves taking time for yourself to pause and reflect, while writing about both your thoughts and your feelings. This self-expression can support your resilience and you can deepen the benefits of your journaling by also pointing it in the direction of qualities that are relevant to resilience itself. In the accompanying sidebar, the suggested journaling activities have been pointed in the direction of being change aware, engaging in self-care, and tending to your circles of influence and control.

May journaling support you to stay rooted in your resiliency and open to possibilities during times of change and beyond. You can also journal to foster your optimism, hope and gratitude, which are also essential elements for increased resilience. One of my favourite writing teachers, Natalie Goldberg, said, "Writing asks us to settle inside of ourselves and be awake." We are living in times that require both individual and collective resilience and awakening! •

RESOURCES

Francisco, L. (2015). *Writing Through Transitions: A Guide for Transforming Life Changes (2nd Edition).* Kerville, TX: The Centre for Transition Coaching and Writing.

Monk, L. & Maisel, E. (Eds.) (2021). *Transformational Journaling for Coaches, Therapists, and Clients: A Complete Guided to the Benefits of Personal Writing.* New York, NY: Routledge.

Action Steps for Coaches

How to use journaling for resilience as a coach and with your clients

Here are three journaling exercises for increased resilience during times of disruptive change that you can try for yourself as a coach and/or share with your clients:

1 **BE CHANGE AWARE.** It is helpful to do an inventory of the changes you have experienced and take time to note the changes that are impacting you significantly. This activity is not intended to overwhelm you, but rather to assist you to get a clear picture on the volume of change, and transition, you are dealing with.

Journaling Activity: Write down a change event in a circle on a page in your journal, then draw spokes off it and note what other changes have resulted due to that one change event. I learned this journaling activity from Leia Francisco, author of *Writing Through Transitions: A Guide for Transforming Life Changes.*

For example, the centre of your circle might say "pandemic" and the spokes off this circle would list what changes you have dealt with during Covid and the resulting transitions you have had to emotionally navigate. Francisco suggests, "in some ways the transition lags behind the change." Think about shifting to working from home, for example; you (or your client) might have done that very quickly, but your emotional adjustment to this change might have taken some time.

2 **SELF-CARE MATTERS.** Self-care is essential for managing both stress and change. It is important to complete the stress cycle, which in many ways involves processing and expressing emotions so they don't get stuck in the body and become stress symptoms. There are many ways to do this including physical activity - when we move the body, we move our emotions too. Emotions are often referred to as "energy in motion." Resilience requires we manage stress in proactive and healthy ways. Journaling itself is one of my favourite self-care activities!

Journaling Prompts: How do you care for yourself? How do you nourish your emotional, mental, physical, and spiritual well-being? How do you fill your own emotional well so that you have a reservoir of energy and well-being to give from as a coach? How do you support your mental wellness? What are ways you like to move your body and engage in physical activity? How do you care for your spirit, your essence, through creative self-expression or practices that uplift you?

3 **CONTROL THE CONTROLLABLES.** You might have heard of the Circles of Control and Circles of Influence by Steven Covey. It is important to focus our attention, and help our clients to focus their energy, on what they can control and influence, since those are the areas where we can have the greatest impact. Focusing on what we can control is also a resiliency strategy. During times of disruptive change, there may be many things that are happening that are outside of our control. For example, the pandemic is out of our control, but our respective responses to it and choices during it, are within our control and influence.

Journaling Prompts: Think of a current disruptive change, or any change, that is going on in your life right now. Draw three columns in your journal. Title these columns as follows: 1. out of my control 2. have some influence 3. in my control. Fill out each column with as many things as you can think of. Then choose your next action step based on something in your area of influence and control. For example, in my journal, I wrote:

1. My mom declining with Alzheimer's disease;
2. Communicate with her care team to ensure she is safe and being supported to enjoy her best possible quality of life;
3. Book a flight to go see her, as soon as Covid travel restrictions are lifted.

WHO ARE **YOU** NOW?

Holding space for a moment of reckoning with identity

By Kimberly L. Fields, MBA, ACC

This is a bold proclamation, but we all might be remiss if we say that we see ourselves the same way we did before a global crisis came and interrupted life as we knew it before.

This is the space I seek to hold for my clients as they explore this very thought and find their path forward amid disruption and chaos. As coaches, we have a profound question to consider posing to others (and to even seek answering for ourselves) in this moment to help them move forward: who are you now?

As I partner with my clients, I'm learning that many are discovering that who they are now is who they've always been; only the pressure of challenge and circumstance increased their awareness of this very thing.

This moment we're all standing in now – enduring a global crisis, record death tolls, tumultuous social and political unrest, economic uncertainties – forces us to reckon with our truest form of identity. Who are we really? How does this impact how we move forward in this world together? What is possible for us now, that may have been hiding behind superficial priorities and intentions before?

The truth is: we've always held this power of reckoning within us. The pressure that's been applied has revealed it to us in a way that only pressure can. Science teaches us that when pressure is applied to a rock, its true form and identity is revealed. It shines in its brightest and clearest form and is more effective in drawing others to it. The same is true for us.

The most recent pressures of this world force us to process the impact of the power we possess, and to carefully examine whether we are accurately exerting it to overcome the very things we are facing right now. Perhaps some of us are finding we made space for needless activities to occur in our lives that aren't really serving us at our higher place of being. As a result, this has suppressed the truest form of who we really are.

This is where we are as human beings – evaluating the pressures from this season to see our true selves more clearly through it all. We hold within us one of the greatest opportunities to be more intentional than perhaps we've ever been with our being, for the sake of all mankind.

So where do we go from here? And how can we as coaches help our clients navigate this place of reckoning in exchange for increased awareness that will makes us more effective in our being?

Here are three questions we can seek to incorporate into our coaching practices to help our clients fully explore who they are now.

- How will you allow disruption to continuously teach you? Many are in a hurry to return to a "sense of normalcy" – and in our haste to do so, we strip ourselves of the gift that disruption brings to our lives. Disruption forces us to evaluate everything and then teaches us how to adjust and move forward.
- How can you practice isolation for reflection? There is value in removing ourselves from "routine" to fully reflect on how we're showing up in the world. While isolation isn't always easy (especially for such long periods of times), it has brought us to a place of deeper appreciation of who we really are and pushed us to be intentional with self-exploration and discovery.
- How will you fully embrace who you are now? We have learned to be more authentic in our time of isolation and as a result, we've been able to connect to, embrace and accept the most authentic core of others more deeply.

After each one of these questions, we can simply ask: What will this bring for myself and others?

Ultimately, this disruption is teaching us how to become ourselves (our truest identity) more fully. As coaches, we can hold this space for others and for ourselves. With this, anything is possible as we move forward together. •

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