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I CAN DO THINGS YOU CANNOT, YOU CAN DO THINGS I CANNOT,

together  
we can do great things.

—Mother Teresa



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## Checking In

# Meaningful Marketing

Build on your 2014 marketing victories and prepare for a successful new year by adding these three action items to your to-do list this quarter.

### Register for the 2015 ICF Business Development Series.

The **2015 ICF Business Development Series** is a virtual education offering designed to provide coaches with essential, cutting-edge tips, tools and insights to help you thrive in today's market. From February 10 – 26, 2015, join host William Arruda and top subject-matter experts for first-class marketing and business development education. Learn more at [Coachfederation.org/bds](http://Coachfederation.org/bds).

### Conduct a marketing audit.

As you prepare for a new year, set aside a few hours to conduct an audit of your 2014 marketing efforts. What strategies, tools and techniques did you use to market your coaching business in the past 12 months? Which ones were most effective in reaching your ideal clients? Which weren't as effective? How can you mix and match marketing strategies to make your message more resonant? Reflecting on these questions before you develop your 2015 marketing plan will help you meet the new year's marketing challenges head-on.

### Tune in to an opportunity to promote coaching.

In late 2014, ICF partnered with MMP (USA), Inc., to produce a 13-minute segment for *Corporate Review*, an award-winning business and health program hosted by Donald Trump, Jr., and airing on cable networks, including Fox Business, Bloomberg TV and Bloomberg TV Asia. The segment, which highlights how partnering with a coach can help individuals and organizations achieve their goals, features interviews with ICF CEO/Executive Director Magdalena Mook and ICF Professional Certified Coach Christopher G. Padgett (USA), as well as one of Chris' coaching clients.

View (and share!) the segment, find upcoming air dates and learn about other ICF efforts to enhance awareness of professional coaching by visiting [Coachfederation.org/enhanceawareness](http://Coachfederation.org/enhanceawareness).



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# Learning from the Best

As I write this letter, autumn is winding down in Lexington, Kentucky, USA, where ICF Global is headquartered. Although I'm excited about the promise that the next few months hold—particularly as we prepare to celebrate ICF's 20<sup>th</sup> anniversary in 2015—it's bittersweet saying goodbye to my favorite season.

Although I've always loved autumn, being part of the ICF Global staff gives me one more reason to embrace this season: the selection of our **International Prism Award** honorees.

In May, we invited ICF Credential-holders to share with us the stories of organizational coaching initiatives that fulfill rigorous professional standards, address key strategic goals, shape organizational culture, and yield discernible and measurable positive impacts. When the nomination window closed on July 31, we had a record 27 applications for our judges to review.

My Prism staff team colleagues and I spent much of September and early October on the telephone, assisting the judges as they moved closer to a decision and interviewing representatives from five finalist organizations. These interviews are my favorite part of the process: Because nominations are anonymized to enable blind scoring, the interview is our first chance to get to know the organization, hear its stories and understand its unique coaching culture. We always learn so much from these calls—both about the nominees and about how coaching is transforming organizations around the globe.

After a very difficult decision-making process, we were delighted to recognize J.K. Organisation (India), our 2014 ICF International Prism Award winner, and CareSource (USA), our honorable mention recipient, during a November 15 ceremony at ICF Global 2014—Latin America. (We're sharing J.K. Organisation's coaching story on page 12 of this issue, and will feature CareSource in a future issue of *CW*.)

As we prepared to announce this year's Prism honorees, we were also putting the final touches on a signature research study conducted in collaboration with the Human Capital Institute (HCI). Released October 1, ***Building a Coaching Culture*** uses insights from more than 500 human resources, learning and development, and talent management professionals to paint a picture of the state of organizational coaching today. (Turn to page 14 to learn how these findings can help you support the organizations you work with.)

We're exploring the role of coaching within organizations throughout this issue of *CW*. From practical strategies you can use to enhance your marketing to organizations (see pages 10 and 26) to a case study on coaching managers and leaders for higher performance (page 24), this issue is full of tips, tools and resources sure to benefit external and internal coach practitioners alike.

As we prepare for a new, exciting year of celebrating professional coaching and ICF, I want to make sure that *CW* continues to help you be your best. Feel free to send your feedback and suggestions to [abby.heverin@coachfederation.org](mailto:abby.heverin@coachfederation.org).



*Abby Heverin*

Abby Tripp Heverin  
Communications Coordinator



The February issue of *Coaching World* received a 2014 American InHouse Design Award Certificate of Excellence. Read more about this award [here](#).

*Coaching World* also received a 2014 APEX Award of Excellence. Read more about this award [here](#).



## Network with a Clean Conscience

If the thought of professional networking makes you squirm, you're not alone. A recent study found that networking for the purpose of career advancement makes some people feel immoral and physically dirty.

"People feel that they cannot justify their actions to themselves, and the lack of justification comes from the difficulty people have in framing some forms of networking as motivated by a concern for other people versus a selfish concern," said study co-author Tiziana Casciaro, an associate professor of organizational behavior and human resource management at the University of Toronto's Rotman School of Management.

Networking can be critical for career development, so that uneasy feeling may hold back an otherwise high-performing employee from moving up the ladder at work.

Casciaro and fellow researchers Francesca Gino of Harvard Business School and Maryam Kouchaki of Northwestern University's Kellogg School of Management based their findings on both laboratory experiments and a study of lawyers at a large North American firm.

The researchers found that lawyers who held positions of power in the firm were less likely to report feeling impure while networking and networked more often. Those who held less power in the office reported that networking made them feel dirtier and that they were less likely

to do it. This imbalance is likely to reinforce the existing power structure and make it more difficult for those at the bottom to advance.

Those negative feelings can be overcome when people start to see networking as being about more than just themselves, such as an opportunity to develop the networker's knowledge of their industry, with the benefit being passed on to whomever they work with, said Casciaro.

Networking can be more palatable if you feel that you have something to offer in return.

"Don't underestimate what you can give," said Casciaro.

The study was published in the journal *Administrative Science Quarterly*.

—Lisa Barbella



## Not Just Nature or Nurture

Is "genius" a matter of genetics, or can anyone achieve greatness through dedication and hard work? According to new research from Michigan State University, your belief about this question can literally affect the functioning of your brain and your ability to achieve goals. The study suggests that simply being told that effort trumps genetics can cause instant changes in the brain and prompt subjects to perform better.

To conduct the study, researchers split participants into two groups and instructed them to read one of two articles about the nature of intelligence. The first article

stated that intelligence was largely genetic and immutable. The second article stated that intelligence was malleable—that the genius of brilliant individuals, such as Leonardo da Vinci and Albert Einstein, was "probably due to a challenging environment," and "had little to do with genetic structure." The subjects were told to remember the article's key points, then to complete a set of reaction-time tests while the researchers monitored their brain activity.

The participants who read the "immutable" article showed an increase in attention to their responses (as if they were more conscious of their own performance), but no improvement in the task from trial to trial. In contrast, the subjects who read the "malleable" article showed an increased attention to the task itself, and an improved performance from trial to trial.

Lead investigator Hans Schroder, a doctoral student in clinical psychology at MSU, says that regardless of the "nature vs. nurture" debate, simply holding the belief that intelligence is malleable creates positive effects in the brain, and thereby encourages us to work harder. He noted that "giving people messages that encourage learning and motivation may promote more efficient performance," while "telling people that intelligence is genetically fixed may inadvertently hamper learning."

## The Takeaway

We all possess different strengths and abilities, some more malleable than others. But it's interesting to see that by simply believing that change and growth is possible, we encourage our ability to change and grow, and in doing so, work to develop our highest potential.

The study appears in the journal *Biological Psychology*.

—Justin Hannah 



# Business Development Series

**Build your business.**

**Expand your reach.**

**Sustain your success.**

**FEBRUARY 10 - 26, 2015**



Join personal branding specialist, William Arruda as he hosts the International Coach Federation's 2015 Business Development Series.

"I found the information relevant to my needs. There were many points made that I applied immediately in my professional practices."

—Piper Moore, 2014 BDS Attendee



Register today at

**[Coachfederation.org/bds](http://Coachfederation.org/bds)**



**Jude Tavanyar**

*Jude is a coach, trainer, writer and psychotherapist who has worked with senior leaders globally since 1996. As an associate for **Nomadic International Business Psychology**, which provides virtual and face-to-face training and coaching on leadership and virtual facilitation, she has designed and delivered numerous innovative 'virtual' training and coaching programs for remote groups and teams since 2009. Email her at [tavanyar@nomadicbp.com](mailto:tavanyar@nomadicbp.com).*

**Core Competency #4:**

**Coaching Presence**

Ability to be fully conscious and create spontaneous relationship with the client, employing a style that is open, flexible and confident.

# Lost in Cyberspace?

**As a growing number of multinational organizations adopt coaching as a means of enhancing performance, team effectiveness and communication skills, coaches who are willing and able to use virtual platforms to coach individuals based in locales around the globe are in increased demand.**

However, despite obvious financial benefits (and increasing popularity) coaching virtually is still viewed by many practitioners as "second best" to its face-to-face equivalent. Some coaches dread technology failure; others insist that it is not possible to establish a trusting relationship in virtual space, because lack of physical contact makes us truly distant.

However, cultivating a coaching presence in the virtual space is possible, particularly with the acronym "VELVET" to guide you.



## Virtual Etiquette

All coaches seek to establish credibility and create safety and trust. We may begin an introductory session by describing our approach, credentials, experience and so forth. In virtual coaching, clients particularly need this introduction to the coach's way of working and the ethical principles underpinning the coaching conversation. This is a kind of "virtual etiquette" that sets the ground rules for the engagement and creates a safe space for a skillful, free-flowing exploratory dialogue.

## Emotional Connection

Experience shows that, when being coached virtually, many clients quickly leap to the topic they wish to explore without any friendly preliminaries. The fact of communicating via technology often prompts people to behave more formally than usual. Before we address what the client wishes to discuss, virtual coaches might begin with an emotional check-in, asking questions, such as, "How are you today?," "How are you feeling?" or "What's your mood today?"

Why is this important? When meeting in person, we can smile, shake hands, make eye contact and chat. In virtual space, we may be looking at a blank computer screen. The check-in process reminds the client that she is talking to a real, live, attentively listening and empathic human being.

## Listening with Curiosity

Listening at the deepest level of awareness is a core skill for coaches. But in virtual space, how do clients know we are paying attention, especially if we're silent and invisible? Even with a webcam, cues such as body movement and facial gestures are often unavailable.

Listening with curiosity means paying deep attention to the client's words and nonverbal utterances (coughs, changes of tone, hesitations, pauses—all of which we hear more intensely when physical contact is missing) and sometimes asking questions about them (e.g., "What is the silence telling us?"). We might take care to ask "nudge" questions (e.g., "Yes? And so ... ? And then ... ?"), and perhaps ask these more than when physically present. We might even share reflections that indicate our physical presence (e.g., "When you said that, I closed my eyes. I felt quite surprised ...").

## Vocal Presence

In virtual space, establishing our coaching presence requires a new awareness of the impact of our voice—its ability to bring energy and show connection, understanding, enthusiasm, warmth and concern. We may need to speak more slowly and use pauses

and changes of tone and pace to make distinctions, underline uncertainties and open conversational doors to new possibilities. Working virtually is an excellent opportunity to develop vocal presence in an authentic way. (Learn more about developing an authentic vocal presence during coaching in the video below.)


## Engaging Visually

When coaching via telephone or computer, ensure that first-time clients know what you look like, especially if you're not using a webcam. Exchanging photos or posting these on slides if using online technology is very helpful. Including a friendly, welcoming slide at the start of the session rather than a blank or generic meeting screen is another way to create visual presence.

But visual presence refers to more than how you wish to be perceived by the client. Without face-to-face contact, the imagination may sometimes play more freely, its insights shared via scribbled words or drawn or cut-and-pasted images on the slides and whiteboards some online platforms offer.

While coaching in any context is led by the client's agenda, coaching virtually offers a particular opportunity to explore visually with the client her questions, dilemmas and achievements.

## Technology

Yes, knowing how to operate your technology matters. But practice will get you there, and in some situations (especially a larger team coaching engagement), the services of a technical producer may help. Finally, take heart. Technological failure rarely damages coaching presence as long as we remain calm and flexible with alternatives when working with our clients across distance. 



Watch as Jude Tavanyar demonstrates the use of a virtual coaching platform while interviewing her colleague, Marieke de Boer, about the role of voice in virtual coaching.

# Overcoming Your Sales Fears

I love the work I do supporting coaches to sell their professional services. From finding their first client to running six-figure businesses, I love watching their business growth.

Some people find this scary. And some of the most intimidating marketing work coaches do is when they pitch to organizational decision-makers.

Executive, Corporate or Leadership Coaching isn't for everyone. It is demanding, and corporations have high expectations. Rightly so: They are investing significant sums in their executives. These organizations are typically quite specific in their requirements. They need to filter out the best coaches from the "also-rans."

Your business goal is to show how your strengths, talents and experience are a great match for your prospects. It's up to you to demonstrate how you meet their criteria. However, achieving this goal requires you to overcome your anxieties about stepping into the sales role. These five steps will help you get past your sales fears and stand out in the eyes of prospective client organizations.



**Helen Caton-Hughes, MA, DipM, PCC**

*A Professional Leadership Coach and Chartered Marketer, Helen is global managing director of **The Forton Group**, which delivers an ICF Accredited Coach Training Program (ACTP) specializing in Leadership Coaching. She also runs monthly business-building teleclasses for coaches. Email Helen at [Helen.Caton@thefortongroup.com](mailto:Helen.Caton@thefortongroup.com).*

## 1. Do your research.

Find out what makes your prospect organization tick. Explore its website, follow the latest news from its industry sector, and get to know its challenges. Check out the organization's presence on LinkedIn and other social media platforms.

## 2. Tailor your CV or résumé.

No-one likes to receive an all-purpose CV. Use this document to demonstrate that you understand your prospect's needs. Organizational clients want to know that you're up to date and committed to professional standards, so don't forget to include the following information:

### Coach-specific training

High-performing professional coaches show evidence of their training. In addition to documenting all coach-specific training on your CV, take the time to scan all of your certificates of completion. Have PDFs of these at the ready to show your prospects.

### Professional memberships and credentials

Showing your affiliation with a standards-setting global organization, such as ICF, demonstrates your commitment to ethical practice and continuous education and professional development. You may also find it helpful to share with

"Your business goal is to show how your strengths, talents and experience are a great match for your prospects."

prospective clients that consumers report greater satisfaction with the coaching experience when they partner with a coach who holds a recognized credential and/or professional membership.\*

### **Continuing Coach Education (CCE) units**

Coaching skills need to be refreshed, and prospects need to know that you're up to date in your professional practice.

### **3. Demonstrate your professional credibility.**

It's true that the client will be the real expert in the coaching relationship. But before an organization will entrust you to work with its top teams, you need to demonstrate your credibility and track record.

This is your chance to shine by showcasing your unique combination of skills and experience.

No one else shares your professional biography. Your achievements, and the way you've applied your talents and wisdom over the years, are unique.

Maybe you have linguistic skills. Perhaps you've worked with a particular technical field, such as engineering, IT or health care. Show your prospects how that's linked to your coaching niche. Paradoxically, by shrinking your target market to a defined group you'll actually help your prospects focus on you. Reminding yourself of the areas where you have authority and standing will give you a much-needed confidence boost, too.

### **4. Test out your CV.**


Find a supportive friend or coaching colleague to talk through your CV. A Career Coach can also help you here. Or set up a co-coaching session, where you coach one of your peers and then reverse the process, with him or her coaching you and asking powerful questions that help illuminate your strengths. This helps you see when you're hiding your light under a bushel.

Talking through what sets you apart is also an opportunity to rehearse for any meetings you set up with your prospects. Practicing your pitch will reconnect you with your passion for coaching, and the additional rehearsal will also help you work toward a clear, concise

"elevator speech"(a 30-second summary of who you are and what you do, that you can dust off when a chance presents itself).

### **5. Get into action.**

Use your coaching session to commit to action: to follow through, to make some calls, to set up first meetings with prospects. Sales don't always happen instantly. They result from taking one step at a time. As the saying goes, "Motion is emotion." By getting into action, you'll create more confidence for yourself—a key step to winning corporate business.

As the market for corporate coaching continues to grow, credible professional coaches will always be in demand. And you deserve to be one of them. 

*\*According to the 2014 ICF Global Consumer Awareness Study.*



## Storied History, Bright Future



### Celebrating Coaching Cultures

*J.K. Organisation (E.Z) is the winner of the 2014 ICF International Prisma Award. In 2005, ICF Global adopted the Prisma Award, a concept developed by ICF Toronto recognizing businesses and organizations that demonstrate how professional coaching pays off on many fronts. The award represents the epitome of what professional coaching can accomplish within organizations of all sizes and in all sectors.*

*The 27 programs nominated for the 2014 award were evaluated by a panel of ICF Members from around the world according to four criteria: yielding discernible and measureable positive impacts, fulfilling rigorous professional standards, addressing key strategic goals, and shaping organizational culture.*

*To learn more about the International Prisma Award, visit [Coachfederation.org/prisma](http://Coachfederation.org/prisma).*

Founded more than 100 years ago, J.K. Organisation (E.Z) is one of India's largest industrial groups. With a diverse portfolio of companies responsible for the manufacture, distribution, sale and service of products including tires, paper, cement, industrial supplies, and agricultural and dairy products, J.K. employs more than 22,000 individuals across India and around the globe.

As India continues to emerge as a global economic power, J.K.'s leaders are seeking ways to capitalize on this opportunity, retaining the organization's legacy of excellence while adapting to a dynamic operating environment. In 2008, J.K.'s senior decision-makers chose to adopt coaching as a strategy for talent development, leadership enhancement and change management. What began as an initiative pairing external Executive Coaches (most of whom held ICF Credentials) with senior leaders has evolved into an integrated program that incorporates coaching, training for a growing cadre of internal coach practitioners, and opportunities for managers and leaders to learn and use coaching skills with their direct reports. The result is a coaching culture impacting not only the organization, but also the personal and family lives of J.K.'s employees.

Prior to 2008, J.K.'s legacy of excellence was premised on a directive management model. "The senior employees have all grown up in the culture of expecting instruction from their bosses," explains Alan Meyne, PCC, director of Coaching Lighthouse and the coach who nominated J.K. for the Prisma Award. Innovation and initiative were expected to come from the top, down.

The demands on Indian organizations are changing, however. While most of J.K.'s leaders are in their fifties, the average age of an Indian citizen is 27. Managers and leaders need skills and strategies to negotiate this generation gap in order to unleash their direct reports' potential, promote innovation, retain top talent, and ensure J.K.'s continued success in the 21st century.

The growth of a coaching culture at J.K. has helped address this need.

“A coaching culture is visible in the behavior of people. It’s a way of looking at people and treating each other. When we describe a coaching culture, we’re describing a learning culture that is respectful and that values people’s potential and promotes innovation,” Meyne explains.

“When we describe a coaching culture, we’re describing a learning culture that is respectful and that values people’s potential and promotes innovation.”

Although awareness of professional coaching in India is increasing, there’s still a great deal of confusion about what coaching is—and what it isn’t. The perception of coaching as a remedial intervention persists throughout the country, largely due to the word’s academic connotations. (India is home to numerous “coaching” institutes and programs that prepare individuals for school, university and professional exams.)

The program’s developers knew that they’d need leaders to model the experience and impacts of coaching for lower-level employees. This strategy worked: What began as Executive Coaching for a handful of top senior leaders rapidly expanded to include high-potential leaders at the VP level and below. Today, 124 senior and high-potential executives have completed coaching engagements, while 43 new leaders are currently participating in Executive Coaching relationships.

In 2013, J.K. took the next step, engaging ICF Professional Certified Coaches from Coaching Lighthouse to provide a course of coach-specific training to leaders

interested in becoming internal coach practitioners.

Prior to the start of Executive Coaching, clients participate in a 360-degree feedback process. Based on the final report, they are asked to identify two to three goals for the coaching engagement. Coaching engagements span eight


to 12 months, and include mid-term and end-of-engagement meetings with the coach, client and human resources team. The coach also checks in with key stakeholders throughout the process to monitor the effectiveness of coaching.

The organizational and individual impacts of coaching at J.K. are appreciable. Within the four J.K. companies using coaching most frequently, leaders have reported improved performance, profitability and employee retention. Since 2008, revenues have grown by 105 percent, employee satisfaction has increased by 16 percent and attrition of high-potential employees has decreased by two percent (from an all-time high of 7.1 percent).

Leaders receiving Executive Coaching have reported a high return on expectations, particularly in the areas of stress management (one client reported a 60 to 65 percent decrease in stress during and after coaching), management skills, role transitions, self-confidence, and enhanced teamwork. The positive impacts go beyond the office walls: Coaching clients also report

enhanced communication and relationships with their spouses, children and extended families.

Perhaps the most significant change wrought by coaching within the J.K. Organisation has been the shift from a top-down management style to a system of collegial, collaborative relationships between senior- and middle-level leaders and their peers and direct reports. Thanks to this change, team members are taking greater initiative for projects and activities, even proposing innovative ideas that they believe would improve a product or process. No longer is an employee’s value based solely on his or her age and tenure with the organization: Now, creative ideas, diverse solutions and the ability to play an active role in the decision-making process are among the factors used to evaluate employees’ effectiveness.

As J.K.’s initiative evolves, its architects say they are optimistic about the future of coaching in the organization. “We believe that people have the potential to do wonders at work, and coaching taps into that potential,” says ICF Associate Certified Coach and J.K.’s vice president of corporate human resources, Dilep Misra. “Coaching has provided a common language that is gaining popularity in the workplace as it creates new learning and sets people up for success. Asking powerful questions, facilitating the process, putting them in charge: It’s all a way to get them involved in the organization’s day-to-day decision-making process, make them a success in their area, and make them a success in achieving the target.” 



**Mark Ruth**

*Mark is ICF's Director of Research and Education. He has been an ICF Global staff member for more than eight years. His team maintains oversight of ICF Member research and the development of all global industry studies commissioned by ICF.*

## Building Blocks

As a growing number of organizations realize the value in adding coaching to their talent management and leadership development strategies, the role of many professional coach practitioners—both internal and external—has shifted. While past conversations with human resources (HR) and learning and development (L&D) professionals focused on why professional coaching would be beneficial, today coaching practitioners are tasked with articulating how to design initiatives that will foster emerging coaching cultures.

This process has raised critical questions: What does a successful coaching culture look like? What's more, how can coaches and organizational decision-makers collaborate to design a coaching culture that is impactful, sustainable and aligned with strategic goals?

These questions prompted ICF to create *Building a Coaching Culture*, a new piece of signature research conducted in partnership with the Human Capital Institute (HCI).

Rather than focusing on whether organizations should use coaching, this study examined the specific ways in which today's companies and leaders establish and support strong coaching cultures.

By leveraging our HCI partnership, we were able to gather extensive survey feedback from more than 500 individuals currently working within the HR and L&D functions of their organizations. The research also included an extensive review of existing literature on organizational coaching cultures and a series of in-depth interviews with subject-matter experts.

While it is not uncommon to hear anecdotal references to organizations with "strong coaching cultures," a primary goal of this research was to identify up to six distinguishing criteria for classifying strong coaching cultures.


To determine the components of a successful coaching culture, ICF and HCI created a composite index highlighting the critical success factors necessary to develop an environment of effective coaching.

An organization was classified as having a strong coaching culture by earning a score of five or six on this composite index. Points were generated for each of the following:

- Strongly agree/agree that their organization has a strong coaching culture.
- Strongly agree/agree that employees value coaching.
- Strongly agree/agree that senior executives value coaching.
- Coaching is a fixture in the organization with a dedicated line item in the budget.
- Managers/leaders and/or internal coach practitioners spend above-average time on weekly coaching activities. ("Above-average" was defined as greater than 19 percent for managers/leaders and greater than 17 percent for internal coach practitioners.)
- Managers/leaders and/or internal coach practitioners received accredited coach training.

Although many organizations realize the value of coaching, only 13 percent of the organizations included in *Building a Coaching Culture* were classified as having a strong coaching culture. These organizations reported significantly more "highly engaged" employees (65 percent) when compared to all other organizations (52 percent). Furthermore, when compared to all other organizations (41 percent), those companies with strong coaching cultures were significantly more likely (60 percent) to report above-average 2013 revenue relative to their industry sector.

*Building a Coaching Culture* is designed as a resource for organizations and coach practitioners that want to achieve these outstanding results, with insights into designing a strong coaching culture, finding coach practitioners, training coach practitioners and managers/leaders using coaching skills, and executing and evaluating coaching programs.

To obtain the final report for *Building a Coaching Culture* and learn more about this first-of-its-kind research study, visit [Coachfederation.org/coachingculture](http://Coachfederation.org/coachingculture). 

## ICF Business Partners

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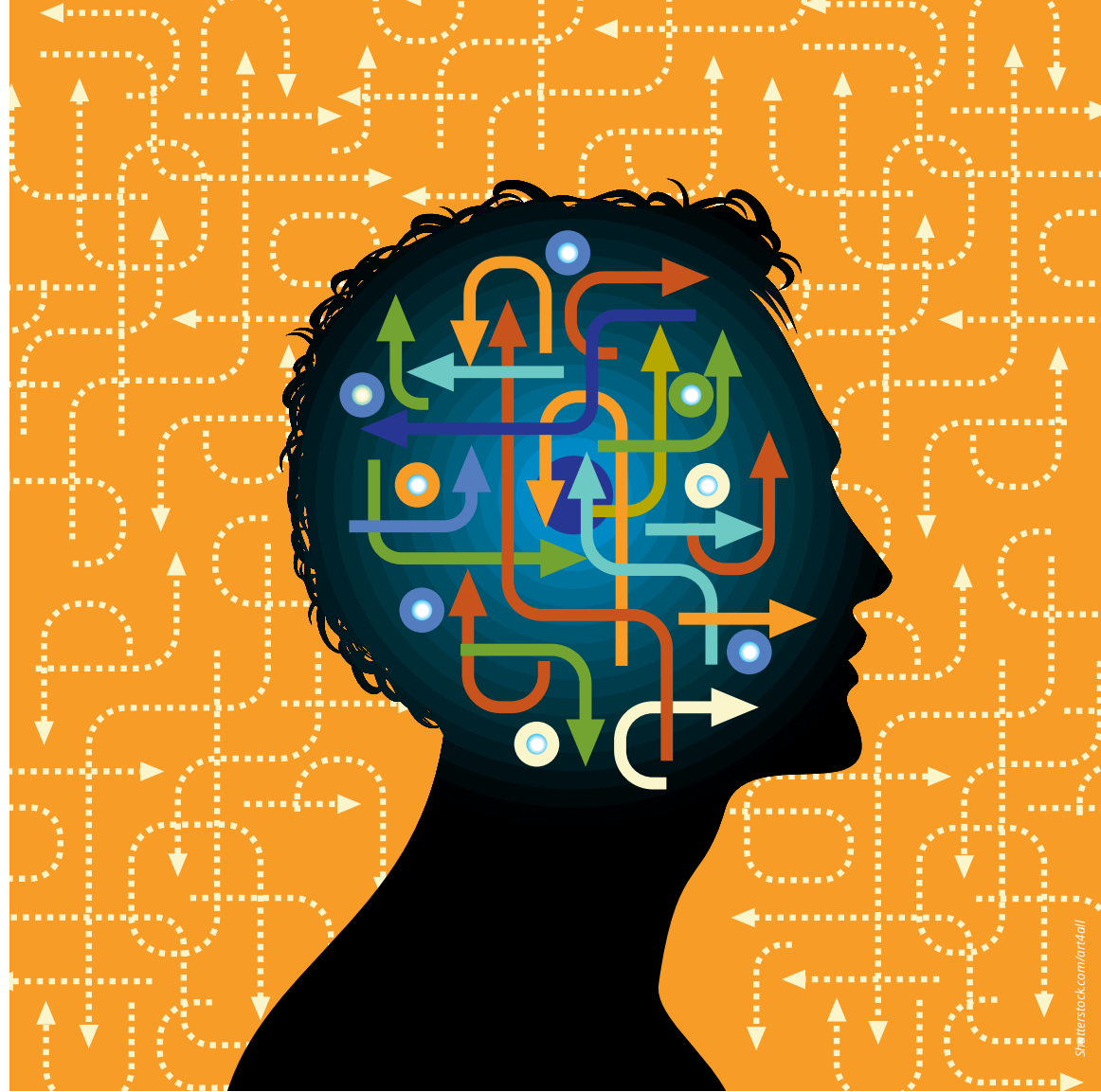
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**Marcia Reynolds,  
Psy.D., MCC,  
ICF Global Past  
President**

*Marcia works with organizations worldwide, providing Executive Coaching and leadership training. She is the author of three books, including her latest on Leadership Coaching, The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs (Berrett-Koehler, 2014). She is the training director for the Healthcare Coaching Institute, regularly works with coaching organizations in China and Russia, and is the president-elect of the Association for Coach Training Organizations (ACTO). Her doctorate is in organizational psychology.*



## Why Transformative Coaching Takes Guts

Most trained coaches know how to be supportive, encouraging and nonjudgmental. These approaches are useful but often not enough to create a new awareness. Coaching starts by building trust and rapport, but as the conversation goes deeper you might need to generate a bit of discomfort to create a breakthrough in thinking.





## What happens when you challenge someone's thinking?

In order to define who we are and make sense of the world around us, our brains develop constructs and rules that we strongly protect without much thought. In *Who's in Charge?: Free Will and the Science of the Brain* (Ecco, 2011), neuroscientist Michael S. Gazzaniga says we get stuck in our automatic thought-processing and fool ourselves into thinking we are right. When someone asks us why we did something, we immediately come up with an answer even if the response doesn't make complete sense. We instantly concoct a brilliant reason for procrastinating on a task, for prioritizing reading email over a project deadline or for making life decisions based on how we will feel in the future when, in truth, we can never be sure how the circumstances will impact us emotionally.

To disturb this automatic processing, you reflect holes in your client's logic and ask questions that reveal the fears, needs and desires keeping the constructs in place. NeuroBusiness Group founder and CEO Srinivasan S. Pillay, M.D., writes that this coaching approach is the only way to stop the automatic processing. Reflection and questions crack the force field that protects your client's sense of reality, enabling her to explore, examine and change strongly held beliefs and behavior.

The reaction to bringing these things to light will register somewhere between slight discomfort and an emotional outpour. Momentary confusion and abrupt realizations trigger emotional reactions. The truth can hurt or at least surprise you before it sets you free.

Therefore, negative emotions can be a good sign. When your client realizes she has blocked a truth that was in her face the entire time, she may feel mortified, angry or sad. She is finally confronting her rationalizations and seeing her blind spots. For a moment, her brain does not know what to think. As Nessa Victoria Bryce writes in the July/August 2014 issue of *Scientific American Mind*, this pause in certainty as the brain rushes to reinterpret information is necessary for a clearer and broader understanding of the situation to emerge. In researching how coaching works in the brain for *The Discomfort Zone*, I found this moment of uncertainty is necessary for behavioral learning to occur. Only with this new awareness will your client willfully commit to behaving in a different way.

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## Tuning In

Listening with an integrated mind takes conscious and consistent practice. Here are four tips to help you access your intuition and positively challenge your clients:

### 1. Sense what your client is experiencing as you listen.

Don't just analyze her words. Feel what emotions come up for you and reflect to her what you notice without assessing if you are right or wrong.

### 2. Ask yourself what you are feeling.

Your emotions are likely reacting to what your client is feeling. Either you are experiencing empathy where your brain is mirroring hers or you are feeling anxious because you sense her anger, fear, disappointment or confusion. Ask her if she is feeling the same emotions as you. If her experience is different, she will let you know, thereby creating an opportunity for deeper exploration.

### 3. Allow your heart and gut to have a voice.

Sit up tall and ground yourself in the present moment. Consciously guide yourself to feel curious (open mind), compassionate (open heart) and courageous (open at your core). Try to keep your head, heart and gut open and balanced while you listen. When you feel uncomfortable, speak and listen more deeply from your gut. When you feel impatient or begin to judge your client, focus on reopening your heart.

### 4. Use silence to allow your client to form new thoughts and perspectives.

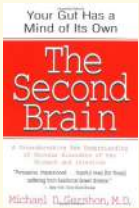
Silence is often an indication that your reflections and questions have penetrated your client's protective barrier. A new sense of self and reality is trying to emerge. It may take some time before your client can articulate what she now understands to be true. Be quiet while her brain is working.

## Further Reading

### Books



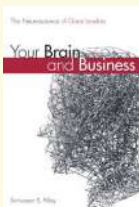
*The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs*, by Marcia Reynolds (Berrett-Koehler, 2014)



*The Second Brain: A Groundbreaking New Understanding of Nervous Disorders of the Stomach and Intestine*, by Michael Gershon (Harper, 1998)



*Who's in Charge?: Free Will and the Science of the Brain*, by Michael S. Gazzaniga (Ecco, 2011)



*Your Brain and Business: The Neuroscience of Great Leaders*, by Srinivasan S. Pillay (FT Press, 2011)

### Articles

"The Aha! Moment: A Step-by-Step Guide to Your Next Creative Breakthrough," by Nessa Victoria Bryce (in *Scientific American Mind*, July/August 2014, pages 36 – 43)

"Neuroscience and the Three Brains of Leadership," by Grant Soosalu and Marvin Oka

"Taking the Bad with the Good," by Tori Rodriguez (in *Scientific American Mind*, May/June 2013, pages 26 – 27)




## How do you know what to say to trigger the brain to learn?

The powerful questions that change clients' minds emerge when you listen to your heart and gut as well as your head. You ask about what you sense—what fears, disappointment, needs or desires are conveyed to you without words. Your client then stops and questions herself.

You need to access your entire nervous system to pick up signals from your client's entire nervous system. Some people define this process as listening to your intuition; biologically, it means you're listening to and trusting all of the signals you receive from your heart and gut, as well as your head. In so doing, you access the critical data you need to fully comprehend what is going on in the human you are conversing with.

To activate your full sensory capabilities, you need to feel grounded in the present moment and visualize opening all three centers in your neural network where you receive input. Then you have to trust what you sense and courageously ask your client for permission to share these notions. When you do, you need to bravely accept how she reacts.

Depending on your personality, you may find it easier to access one sensory capability over the other. People who tend to be helpers listen more easily from the heart than the gut. Risk-takers who move quickly on instinct find it easier to listen from the gut than from the heart. As a born risk-taker, I have to consciously open my heart when I coach, teach or argue with my partner. I may feel vulnerable, but it's effective.

If you intentionally practice listening from your various centers every day, you will come to more naturally access your intuition. This will help you discover the reflections and questions that will crack the force field protecting your client's sense of self and reality, allowing a new awareness to emerge. The more you can get the neurons sparking in the brains of your clients, the greater the chance for a breakthrough in awareness to occur. Have the guts to use your heart and guts in coaching. 



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*Micheline is a Leadership Coach and consultant who provides business leaders and their teams with a uniquely valuable perspective by combining 25-plus years of versatile, international business and leadership experience with deep coaching skills, EQ, intuition and empathy. Visit Micheline's website at [GermanosLeadership.com](http://GermanosLeadership.com), connect with her on [LinkedIn](#) and follow her on [Twitter](#): [@inspir2transfrm](#).*

## Letting Go of Boundaries to Reinvent Work/Life Balance

Work/life balance continues to be a top leadership issue. It is arguably the most common challenge facing high-level executives, mid-level managers, small-business owners and individual contributors. As coaches, we know that achieving work/life balance is a very personal journey and we witness firsthand the challenges our clients face in building their own, individualized definitions of this concept.

Over the past two decades, as a working mother who traveled frequently around the globe and as a people-minded business leader, I've had strong and selfish motives to crack this very hard nut. And I believed I had—until I moved out of the corporate world to embrace my dream career as a Leadership Coach. I am sure that those of you who followed a similar path will nod in agreement while reading the following paragraphs.

As an executive in the high-tech sector and a working mother with an extensive travel schedule and two boys at home, over the years I had trained myself to be highly efficient—to ensure that every minute of my (long) days was productive. My schedule was completely booked: While my week was full of predominantly work-related activities, my weekends were totally dedicated to my family. People outside of my inner circle were horrified by my packed calendar, but I was happy. It had not been an easy journey to reach this balance. It required self-awareness and clarity regarding my nonnegotiable priorities, authentic commitment, and relentless self-discipline. But I had always viewed this effort as a worthwhile investment. It even gave birth to a “personal work/life statement”—a one-page document that listed the resulting practical commitments that governed my week. I kept a copy of this statement visible at home and another visible in my office. (See “A Powerful Statement,” at right.)

When I left the corporate world to pursue my longtime dream of launching a Leadership Coaching practice, I was well aware of the risk and the financial impact this decision involved. What I had

CONTINUED ON PAGE 22 >

## A Powerful Statement

A personal work/life balance statement is a one-page document that articulates how your values and priorities translate into concrete decisions and actions where work/life balance is concerned. In addition to using the below tips for your own personal work/life balance statement, consider sharing these guidelines with clients who are struggling to achieve greater balance in their own lives.

- 1. Start by listing your nonnegotiables.** A nonnegotiable is a life principle or fundamental aspiration that, if not honored or met, creates a deep sense of misalignment between who we are and who we want to be. I stumbled on this concept when my seven-year-old son asked me during dinner one evening, "How come you never pick me up from school while all my friends are picked up by their mothers?" A knot formed in my stomach that lasted for several weeks, until I finally understood why his remark impacted me so deeply. What he said violently contradicted a fundamental principle of mine: Being a good mother was a must for me, period.
- 2. Identify your daily, weekly and monthly "musts," by translating your nonnegotiables into practical applications.** For example, if being a good mother is one of my nonnegotiables, the practical daily manifestation of this is picking my son up from school each day.
- 3. Keep your list visible at home and at your desk at work.** Review it often.
- 4. Share your personal work/life balance statement with key stakeholders in your home and work life.**
- 5. Be flexible, but not at the expense of your nonnegotiables.**

---

Here is an example of a personal work/life balance statement:

- When I am traveling, I don't mind working nonstop and/or very late.
- I will avoid calls/meetings from 6:30 – 9:30 p.m.
- I will work after 9:30 p.m. if needed, but no more than three times per week.
- I will drive my kids to school in the morning.
- I will always keep all of my children's and family's events in my calendar.
- I will limit work on weekends to Sunday evenings.
- I will review this mission statement on the first day of each month. Where I am not meeting the targets stated above I will log the reasons for this and make appropriate changes. I will include this as part of my regular one-on-one conversations with my manager.

not anticipated was that it would also present a profound new set of work/life balance issues that would send me on a soul-searching expedition.

Even if you have a strong business plan and an extensive professional network, building a Leadership Coaching and consulting practice takes time. Suddenly, I was not as busy as I used to be: I did not have to spend an hour or two processing email every evening, nor did I have frequent 6 a.m. or 10 p.m. calls. I could schedule a doctor's appointment without juggling to fit it in my schedule and I could finally plan lunch dates with friends or business connections during the week. Although I genuinely enjoyed this new flexibility, I quickly started to judge myself as being far less efficient than I used to be according to my own standards. I did not like my new "laziness."

Even more unsettling was the feeling that the productivity skills I had developed and honed through the years were turning against me, polluting nice moments with feelings of guilt and unease, and making me question my own worthiness. These feelings would wash over me when I overslept in the morning, spent an hour of my day chatting on the phone with my sister or watched an episode of a favorite TV show after dinner. In each of those instances, an unfriendly inner voice would remind me that I ought to be spending my time more wisely, perhaps by knocking a couple of items off my long to-do list.

It took me time to realize that the issue was not my new schedule but that the very same standards that I valued so much before were now obsolete. My career change—

and consequent life change—mandated that I review my fundamental relationship to time, my time-management habits and beliefs, and my personal definition of productivity. Essentially, I needed to redefine what work/life balance meant for me.


I already understood that our needs and wants evolve with time: I had previously revised my personal work/life statement when I changed jobs, when I gave birth to my second son and when I moved to the United States with my family eight years ago.

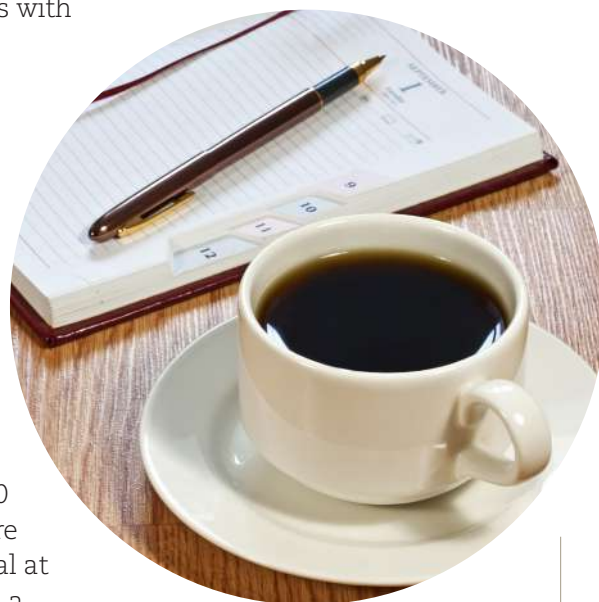
But the change I went through when I moved from being a corporate leader to a solo entrepreneur was on a much different magnitude and scale than I had anticipated.

As a result of this self-discovery journey, I learned that it is OK to hop on my elliptical trainer at 10 a.m. or 3 p.m., and that there is no need to send a proposal at 10 p.m. if I'd prefer to watch a movie with my husband. I also discovered that weekends are not "sacred lands" anymore: They do provide time for productive work.

I have learned to let go of the boundaries that I had built and strived to abide by in order to achieve my earlier definition of work/life balance. They were no longer useful and were actually standing in my way.

Work and play now integrate in my life as a coach in a much more flexible way. As a result, my new personal work/life statement is far less prescriptive and far more fulfilling as it closely aligns with the life I have chosen to embrace.

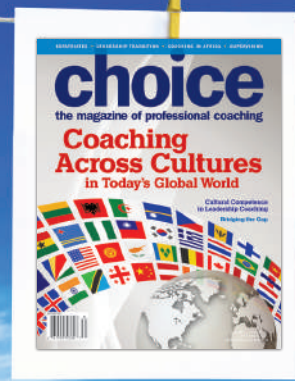
This personal journey also taught me a very important lesson that I am finding useful in my leadership practice. It is OK to let go of beliefs, practices and values that we used to live by—even those that used to define us—when we realize they no longer serve us. And as importantly, only we can decide it is time to let go, even if we become aware of the need to do so with the support of a coach. It is part of that continuous growth journey we are on as human beings. 



"I have learned to let go of the boundaries that I had built and strived to abide by in order to achieve my earlier definition of work/life balance. They were no longer useful and were actually standing in my way."

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**Robert Holmes**  
Th.D., PCC

Robert is an expert in the science of human behavior and performance. He is a founding partner at **Frazer Holmes Coaching** and an internationally published author of six books on subjects including leadership, coaching, business and theology.

## Coaching High Performance through State Change

When we discuss high performance in organizations we are usually referring to more effective, more efficient work that generates higher productivity. For an individual this can include lower stress, higher creativity or better time management. Interpersonally, high performance might entail improved communication, better teamwork or more harmonious relationships.

In this article, I'll share the journey of my client, John\*, as he works to enhance his work performance by managing his state. John is a clinical psychologist seeking support from a coach as he prepares for an important meeting at work that will involve a highly confrontational conversation.

Under pressure, John tends to stutter, clam up, sweat profusely and sometimes become physically ill. His goal is to manage his state more effectively. He'll achieve this goal through a process of making physical, mental and biochemical changes that cascade back down to higher performance. In other words, he'll work toward achieving what psychologist Mihaly Csikszentmihalyi termed the flow state.

### *Accessing the Internal State*

My first step is to support John in understanding how his state is created. States are the result of physical inputs (diet, exercise, oxygenation, posture, dress), mental processes (perceptions, filters, stereotypes, memories, beliefs, inner dialogue) and biochemistry (hormones, neuropeptides, drugs). John's state and his experience of confrontation are not serving him well. If he can change his state he can change his outcomes. He can achieve a temporary state change by changing physical inputs, mental processes or biochemistry.

#### EXPERIENCE IT:

Pause and think about something that makes you feel sad. Hang your head as you do so. Next, lift up your head. Smile broadly and laugh out loud. You'll likely find that it's harder to retain the feeling of sadness when your head is high and you're wearing a huge grin.

As John works on becoming increasingly aware of his state, we role-play confrontational conversations. I support him in identifying strategies for changing his mood quickly and easily—by recalling fond memories, for example, or by gently applying pressure at the spot where his wrist forms a crease with his hand (an



acupressure technique that helps relieve anxiety and tension).

#### EXPERIENCE IT:

Recall a happy conversation that you had recently with a loved one. Tune in to how these memories impact your overall state. If sensory anchors help “trigger” your memories, listen to a song or find a fragrance that evokes happy memories.

## *Moving Toward Permanence*

In our second session, I introduce John to the concept of a circle of excellence. I ask him to imagine a circle on the ground in front of him. He imagines a past experience where he had great rapport and good conversational state. Then, he steps into that state as he steps into the circle. He is right there, in the moment. We do it again and the second time I ask him to add in any other resource he needs (feelings, sensations, beliefs, information, visual cues, a metaphor). Now, when he steps into the circle, his performance state is heightened.

We repeat this a few more times until he is sure it’s “all there” and then he tests its literal portability by doing the exercise in another room. Finally, we test its potential application to a scenario in the near future; namely, the upcoming meeting where he knows there will be a confrontation. John imagines the confrontation and, just before his stress level peaks, I invite him to step into the circle. To his surprise, the stress dissolves. He is amazed at his own ability to make that happen simply by creating state changes.

The next day, John is able to take his new high performance state to work with him. There, he steps into it and

handles the confrontation beautifully. It changes his confidence forever.

## *Automating the Actions*

John now has a designer state and a corresponding set of actions (triggers) to access it. The more he practices, the more routine this reaction to stress will become, running like an automated program.

Research has shown that more than 90 percent of our daily actions are unconscious. This is a fabulous thing about being human. We’re able to take highly complex tasks, break them down, learn them systematically like little programs, and then submerge them into the unconscious until they are triggered by our circumstance or environment.

John has a new and improved “confrontation” program with a higher performance state attached to it. However, the applications of these state change techniques can go beyond workplace confrontations to impact our clients’ overall well-being. General practitioner Lewis Walker, M.D., has applied the concept of building high performance states to collapse his patients’ old response patterns, thereby improving their recovery.


## *Looking Ahead*

John is now able to “do confrontation” in the workplace better, but this one circle of excellence, built for difficult conversations, may not serve him when it comes to a making a board presentation or managing his team’s performance. These situations come with new triggers and different embedded programs and corresponding states. John will need to access different states to enhance his performance in these situations.

However, he can apply the same strategies that he learned during our coaching conversations, making adjustments to his physical inputs

and environment, tapping into fond memories or mental processes, being aware of the biochemical changes, and creating a circle of excellence that he can step into when faced with a new professional challenges. He’ll be able to carry these tools with him, long after our coaching relationship ends.

As John begins applying these new strategies on his own, he also discovers that our work together has had other, more subtle, benefits. The employees John works with observe his increased confidence and during a staff meeting they ask how they can go about initiating the same changes in their own work lives. He brings this question back to me, and I partner with him in creating a plan to “pay forward” the benefits of coaching by teaching the team leaders in his department exercises and actionable strategies for enhancing their own performance through state change. Although he is not a coach himself, John is now a leader using coaching skills to support the performance of his team.

As coaches working directly with executives and teams—each steeped in their own, distinctive organizational cultures—we must be aware of the way unconscious programs fire on environmental, sensory and physical triggers and carry state with them. We aim to help our clients become more aware of their state and how it comes to be. We show them they can temporarily affect their state at will and give them tools to build more permanent change to their internal programs. If they learn to control their state they *will* control the outcomes. 

*\*Name has been changed.*



### Juliet Huck

*Juliet is the CEO and Founder of Huck LLC, a firm that educates and consults with successful executives and professionals on how human connection, the spoken word and complicated facts can be integrated into a compelling and persuasive story. She is the author of The Equation of Persuasion (Huck LLC, 2014). Contact Juliet at [jhuck@huckllc.com](mailto:jhuck@huckllc.com) or +1.323.477.4600.*

## Persuasive Pitching

**Sometimes, making a pitch to a roomful of organizational decision makers feels painless: Your audience is engaged, connected and clearly came to the meeting convinced of coaching's benefits. After hearing just a few of your clients' case studies, they're ready to take the next step and begin negotiating a contract.**

Often, however, one or more audience members may broadcast reluctance, or even outright resistance. Perhaps they don't believe that coaching is the best investment in their organization's talent. Maybe they're prepared to invest in coaching, but aren't certain that you're the right coach for them. Regardless of its underlying cause, this reluctance is a roadblock standing between you and your goal of securing a new customer. In these situations, leveraging persuasive communication skills can make the difference between forging a fruitful business relationship and walking out the door without the contract.

As a coach, you let your clients take the lead, supporting them as they draw their own conclusions and design actions that will help them reach their goals. As a persuasive communicator, however, you're tasked with directing your audience to take a specific action or series of actions. While this may feel uncomfortable at first, there's an array of proven techniques you can adopt to communicate persuasively without feeling that you've compromised your integrity.

## The Power of the Persuasive Communicator

Utilizing persuasive communications techniques connects you with your audience in a way that provides symmetry between the message you are trying to convey and the way the audience receives and responds to it.

Every audience and audience member is unique, bringing distinctive and diverse goals, experiences, contexts and beliefs to their conversation with you. A persuasive pitch is an opportunity to tell them your story as a coach and, more importantly, to convey that yours is the story they should believe, advocate for and take action in accordance with.

### Elements of Persuasion

There are three steps you can take that will empower you to connect with your audience more easily.

- 1. Step into your audience's shoes.** This is the most important step you can take on your journey to becoming a persuasive communicator. Do your homework in order to understand your audience members and their goals. This in-depth research will enable you to craft a story and visual materials that connect the audience members with these goals and guide them in the direction you are pointing toward.
- 2. Craft a compelling story.** Don't just share statistics and data with your audience. Instead, develop a story that connects with your audience and incorporate statistics and data to support your points. Remember that simplicity is essential to persuasion, and simplify your story to be results-driven. However, telling your story is only half of the persuasion equation. The best persuasive communicators also show what they want their audience to understand by crafting visuals to support their presentations. People tend to believe what they see and not always what they hear; therefore, the audio and visual elements must work as a unit. This combination raises retention by 70 percent.


You, your story and your visual materials need to create a unique experience that weaves the visual elements, statistics, stories and themes together based on what you know about your decision maker. Strong, well-integrated visuals serve another key purpose, providing a tangible item (e.g., handout or downloadable slides) that your audience can refer to at a later date to bring your story and your message back to mind.

- 3. Build trust.** Even the most compelling story and visuals will fall flat if you don't gain the trust of your

audience. Building this trust is a process. In order to gain trust, you have to demonstrate the ability to relate to audience members by stepping into their shoes and speaking to their goals and fears. You can also build credibility and, therefore, trust by showing your proven track record. In other words, don't just tell a story about what professional coaching can do. Tell a story about how your services have helped clients achieve their goals in the past.

Finally, remember that your audience needs to trust that what you are saying is true, so be honest even when tough questions come your way. Answering questions with honesty, clarity and precision will leave little room for doubt about the facts you are presenting.

### Striking a Balance

You already know that no two audiences are alike: Every audience and every audience member brings a unique, highly personal combination of experiences, beliefs, backgrounds and education to the table. In order to be a successful persuasive communicator, you'll need to negotiate the strategies presented above to find the balance that best positions you to overcome reluctance and guide your audience toward the desired action. Make sure your message is clear and concise and contains a directive for your audience. Know who your decision makers are and speak directly to them. They want to make a decision they feel good about, so use your expertise as a communicator and your proven track record as a coach to empower them as they choose the professional coach who will help them achieve their goals: You! 



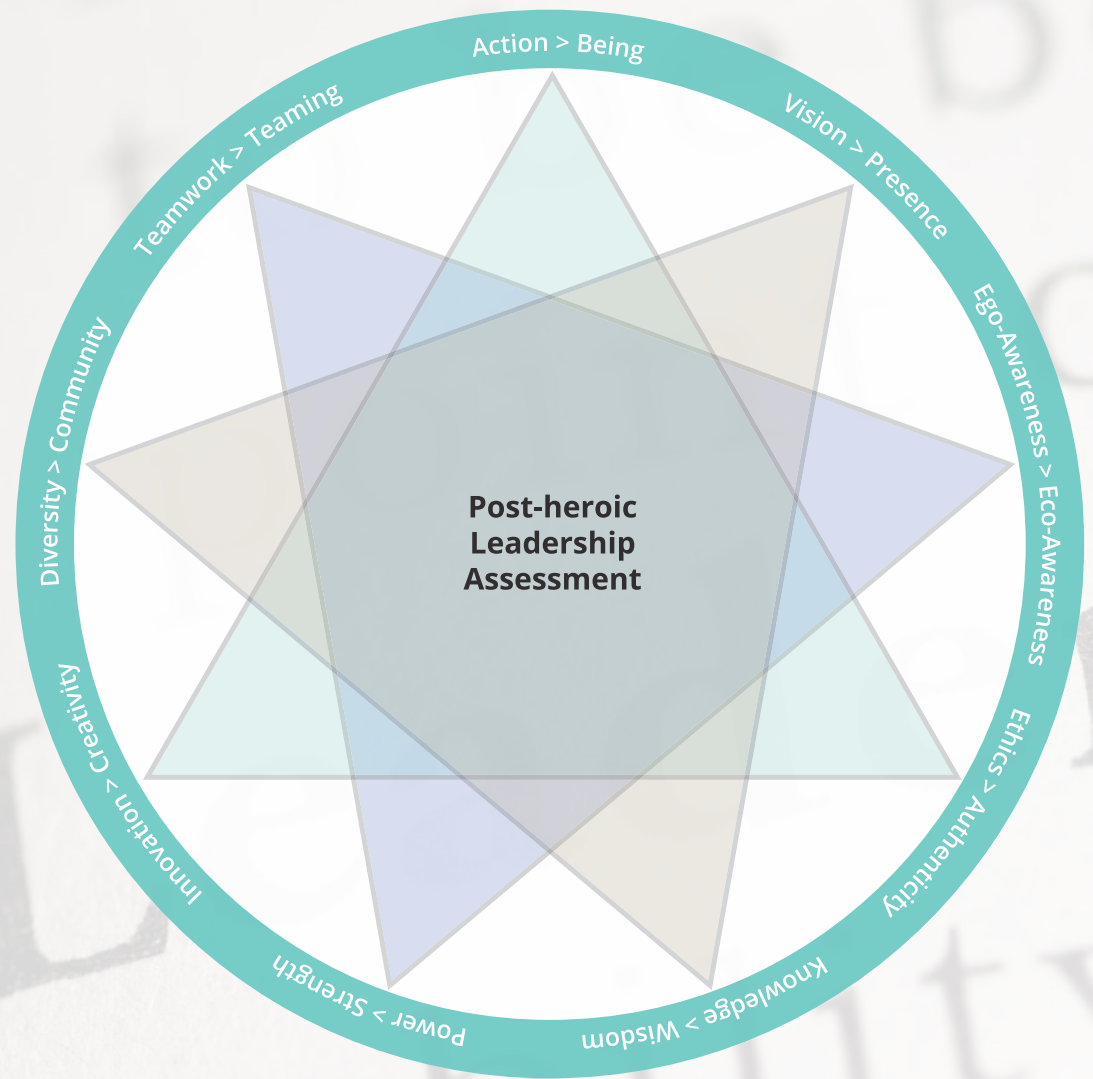
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## Coaching the Post-heroic Leader

This is a tough time to be a leader. It is no longer enough to be charismatic, visionary and decisive. Leaders today are asked to be inclusive, collaborative consensus-builders with high levels of emotional intelligence and self-awareness. As inhabitants of the C-suite become more diverse, the paradigm of patriarchy is crumbling. Industrial and social psychologists are observing the emergence of a new post-patriarchal, or “post-heroic,” breed of leadership that is democratic, empathetic and communitarian. Leadership Coaches are tasked with supporting clients as they build this broader set of competencies.

To support coaches in accomplishing this goal, I developed a framework for assessment based on recent research in nine specific domains of leadership that represent “shifts” from a pre- to post-heroic leadership landscape (see above). In this article, we’ll take a quick tour of the nine shifts addressed in the assessment.

## *1. Action to Being*

As trait-based, charismatic and situational theories of leadership evolve toward process-driven, adaptive and gender-neutral approaches, type-A assertive behavior is being augmented with the proven value of listening, balance, resilience, calm and presence. Thanks to the work of Richard Boyatzis and Daniel Goleman, an understanding of emotional intelligence's importance has entered the mainstream. As a result, self-regulation, empathy, social skills and self-awareness are becoming key indicators of leadership effectiveness, especially in situations where a team needs to think outside the box and not just play politics with a boss who makes all the decisions. That's not to say that decisive, take-charge leadership no longer has value: There is a time and place for both.

## *2. Vision to Presence*

In the late 1990s, one of my regular gigs involved facilitating lengthy debates over mission and vision statements, which would ultimately get boiled down to variations on "We are the best ... ." Today, most leaders realize what I suspected back then: By itself, the mighty mission statement doesn't motivate workers. Without an emotional connection—a core sense of meaning and aspiration—humans are not moved to act.

Twenty-first-century leaders must be mindful, connected and present to what is happening now. Ellen Langer and Dan Siegel have studied the impact of mindfulness on organizations and leaders for many years. What they have found is slowly making its way into boardrooms around the globe: The ability to drop into a mindful brain state, where one is not analyzing or planning but is instead observing thoughts

and sensations, produces a state of presence where new ways of seeing emerge. All truly powerful vision is actually about the present, not the future. People are moved by how a leader expresses a core sense of what's possible right now. From this place of centered and focused presence, ideas that will transform the future are born.

## *3. Ego to Eco Awareness*

Otto Scharmer, founder of MIT's Presencing Institute, has written about a crucial mind-shift taking place for today's most effective leaders at individual, organizational and global levels. It's the move from an I-based awareness (ego perspective) to what he calls an "eco-awareness." For leaders who embrace their role as a unifier and force of inspiration, Scharmer says this eco-awareness "creates a more empathic and generative quality of collective attention than people are used to experiencing, where too often we simply debate and re-confirm what we already know."

There will always be a need for strong, independent and self-assured—some might even say egocentric—leadership, especially in times of crisis. Yet, more and more often, today's real leadership challenge lies in bringing together the full panoply of talents a team or an organization can leverage to solve a problem. This collective dynamic is where an eco-aware leader can shine, bringing people together into a systemic sense of cohesion, collaboration and unity.

## *4. Ethical to Authentic*

As a core attribute of effective leadership for many years, ethical thought and behavior is as important today as ever. Yet, if we look beneath the surface of traditional business ethics, we find a strong bias toward black-and-white thinking. In a traditional hierarchy, the leader is

the ultimate arbiter of right or wrong, and there is typically one directive to follow: "My way or the highway." As Harvard Business School's Bill George writes, today's leaders need not be simply ethical, but authentic. Authentic leaders operate in a more nuanced way; they reflect on decisions from the inside out, using an internal, moral compass and scanning for feedback from peers, subordinates and the environment.

The difference is subtle but crucial: Authentic leaders need to make difficult decisions based on listening, consensus and intuition. They need, at times, to acknowledge vulnerability and the limitations of their knowledge, yet still take a strong stand. Authenticity is more challenging than simple judgments of right and wrong, because today's world is far too complex and there are rarely any easy answers.

## *5. Knowledge to Wisdom*

In my last corporate job, I worked as a consultant in a firm whose motto at the time was, "Everything that can be known, can be measured." It was a great conceit and a great marketing tool, but it was based on a false premise: that objective knowledge would always win out. Today, we know better.

Knowledge is important, and a good leader will strive to expand his or her foundation of facts, theory and data, keeping up with the latest research in a wide range of fields. Yet wisdom, in a post-heroic world, calls forth a different stance: knowing what you don't know and learning to be facile with your internal landscape of thoughts, feelings, and judgments. As Edgar Schein writes, to dwell in the unknown, asking deep and provocative questions, rather than espousing answers, is a more powerful, inspirational and, ultimately, wise ground from which to lead.

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## 6. Power to Strength

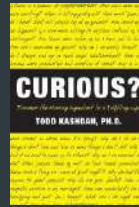
Traditional hierarchical structures and leadership models espouse “carrot-and-stick” approaches to motivation and the exercise of power over others to spur action. But does this dynamic of power over really work in today’s organizations, where idea generation and continuous learning are typically more important than filing one-by-one behind the boss? The evidence shows otherwise. Research by Edward Deci and Richard Ryan has shown repeatedly that sustainable motivation emerges through self-determination and autonomy.

Coaches need to support leaders in shifting toward this “power with” approach to performance improvement, which includes extrinsic rewards at appropriate moments but also creates the conditions for a self-empowering, self-authoring path toward excellence and personal growth. Ultimately, self-confidence is the strongest predictor of success. Post-heroic leaders must nurture the conditions for motivation through the inner strength of role modeling—coaching, mentoring, supporting—not through the antiquated, top-down exertion of power.

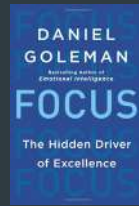
## 7. Innovation to Creativity

Psychologist Todd Kashdan asserts that curiosity is a primary driver of human well-being, writing, “Curiosity ... is the engine of our evolving self. Without curiosity, we are unable to sustain our attention, we avoid risks, we abort challenging tasks, we compromise our intellectual development ... In a word, we fail to grow.” Yet if we reflect on a typical work environment where “innovation” is a prescribed goal, many of the outdated, mechanistic,

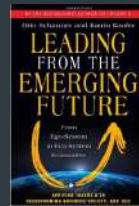
## Recommended Reading



*Curious?: Discover the Missing Ingredient to a Fulfilling Life*, by Todd Kashdan (reprint edition, Harper Perennial, 2010)



*Focus: The Hidden Driver of Excellence*, by Daniel Goleman (Harper, 2013)



*Leading from the Emerging Future: From Ego-System to Eco-System Economies*, by Otto Scharmer and Katrin Kaufer (Berrett-Koehler, 2013)



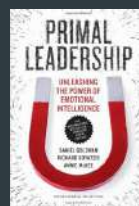
*Mindfulness*, by Ellen Langer (25th anniversary ed., Da Capo Lifelong Books, 2014)



*Mindsight: The New Science of Personal Transformation*, by Dan Siegel (Bantam, 2010)



*The Oxford Handbook of Human Motivation*, edited by Richard M. Ryan (Oxford University Press, 2014)



*Primal Leadership: Unleashing the Power of Emotional Intelligence*, by Daniel Goleman, Richard Boyatzis and Annie McKee (10th anniversary ed., Harvard Business Review Press, 2013)

structured processes snuff out curiosity at every turn.

Psychologist Shelley Carson’s work on the neuroscience of the creative brain is helping turn the leadership focus away from “structured innovation” toward free-flowing and seemingly chaotic, yet networked, mind states that optimize the organic connectivity of the human brain. Leaders who strive to foster creativity need support from coaches who are familiar with the science, who can assist them in “breaking down the walls” of programmatic or coercive tactics that undermine rather than foster innovation. Post-heroic leaders, seeking the next great wave of innovative ideas, will want to nurture individual/group brain states that unleash the human imagination: fluid, unstructured, open, welcoming spaces with neon signs flashing, “Humans at play.”

## 8. Diversity to Community

One of the most up-to-the-minute leadership attributes being touted by diversity experts is what Goleman calls “social awareness.” Not unlike the eco-consciousness Scharmer describes, but with a twist, social awareness entails becoming aware of the unique commonalities and differences within individuals from a wide range of cultures, races, backgrounds and histories. Coaches need to be facile at gently supporting clients to examine how their own history may have shaped their views of others.

For coaches, the challenge is to nurture a safe space where potential post-heroic leaders can uncover their unconscious biases;

become aware of hidden narratives around oppression, privilege, race and gender; and evolve beyond mere tolerance to fully embrace the extraordinary community of “otherness” represented by a global work force. By raising the bar on social awareness, leaders can not only engender an environment of respect and support in which their team members can thrive, they can call forth perhaps hitherto unknown reserves of creativity and insight from the most diverse pool of talent the world has ever known.

## 9. Teamwork to Teaming

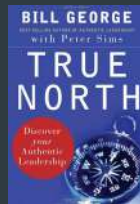
Knowledge-based teams are different. They do not always operate best when built around bounded structures with strict definitions of who’s in and who’s out. They do not focus exclusively on beating the competition, touting individual “stars,” or promoting conformity and sameness. As Amy Edmondson at Harvard Business School writes, for knowledge-based teams today, “... teaming is a verb. It is a dynamic activity, not a bounded, static entity ... Teaming blends relating to people, listening to other points of view, coordinating actions and making shared decisions.” Leaders who wish to optimize team dynamics today need to know how to do “teaming,” not team-building. Knowledge workers and millennials with sought-after skills in business, engineering, science, math and medicine are quick to move around, quick to move out and quick to note if their team is functioning optimally under a boss who “gets it.” If they feel stymied, unheard, overly structured or micromanaged—even with a leader who has the best of intentions—the likelihood of that team remaining in prime operating mode for very long is small. Simply put, a traditional, heroic leader may

## Recommended Reading

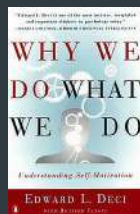
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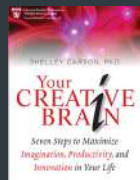
*Teaming: How Organizations Learn, Innovate and Compete in the Knowledge Economy*, by Amy Edmondson (Jossey-Bass, 2012)



*True North: Discover Your Authentic Leadership*, by Bill George (Jossey-Bass, 2007)



*Why We Do What We Do: Understanding Self-Motivation*, by Edward L. Deci with Richard Flaste (reprint ed., Penguin, 1996)



*Your Creative Brain: Seven Steps to Maximize Imagination, Productivity and Innovation in Your Life*, by Shelley Carson (Jossey-Bass, 2012)

find him or herself captain of a ship without a crew.

So for the emergent post-heroic leader, and his or her coach, the dilemma of teamwork is clear: How do I “run” the show, motivate the team and focus on the goal of winning if truly high performance is determined by a very different set of organization dynamics: permeability, flexibility, collaboration and a willingness to fail and learn fast?

It would appear that the tectonic plates of traditional leadership theory are adrift. Yet, in the midst of upheaval, there is also great opportunity. Post-heroic leaders, who help employees express their creativity and potential by listening and guiding, rather than commanding, will emerge with high-performing, dynamic and creative teams. For coaches, the challenge is to accelerate the shift: to listen, to support, and to coax from leaders greater self-awareness, inclusiveness, empathy and a willingness to experiment and take risks. And with tools like the one discussed here, coaches can do even more, becoming a practical bridge to the latest research and bringing science out of the academy and into the C-suite. **CW**

“For coaches, the challenge is to accelerate the shift: to listen, to support, and to coax from leaders greater self-awareness, inclusiveness, empathy and a willingness to experiment and take risks.”

“What do you see as the greatest challenge of providing coaching in the organizational setting? What about the greatest joy?”

**Simon Foster**  
*United Kingdom*



“... when you have to work within a pre-agreed formula...”

The greatest challenge for me is when you have to work within a pre-agreed formula; for example, offering a set number of sessions or using a company-wide psychometric tool. For procurement and budget purposes, businesses often need to standardize what they offer their senior employees, but sometimes the individual needs something different—a quick call here, a face-to-face session there, a Skype call when they are traveling.

The greatest joy is when the person you are coaching has that “aha” moment when things fall into place; they suddenly see through the mist and the way ahead is clear.



Nowadays society is constantly moving, and this affects companies' daily business.

In this context, the greatest challenge of providing coaching in the organizational setting is dealing with the constant change of priorities and objectives as an adaptation to the external environment. If in the middle of a coaching process, the company's priorities change and we need to restart or adapt to new guidelines, there can be a negative impact on teams' and individuals' motivation and progress.


In my career, my greatest joy is to see improvements happening. When the coaching process is finished, it feels amazing to find that I really helped an individual or team to achieve better performance, and at the same time, that the client developed personally and professionally during the process.



**Ana Carolina Penedo**  
Portugal

“... dealing with the constant change of priorities and objectives ...”

In my experience, the biggest challenge for coaching within an organization is to stimulate enough interest in management for them to take advantage of coaching as a resource. Once managers at various levels understand the positive impact coaching can have in their respective teams, they become ambassadors, encouraging their people to explore coaching and its benefits. Coaching also “competes” for visibility and sponsorship with other important methods for developing people; too often they are seen as alternative, rather than complementary, approaches.

Despite that, it is a real pleasure to coach within an organization. The reward comes from clients, who are also my colleagues, expressing their gratitude for the awareness and energy their coaching journey generates. Their feedback, their smile and the determination with which they overcome their obstacles after a difficult period definitely make my day, besides my “regular job” (and isn't my job to coach people anyway?). 



**Paolo Cinelli, ACC**  
Netherlands

“... to stimulate enough interest in management for them to take advantage of coaching as a resource.”

“... I dare to hope that coaches create a better world by improving the quality of life, thoughts and actions, one client at a time.”



**Viorel Apetrei, PCC**  
*Bucharest, Romania*

# Not Only Learning, But Becoming

I used to be a trainer who asked a lot of questions. I was always challenging participants, asking them for the best solutions and plans for change. Some people called this style motivational and others considered it “irritational.”

Looking back, I guess I was pushed into coaching clients by how energized I felt by their achievements. Unveiling new perspectives and contributing to clients’ progress and transformation was so meaningful and satisfying. In my bravest dreams, I dare to hope that coaches create a better world by improving quality of life, thoughts and actions, one client at a time.

I liked coaching more and more after deciding to treat it as a serious project by completing ICF-accredited coach-specific training, dedicating serious time to study and practice, and pursuing an ICF Credential. The process helped me grow as a professional coach and as a person.

The coaching profession also brings a new lifestyle. I am still working hard, but in a different way. I’m able to coach my clients via remote sessions on Skype or face-to-face by a fire on the beach. This flexibility supports me in pursuing my hobbies: running marathon races and teaching scuba diving in some of the most beautiful marine paradises. In fact, the congratulatory email notifying me that I’d earned my PCC Credential—one of my top personal and professional achievements—reached me on the boat, as I was between two exciting dives.

It took me some time to understand the difference between learning how to coach and being a coach. It’s mostly about the openness to accept responsibility, curiosity, living life with passion and real listening, in everything you do, in what you are.

—Viorel Apetrei, PCC 

## The Coach Questionnaire

**Number of years coaching:** Six

**Favorite powerful question:**

Every session is different: Clients can be challenged to think, be themselves or move forward in many different ways, knowing the previous experiences or simply based on intuition. One of the most effective questions is, “How do you feel about doing what you do now for the rest of your life?” Sometimes, the role of the coach is to unveil internal motivation; therefore, a powerful question, such as, “Who are you when you’re facing this challenge?” might push the right button.

**Favorite quotations:**

“The truth is always good news.”  
—Thomas Leonard

**Advice for fellow coaches:**

Start working as soon as possible: Don’t wait until you “know it all” and have graduated from every possible program. You will learn a lot more by coaching than reading about coaching. Focus on real listening and authentic presence; the rest will emerge at the right moment.

# Coaching with *confidence.*

“Once I got on that [PCC] pathway I realized that there is so much more to learn and it gave me a lot of self-confidence in my coaching skills. ... it’s really important for us to stay in our professional development and the credentialing pathway enables us to do that.”

**INTA SELLICK, PCC (AUSTRALIA)**

WATCH HER FULL STORY AT  
**[icfcredentiallegacy.com](http://icfcredentiallegacy.com)**



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