

Capital Coaches Conference to be Power-Packed

What do two internationally known speakers + two new books + nine breakout sessions + four master-level coaching demos equal? It all adds up to an event you can't miss: The 6th Annual Capital Coaches Conference on June 5 in Washington, DC.

In his morning keynote address, coaching pioneer Kevin Cashman will guide participants through an interactive look at the concepts and practices that effective coaches use to coach leaders to top performance during times of change. His presentation draws on his more than 30 years' experience as an executive coach working with leaders around the globe, and the principles expressed in his book, *Leadership From the Inside Out*. Each conference registrant will receive a copy of the book.

At lunch, hear special featured speaker Michael Bungay Stanier talk about The Five

Truths of Great Work. Bungay Stanier, the 2006 Canadian Coach of the Year, is a senior partner at Box of Crayons, a company that helps organizations do less Good Work and more Great Work. His latest book, *Find Your Great Work*, is also included with registration.

iPEC is the Event Education Sponsor again this year, and CTI is sponsoring the Evening Reception.

Participants can choose two morning and two afternoon programs from among the following individual sessions:

- ◆ *Secrets of Leadership Alchemy*, Kanu Kogod, Ph.D., MCC and Gail Williams, MS
- ◆ *The Anytime Coaching Model*, Wendy Swire, PCC and Teresa Wedding Kloster, ACC
- ◆ *Writing for Coaches and Clients – Making the Coaching Process Even Better*, Steve Gladis, Ph.D.
- ◆ *Where Could You Be More Courageous?* Margie Warrell, ACC

- ◆ *Mindfulness and the Social Brain*, Janet Baldwin Anderson, Ph.D.
- ◆ *Innovative Techniques to Impact Unseen Influences*, Toni Trexler, PCC
- ◆ *Coaching Kids and Teens: Discover the Fountain of Youth*, Jodi Sleeper-Triplett, MCC
- ◆ *Coach toward Political Savviness: Help Clients Navigate Office Politics with Emotional Intelligence*, Halelly Azulay and Kathy Reiffenstein
- ◆ *Using Images to Journey with Intuition and Creativity to Transformation with the Coaching Process*, Jane Kerschner, ACC

(See Conference, page 2)

Inside

<i>Learning Resources</i>	Page 3
<i>Global ICF Gleanings....</i>	Page 7
<i>Takeaways.....</i>	Page 9
<i>Book Reviews</i>	Page 11
<i>Inspirations</i>	Page 14
<i>News to Me</i>	Page 15
<i>Learning Goings On</i>	Page 16
<i>A2Q</i>	Page 17

Message from the Managing Editor

by *Renée Barnow*

Welcome new members of the **Learning Team**: **Liz Barron** and **Bradley Ann Morgan**. The chapter and its quarterly publication is blessed to benefit from their wise contributions and eagle eyes.

Two of the three articles in this issue's Learning Resources column are particularly useful during these challenging times: one looks at the essential quality of resilience; the other at the quest for happiness.

(Conference, from page 1)

Registration Information

Early registration deadline: Wednesday, May 13, 2009
ICF members: \$175; non-ICF members: \$235

Registration deadline:

Thursday, June 4, 2009

ICF members: \$225; non-ICF members: \$285

Day of conference walk-in registration: \$300 ICF members and non-ICF members.

Note: Students currently enrolled in coach training programs may register at <http://www.icfmetrodc.com/news.phtml?id=386>. For more information, contact Valda Brown, Registration Chair,

Readers will notice that the Book Review column provides reviews of two books. This issue is the richer for the two reviews.

The **Learning Team** wants to hear from experts in a particular area of coaching who are willing to be interviewed for the A2Q column or to write an A2Q in the style Carol Goldsmith did for this issue. If you want to conduct interviews or know a chapter member who does, please contact communications@icfmetrodc.com.

purplerose5_52@yahoo.com or 571.228.6275.

Thanks to the fabulous Conference Co-chairs Kate Woytowich and Judy Rodda and their equally fabulous committee.



Bradley Ann Morgan, Public Relations Chair has launched a widespread newspaper and radio media campaign and more. Susan Braverman, Past President and Program Chair and her committee selected break-out sessions from 35 submissions from as far away as California. Valda Brown, Registration Chair, and Linda Cassell and Monica Thakrar, Volunteer Co-Chairs round out the committee.

The Metro DC Chapter of the International Coach Federation provides the nation's capital with a local forum for the art and science of coaching where we inspire transformational conversations, advocate excellence, and expand awareness of the contribution that coaching is to the future of humankind. It is also our mission to be the voice of the greater Washington DC area coaching community to the international organization, supporting them in meeting the needs of all members and the coaching profession.

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Learning Resources

The Leader's Response to the Economy: Resilience *Today's Economy Calls for Resilience*

by Margie S. Heiler, MS, MCC, CEC

...The state of our current economy requires action, bold and swift...

—Barack Obama

As a nation, we are a resilient people. We bounce back. We recover from shock and move on. We let the light of resilience shine through adversity, hope through darkness, courage through peril. We are a people of honor, subject to life's pitfalls, challenges and derailments, but willing to stand up again, shake off old norms and make way for what is greater. In fact, sometimes it's the extreme challenges that clear the path toward greatness.

The leaders I met, whatever walk of life they were from, whatever institutions they were presiding over, always referred back to the same failure—something that happened to them that was personally difficult, even traumatic, something that made them feel that desperate sense of hitting bottom—as something they thought was almost a necessity. It's as if at that moment the icon entered their soul; that moment created the resilience that leaders need.

—Warren G Bennis

And here we are, being called on to pick ourselves up from an economic disaster, recover our wits and create a resourceful response to business, investment, and employment. We can count on change as our evolution continues at its ever-increasing pace. And we can look to resilience as our number one response strategy.

Our greatest glory is not in never falling, but in rising every time we fall.

—Confucius

Resilience is a common thread in stories of triumph—the rising up of the human spirit to overcome hardship and odds that present only the tiniest glimmer of possibility. The intangible quality of resilience drives action, bold and swift, when all the other oppressive options seem sure to prevail. So what is this resilience? What is this enduring spark of human spirit that leads us forward and clears the path? How can the energy of resilience be harnessed and cultivated by individuals, families, teams, communities, organizations, and nations?

Resilience goes beyond intellectual intelligence into the realms of emotional and spiritual intelligence. It has its roots in trust. Not only in trust as defined by confidence but in a deep self-trust and in the broader definition of trust that moves into the spiritual realm

of faith, unity awareness and oneness.

People are like stained-glass windows. They sparkle and shine when the sun is out, but when the darkness sets in, their beauty is revealed only if there is a light from within.

—Elizabeth Kubler-Ross

Resilience implies letting go, embracing change rather than fighting it. It means getting back up after a fall, moving on after the wounds heal, looking forward rather than backward. It means saying “yes” when there are still questions about the how, where, when and even if. It means latching on to courage instead of wallowing in weakness. It means having the courageous conversation and thought, taking the courageous action, and cultivating the mindset of courage.

Resilience thrives on optimism—not the rose-colored glasses optimism that blinds us to reality, shortcomings, or obstacles. Rather, it is optimism that fosters trust, finds a way, one that embodies will, determination and persistence.

This resilience happens in the creative space of the spirit—ready to play, experiment, invent and dance with possibilities. Resilience creates fresh perspectives and new ways of thinking. It opens options not yet considered and designs strategies to overpower the barriers. It creates the “what if anything were possible?”

(See Learning Resources, page 4)

(Learning Goings On, from page 3)

attitude and the energy to manifest it.

In the middle of difficulty lies opportunity.

—Albert Einstein

Ultimately, resilience is about believing in potential more than in what interferes with potential. It is about the greatness in human beings and the power to choose what thought, what action will take us to that greatness. And it is about coming back to that over and over again, no matter what gets in the way.

Resilience is the hallmark of leadership and the fabric of any great story of human triumph. It's what is called for now on so many levels as we move through these difficult times. It's up to each one of us to respond, to call forth resilience and to cultivate it in ourselves and others for hope and sustainability. The economic stress is not greater than our resilience. Within resilience resides a sense of expanded possibility that yields more positive thoughts, deeds and experiences.

Problems are not stop signs, they're guidelines.

—Robert H. Schuller

Let us respond with resilience. Let us trust in the potential of the human spirit to rise up out of this economic challenge with a new way forward. Leadership with resilience and hope are essential keys to our future.

More on resilience: extracted from *Sealing the Deal* Book Review. Mike Jay, in *CPR for the Soul: Creating Resilience by Design*, defines resilience as the differentiated power to persist when things do not work out at first, the capability to navigate ambiguity and uncertainty, the motivation to transcend common problems and barriers and to collaboratively, anticipate the future in sustainable ways.

I'll Be Happy When

by Bradley Ann Morgan, PCC

Headed at a seminar on the components that contribute to happiness was one participant's belief, "I thought I would be happy when I bought my first Mercedes. Then I thought I would be happy when I bought my ideal house. After that, I thought I would be happy when I took that glamorous Chief Editors job traveling the world in first class for the news desk. But after each one of these acquisitions, I was on to the next purchase or thing! I kept saying, I'll be happy when...." Most attendees thought happiness would occur and last when they received that new big screen TV, that next promotion, or that new office. The prominent remark was that none of

these acquisitions or profile changes truly lasted in happiness for the individual.

What does lead to lasting happiness? The answer can be vastly different for each of us. A recent study by assistant professor of psychology at San Francisco State University, Ryan Howell asked participants to answer questions about a purchase, either material or experiential, that they had made in the last three months with the express intent of making themselves happy. While most were generally happy with the purchase, those who wrote about experiences tended to show higher fulfillment after the experience had passed. The experiences led to more happiness than did object purchases. Professor Howell, said, "When people spend money on life experiences, whether they take someone with them or buy an extra ticket, most of our life experiences involve other individuals." Consequently, he found that people were fulfill-

Cherish all your happy moments: they make a fine cushion for old age.

—Christopher Morley

ing their need for social bonding while living through those experiences. During the experience event, they developed a sense of relation to each other. Getting closer to friends and family may be the reason experiences generate more lasting happiness. Folks can

(See Learning Resources, page 8)

(Learning Resources, from page 4)

relive the memories of those experiences many times over, in any of chapter of their lives.

What can you do to release yourself from the endless cycle of I'll be happy when? Engage in some of the following activities:

- ◆ Be mindful of the very moment you are in. Put down the Blackberry or pager. Release the future to the future, let history be in the past; and, deliberately focus on the present. Change your body posture so that your breathing can fill your lungs and physical being with a rush of awareness of what is being said, your physical surroundings, even the true appreciation of the loyal love of a pet.
- ◆ Uncomplicate your current lifestyle. Contemporary life offers us tremendous choices, but often at a tremendous cost. You don't have to become a Spartan to practice a less complicated lifestyle. Consider asking your employer about working from home one day a week, saving time, gas and hassles to your psyche from being in traffic. Or, arrange one day to be with your loved ones at a state park, museum or volunteer event, no technological devices allowed.
- ◆ Discontinue using statements that base your hap-

piness on things or incidents in the future such as, "When I get that next music system, I'll be happy", or, "When I take that cruise to the Caribbean, I'll be happy." Expressions like these negate what can be truly appreciated right now.

When you need to re-evaluate when you will be happy, ask yourself:

- ◆ How can you create a bit more time in your day to reflect on what's right in your life? Can you arise 20 minutes earlier so that you have those moments to be grateful that you have another day to be with your loved ones, or even alive?
- ◆ What social clubs or affiliations can you associate with so that your mood is revitalized with those that are happy to share time and experiences with each other? How can you spread the essence of treasuring another's company with another?
- ◆ If news or world events are influencing your decisions to be happy, can you stop watching this media daily? What would happen if you decided to accept what you can't change alone such as, world hunger, the number of homeless in your city, or even the number of pets dropped off at the animal shelter daily? Can you give yourself permission for these

circumstances to exist for one day?

- ◆ How can you allow for the unexpected to occur in your life? What would happen if you changed your self-talk to statements such as, "Wouldn't it be interesting if?" or "How could I change my personal outlook if I took part in _____?"
- ◆ Who else could be in your life if you did something very different such as attending the community's habitat rebuilding work or delivering meals to those who are homebound?

Building Awareness of the Physical in Coaching and Counseling

by Renée Barnow

Bodies contain a wealth of information. I explored expanding my awareness of body data in a setting that was highly conducive to the flow of learning. With the Pacific Ocean as part of the scenery and sounds outside our window-walled classroom, I spent 26 class hours at the Esalen Institute on the Big Sur



View from deck outside classroom at Esalen Institute

(See Learning Resources page 6)

(Learning Resources, from page 5)

coast of California getting to the bones of basic physical movements and how to use the learning for myself and with clients.

During the week of the workshop, led by Wendy J. Evans, Ph.D., I became much more aware of my patterns and those of other participants. Becoming familiar with and gaining clarity about one's own sensory-motor experience is the essential pre-condition to recognizing patterns in others. Based on my training and how I am in the world, I go to my body first for information and consider my body as my best and most reliable assessment tool. As a result of this workshop I have a more refined tool set for bringing physical data into the awareness of clients.

Gracefully and elegantly taught, this course differs from other programs on learning from somatic process. Building on the foundation of Cortical Field Reeducation and Gestalt, this workshop used bone as the primary source of information and worked primarily at the level of bone. The following benefits result from focusing on the bone:

- ◆ Reduces possibility for resistance
- ◆ Is neutral and safe—people do not suffer from bone shame
- ◆ Allows for immediate acceptance of data—

people do not have judgments about bone

- ◆ Offers the fastest path to rewiring neurochemistry and the most sustainable results
- ◆ Holds you up for free; muscles charge or exact a price

Two prerequisites contributed to learning:

- ◆ Curiosity about and willingness to explore the messages your body sends you and others
- ◆ Tolerance for ambiguity to allow for separating data from interpretation

Participants received a sketch pad and box of crayons to use for creating a body diary of the data we noticed from lying flat on the floor with legs long and arms at the sides. We drew how we experienced ourselves at the beginning and end of the day and after exercises and activities throughout the day. The log helped deepen awareness of our own bodies and showed the progression or regression of what data we were able to take in, and even on occasion in relieving pain or soreness. Illustrated is my last scan after the second full day with green for growth and blue for flow.

The first three days each focused on a plane of movement: flexion/extension, side bending and rotation. At the macro



level, flexion relates to survival and protection and extension relates to happiness. Side bending relates to intellectual and mental thinking; rotation to emotional state. The primary places where participants were instructed to mine for data were the feet, pelvis and jaw, and neck and shoulders.

Working in pairs, participants practiced observing only physiological data, stating first what they experienced in their own bodies before moving on to offering possible emotions the client might be experiencing. Being transparent frees the coach and the client and allows for clearer learning.

Below are some postures and movements and possible interpretations.

- ◆ Arms crossed in front: *Anger or comfort*
- ◆ Hands on hips: *Emphasis—challenge or insolence*
- ◆ Hands behind back: *Safe and secure*
- ◆ Hand on chin: *Contemplative*
- ◆ Hand stroking chin: *Doubt (e.g., I'm not sure I'm buying)*
- ◆ Touching hair, face, ear: *Flirtatious or bored, skeptical*
- ◆ Lean forward: *Engaged, fully present or attempting to dominate*
- ◆ Lean backward: *Distanced, breaking contact*
- ◆ Foot forward: *Ready to move*

(See Learning Resources page 7)

(Learning Resources, from page 6)

- ◆ Held cuff: *Discomfort*
- ◆ Eye rub: *Self-soothing or breaking contact*
- ◆ Foot wiggle: *Bored, tense, need physical exercise*
- ◆ Foot slide: *Doubt—I'm out of here*
- ◆ Foot lock or wrap: *Discomfort, contained*
- ◆ Ankles crossed: *Contained*
- ◆ Knee over knee: *Comfortable*
- ◆ Ankle over knee: *Powerful or relaxed*

Noticing your clients in their postures or movements creates the opportunity for exploration. Simply notice what you notice. The more attention you pay to the data, the less likely you are to disrupt clients' experiences. After obtaining the data, forget it and see how it comes up again. When it does, and it will, invite clients to exaggerate a position as a way of moving them deeper into the meaning they make of the position before inviting them to change their positions.

After 26 hours of lying or sitting on the floor, occasionally sitting on a stool and walking about the room or on the deck, I came away with more self-confidence and a deeper respect for the lessons I can learn from my body and how I can use those lessons to better support clients and help them shift. For example, simply inviting a client to walk disrupts the neural process and makes

having a different experience easier. The following are other easy activities to offer clients when they need to quickly shift their experience (e.g., during a difficult meeting). Each move-

It is tiring to try to do what you cannot yet do. It is not tiring to try to explore the unfamiliar.

—Moshe Feldenkrais

ment is doable while seated and is out of view to others:

- ◆ Push feet firmly on the floor (best done shoeless) so weight is evenly distributed
- ◆ Curl toes, release, repeat
- ◆ Rotate pelvis with butt firmly in the seat
- ◆ Let tongue get heavy at the back of the mouth

Within 36 hours of returning to DC, I applied some of the tools for a client stressed out about two upcoming meetings: one with her boss where she was afraid she would get angry and one with her boss' boss where she was afraid she would cry. To help her manage the anger, I suggested she do toe curls; she reported that the practice worked and she made it through the meeting without raising her voice or losing her cool. To help her maintain an emotional balance, I suggested letting the tongue get heavy. This practice also worked, as she reported making it through the second meeting without crying.

To help with boredom in a long meeting or lecture that ignores learning styles, wiggle your feet under the table to keep yourself awake and focus on your tongue getting heavy. Your eyes will remain open.

For those interested in learning more or in having a workshop in the Metro DC area, contact the author at 202.363.4548 or renee@right-line.com.

Global ICF Gleanings

by Ed Modell, JD, PCC

From my vantage point on the global ICF Board, our organization is involved in some highly creative projects to develop our coaching profession on the international and local levels. I want to bring your attention to three of those projects:

1. A significantly revised Ethical Conduct Review process for dealing with complaints against ICF members and credentialed coaches
2. The work of a task force charged with further developing the ICF brand
3. An innovative pilot program to support the leadership of chapters around the world

(See *Global Gleanings*, page 8)

(Global Gleanings, from page 6)

Revised Ethical Conduct Review Process

An important part of ICF's commitments to professionalism and the self-regulation of coaching is the Ethical Conduct Review (ECR) process whereby coaching clients can bring complaints of alleged breaches of the ICF Code of Ethics by ICF members and ICF credentialed coaches. In May 2008, then ICF President Diane Brennan created a special task force that was charged with conducting a comprehensive evaluation of the ECR process and its structure.

The task force (on which I served) recommended two of the most significant changes in the process: (a) having the entire investigation and determination process conducted by ICF members on the Independent Review Board and leaving the Ethics and Standards Committee to set ethics policy and recommend periodic changes to the ICF Code of Ethics, and (b) creating a panel of ICF credentialed coaches who are also professional mediators to mediate ethics disputes if the client and coach agree to try to resolve the complaint in this manner.

The ICF Board approved the task force's recommendations in January 2009 and the revised ECR process is now in place. The entire process is available on the ICF Web site. Metro DC Chapter Past Presi-

dent Susan Braverman, PCC, serves on the Independent Review Board and Metro DC member Merle Rockwell, ACC, chairs the Mediated Resolution Process panel of mediators.

ICF Brand Development Task Force

ICF member research repeatedly identifies marketing as a primary need for individual coaches and the coaching profession as a whole. Marketing itself is often misused to simply mean an advertising campaign and perhaps a catchy slogan. The ICF Board has decided to consider marketing at the next level where it is part of a larger sense of purpose, a component of a pervasive strategy that colors everything that ICF undertakes and delivers. Such a comprehensive and educated enterprise is summed up in the word "branding."

In January, ICF President Karen Tweedie appointed a 10-member task force that former ICF President Kay Cannon chairs to spend this year researching and developing a strategy for ICF to create a distinct position in the marketplace and to own that position. Metro DC Past President Marshall Brown is serving on the task force, and branding expert William Arruda, who was the 2008 Metro DC conference keynote speaker, is serving as consultant to the task force.

Currently, preparations are underway for several focus

groups. The task force will also be using findings from the current ICF Member Needs Assessment and the ICF Global Coaching Client Study. The task force wants to deliver its final report to the Board by December.

Support for Chapters and Chapter Leaders

In addition to the great work done by the ICF Membership and Community Committee and ICF headquarters staff to support chapters, SIGs and other organization groups, a steering committee that Karen Tweedie heads is in the process of creating a pilot program to provide executive coaching to chapter presidents and presidents-elect. We anticipate that a group of about 10 to 15 former chapter presidents (including Susan Braverman and myself) will provide up to 2 hours per month of pro bono coaching and (perhaps some mentoring) to help current and future chapter leaders develop their own leadership styles and deal with the thorny issues that sometimes arise. The program will be evaluated at the end of this year and expanded to provide executive coaching to interested chapter leaders.

Feel free to contact me, EdModell@aol.com, to discuss these or any other subjects relating to ICF's work. I would be pleased to pass along your thoughts, suggestions and criticisms to ICF's leadership.

Takeaways

Find Your Courage—

February 24, 2009

by Isabel Einzig-Wein

Straight from her performance on NBC's Today Show, Margie Warrell, certified coach, professional speaker, columnist, and published author gave us an enthusiastic presentation on how to find our courage—*be fearless at work and in life*.

"The only thing to fear is fear itself", spoke Margie quoting Franklin D.

Roosevelt. The antithesis of fear and its life paralyzing factors is the concept of courage and how it frees us. Following with Amelia Earhart's definition of courage, "Courage is the price that life extracts for granting peace," Margie related

that courage is not the absence of fear or self doubt. Fear is action in fear's presence. In her book and throughout her talk, she presented quotes that refer to every day life attributes: integrity, responsibility, courage to challenge stories, to dream bigger, to be authentic, to speak up, to take action, to persevere, to say no, to live with an open heart, to let go, to be a leader. She suggests asking ourselves if we are being courageous; where in life are you taking risks; where are you not taking risks and to be proactive. Give yourself



Margie Warrell with her book at the February 24 meeting

power—the ability to effect change.

Only when we realize our own fears, understand them and take action to free ourselves by developing courage, can we be clear on what we must do in our coaching to promote risk taking, embracing challenges and have an action conversation to determine where can I act bolder? What do I have to request from myself? What do I have to request from others? How can I add a greater value, optimize my talents, get more support, and develop systems toward accountability?

Fear uses up energy, negative energy. Recognize the price you pay to succumb to your fear. Margie says, take that energy and transform it into positive power by breathing into your fear. Feel it. Then let it go. Step forward even though you feel you are taking a risk. And consider courage as a way of being bold and daring. "You are failing others if you don't step up".

Masterful Coaching Using Dreams and Metaphors—

March 17, 2009

by Kori Diehl

An engaged group enjoyed an Italian dinner to celebrate St. Patrick's Day followed by an inspiring presentation about using dreams and metaphors

within a coaching conversation. John Collins and Teri-E Belf led the group through a multi-stage process of dream sharing and exploration.

The theoretical background for making meaning of dreams comes from the Gestalt and Jungian schools and is rooted in a belief that we can learn from our subconscious and our experiences in dreaming.

Used within the context of a coaching relationship, a discussion of dreams can be a powerful place to practice the coaching competencies, including the ability to effectively use and respond to metaphors and symbols.

A brave participant offered a recent dream experience as fodder for demonstration of the techniques regarding coaching around dreams. After a brief sharing of her dream, the coach(es) in the room asked clarifying and often provocative questions. Then began a most insightful process of asking deeply probing questions about the dream, which elicited deep and sensory detail about the experience that had not surfaced initially.

The clarifying stage was followed by a period of "dream exploration" in which the coach(es) in the room had the opportunity to provide their own insights by completing the sentence, "If this were my dream..." The responses were numerous and varied and extended the metaphor that began in the coachee's dream to a number of new places of

(See Takeaways, page 10)

(Takeaways, continued from page 11)

insight. The participant reported substantially new meaning that could be applied to her dream, and left with an action to determine what to do with the insight provided.

Teri-E and John masterfully led the program, keeping each of us in our role as coaches, and offering advice as to the structure and delivery of provocative questions that were open-ended and non-judgmental.

Finally, we were encouraged to tap into our own dreaming by setting intentions before sleep regarding particular challenges that are prominent in the conscious, awake hours. Those who have successfully used dreaming as a source of insight are quick to suggest the use of a near-at-hand journal in which the details of dreams are captured immediately upon awakening. A journal kept for 3-4 weeks for this purpose, and then analyzed for patterns and meaning, can be a significant tool in overcoming bottlenecks to satisfactory action.

For more information about the coaching application for making meaning of dreams, contact Teri-E at coach@belf.org and/or John at johncollins@comcast.net.

Coaching for Sustainability—

April 22, 2009

by Kori Diehl

Our coaching community used Earth Day, 2009 as the inspiration for a presentation on shifting from scarcity to suffi-

ciency to create a sustainable world and group experience. Lloyd Raines and Kate Ebner, both of whom are committed to incorporating their own values about sustainability into their coaching practices led the group. Their interest in sustainability was deepened through reading *The Soul of Money* by Lynne Twist. We were encouraged to listen in our coaching calls for the three Toxic Myths, as Twist defined:

- ◆ There is not enough
- ◆ More is better
- ◆ That's just the way it is

If, on the contrary, we were to imagine with our clients that “we have enough,” what new options would open up regarding values and goals? How would our ambitions for “getting more” change, if we assumed for the moment that “we have enough?”

Lloyd and Kate believe that visioning is a key competency for leaders in the 21st Century.

We were invited to envision the world in the year 2040. Working in small groups, incredibly powerful and hopeful futures were imagined across various domains including spirituality, health, the quality of our entertainment, a global family, and awareness of self as an instrument of change. One of the great aha moments of the evening was the understanding that such positive changes are indeed

achievable and emanate from who we are today.

We were then invited to offer advice to the leaders of today that would lead to the outcomes we envisioned. “Dream Big!” “Slow Down” and “Make products that last longer!” were among the kernels of wisdom we would share based on our visions of the future.

Lloyd and Kate offered that the issues of sustainability, sufficiency and enough are not the usual starting places for most of their clients. However, over the course of a coaching relationship, coaches can be aware of how these topics show up subtly in the challenges, dreams, and ambitions that our clients have. When appropriate, a discussion of these concepts can be rich and serve to reframe or open up new possibilities for individual growth, leadership effectiveness and indeed sustainability of our planet.



Lloyd Raines and Kate Ebner facilitating the April 22 meeting

Recalling significant changes that evolved quickly from the first Earth Day in 1970, Lloyd encouraged us to have hope in our abilities to make substantive and near term differences in the way we lead and

live our lives.

Imagine the possibilities! Then take a first step toward them.

Kate can be reached at www.nebocompany.com. Lloyd can be contacted through www.integral-focus.com

Book Reviews

Seal the Deal: The Essential Mindsets for Growing Your Professional Services Business

by Suzi Pomerantz. HRD Press, 2007

Review by Judith Westbrook

Reviewer's Note: This is a review, not a critique, to inform readers of the content and how it might be used in coaching.

Sweet spot—It's the intersection of networking, marketing, and sales that is where you seal the deal, according to author and leadership coach Suzi Pomerantz. Written from a coaching perspective, the book guides you through specific action steps to get your ideal clients. The material is presented as a 10-week self-study course. Each chapter includes a transcript of a real telecourse session, followed by additional explanation and worksheets, bringing each step to life. Everything to create and fulfill your own Personal Strategic Business Development Action Plan is provided in three distinct domains: networking, marketing, sales. Moreover, the book is about managing your relationships as assets (i.e., relationship asset management). If you stay on top of managing your relationship assets, your business will move at a constant speed. The book is your roadmap.

Many of us think we're not good at sales or are uncomfortable with selling. Much is involved in creating business opportunities.

The 10-step method to Seal the Deal discusses barriers to effective business development, rainmaking as a process, playing by the numbers, and getting out of our own way. People buy from us for a finite set of reasons: they like you, they trust you, they value your services, they want your services, they have a problem they need solved, and/or they trust the person who referred you. Networking and business development are not separate sports. We need to stay competitive in this market and networking is key to sustained business development.

Step 1: Demystifying Selling and Distinguishing Networking, Marketing, and Sales

Learn how to create, refine and practice your own 30-second commercial to use when introducing yourself on the phone or in person. Use this to answer the question, So, what do you do? After the dialogue piece, selling is further demystified with a few suggestions for how to reframe your thinking and how to understand your current mental barriers so you can get your head in the game. There are worksheets to help you explore mindsets and mental positioning with respect to sales as well as a chart depict-

ing the distinction between the three domains: networking, marketing and sales. Time management, both as a mental barrier to selling and as an organizational process, is also included.

Step 2: The Sales Process, Targeting Prospects, and Branding

Here your 30-second commercial is refined in more depth. The integrated model of the sales cycle—the Bowtie Model and the service cycle are presented. Targeting is introduced after which you are asked to address “moments of truth” in our service cycle and ways to build your brand. Again, you will see worksheets that help in creating your brand and developing your own strategic target list.

Step 3: Calling Prospects and Setting Up the First Meeting

In this step you call people on your target list to set up appointments. Calling prospects is an action that falls squarely in the sales domain. Remember, networking is what you do continually to meet people and make connections. Now, it is time to move some of those connections into your sales cycle. You set up meetings designed to determine if you will move the targeted prospects into your sales cycle. Discussed are phone fear, guided inquiry to help move through it, assistance to help make the calls and to set up

(See Book Reviews, page 12)

(Book Reviews, from page 11)

appointments and tracking progress. There is a list of reminders, suggestions, and tips for making these appointments, too.

Step 4: Handling Gatekeepers and Objectives

Be prepared to handle the myriad of gates, smoke screens and objections that come before securing the appointment you want. Knowing the various realistic kinds of questions, requests and reactions allows you to prepare your toolkit of responses. The materials explore how to respond to gate-keepers and to the objections you might hear from your prospect. Strategies to deal with rejection and overcoming objections are provided.

Step 5: The Client Meeting as a Chess Match

Many successful sales practitioners consider the client meeting to be part of the networking process, and they use it to go fishing. They are fishing to uncover a specific need that they can help address, or a specific problem that they can solve. Where does networking overlap with sales? Technically, that fishing expedition is part of the sales process, so be clear in your own mind where you are in the process! Being the leader of a process is difficult if you are not aware when you are in it. Networking happens all the time and sales happen when relation and preparation meet implementation. Do not

wait until someone asks you for a proposal to begin the sales process, you might miss a lot of bites.

Step 6: Following Up and Tracking

We have heard “what gets measured is what gets done” many times. The same is true for business development. Creating a methodology and a system that works for you, with your particular likes, and quirks, and style is important. This allows you to track your progress and track people who are in your sales cycle. You will learn how to follow up and track your actions.

Step 7: Proposals, Pricing, and Contracting

Here the book examines the tactical elements of being in a professional service business. Provided are a sample coaching proposal cover letter and the coaching portion of the proposal that included coaching and training. The purpose of proposals is discussed and models for proposals are provided. Other sections include pricing and how to shift money conversations, ask for what you want, and enter into contracting. There are sample coaching agreements and resources about coaching return-on-investment (ROI).

Step 8: Networking

Offered here is a summary of the Nine Mindsets of Networking, and outlines of networking actions we can consider using. Networking is not only for extroverts!

Step 9: Lessons-Learned Meetings and Expanding the Sale While Serving the Client

An easy avenue for building business while you are billing time is to generate new business with the clients you currently serve. This is a natural process as your client learns about you and what you offer. Similarly, you learn more about what your client needs and the conversations flow from your observations. Tools for expanding business while you are working are provided.

Step 10: Building Business and the Art of Referrals

You can build your entire business without ever making a cold call. Learning how referrals happen so that you can intentionally cause them is crucial. Getting a referral client out of the blue refers is wonderful, but you can't rely on that as a predictable stream of income unless you know how to cultivate referral relationships and can design strategies and systems to encourage and track referrals. There's an art to it, and it is not magic..

Final Thoughts and Next Steps

Sales are about enrollment, and authenticity is your access to that. You must have a clear vision that is supported by the work you've done to get ready.

Giving up attachment to any specific outcomes is essential.

(See Book Reviews, page 13)

(Book Reviews, from page 12)

Trust the process, and have fun with it! Remember: You are always networking!

One Year to an Organized Work Life

by Regina Leeds. De Capo Press, 2008

by Susan Braverman, PCC

OK, I confess. Some people are addicted to cookbooks; some people can't read enough about leadership. I am addicted to reading about organizing. (In fact, my husband has threatened to have inscribed on my headstone: "Wait! First I have to get organized!" Second choice: "I had a coupon...") So I've seen them all: *Getting Things Done*, *Organizing From the Inside Out*, etc., etc. There must be hundreds of books on organizing various aspects of life. Either we are the most disorganized people on earth or for some reason we seem to care more about this than anyone. Or maybe it's just a reflection of how out of control we feel. At any rate, is there room for another book on organizing? When I was first asked to review Regina Leeds' book, I mentally rolled my eyes. Then I began reading. My husband, who could be the poster man for Adult ADD, began sneaking peeks when I wasn't reading it. I scrupulously resisted the temptation to say, "Hey, honey, listen to this!" or underline

passages I hoped he would see later. But yes! There is definitely room for another organizing book. Ms. Leeds lets you in on the fact that she was raised by a very organized woman, which helped her naturally be very organized herself without the struggle most of the rest of us face, and enabled her to forge a career of helping others. She lays it out clearly, week by week, for the entire year. You wonder how in the world you could drag out organizing your office into such tiny steps that it could take a year. And not kill you with boredom in the process. You would be selling Ms. Leeds short. Not only has she broken the process into logical, manageable chunks, she has also interspersed it with some very good, thought-provoking and powerful questions to help you go deeper into the source of your procrastination, your self-sabotage, and your failure to take care of yourself. She does this gently, lovingly and without judgment—the perfect coaching stance to helping someone get organized and overcome their bad habits. She takes her mission seriously without being obsessive-compulsive. She knows there are many right ways to do this and she guides you to find what works for you.

I was pleased to see that I already do much of what she recommends—though there were a few good suggestions for categorizing and systematizing. But then, I'm an addict; I've been at this for years. I

was feeling very pleased with myself. "I'm definitely on top of this," I thought. Then I reached the chapter on procrastination, which she takes on for April. "Recognize how you benefit from procrastination," she suggests. Hmm. Having put off reading the book until 3 days before the deadline for the review, I felt my face grow warm. And without being heavy-handed about it, she taught me something. In Week 4 of April, she takes on what she calls "Improve Your Focus." In fact, she is talking about organizing your brain and retraining it. Powerful. Deep. Without feeling overwhelming.

In the spirit of not turning life into a set of disconnected compartments, she acknowledges the impact of organization (or lack thereof) on home life as well, and each chapter has home tasks that serve to support an organized work life. As the Zen Organizer, as she is called, she recognizes the importance of balance. Her attempt to get us better organized is in the service of freeing up more time and space for us to enjoy our labor, the fruits of our labor, our families, ourselves. She looks at everything that affects and is affected by our work lives. In June, Week 1 focuses on making meetings more productive. Week 2 looks at how we carry our past into our present by reacting to co-workers who push our buttons. Week 3 underscores the choices

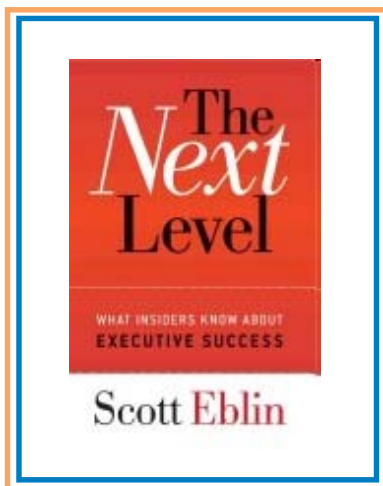
(See Book Reviews, page 14)

(Book Reviews, from page 13)

we make in our reactions. And Week 4 provides techniques for dealing with difficult people at work. Leeds' suggestions are practical and she doesn't get lost in her – or our – head. Her tone is light, matter-of-fact, clearly passionate about what she has to teach, all in the service of creating a calm, organized, focused and satisfying work environment, whether we work in a large corporate environment or a small home office. She means it. And she very much wants us to enjoy the benefit of it.

This is a book that clients could easily work through themselves, though there are certainly many opportunities for exploring deeper with a coach. I'm actually even tempted to go back and work through it myself...or maybe I could simply start with April.

Note: The August issue of *Learning* will include a review of Scott Eblin's *The Next Level*.



Inspirations

The Honor of Courage

by Renée Barnow

Since September 2008 our chapter has been providing coaching support to residents at Stepping Stones Shelter in Rockville, MD. The affiliation is one of the chapter's Community Outreach activities and has become a look-forward-to program for shelter residents.

Now serving the second group of residents, the six-session required program engages participants in conversations about issues they face in finding work, finding child care, and finding housing. Dan Martinage, ICF Chapter Director of Outreach, and Susan Samakow, President-Elect, kicked off the program, and Renée Barnow the chapter's Director of Communications has facilitated the sessions since then.

At each session, people are recognized for their courage and honored for actions they have taken to meet their goals. During the graduation session, participants receive a certificate and are recognized for accomplishments over the three-month period of the program.

Residents find the program a safe space during which they slow down and feel heard. Some enter bubbling over with excitement about what they've achieved since the previous session and with thanks for the

encouragement. Results between the first two sessions in January included one resident who found the ideal housing situation and one who reported she was now laughing at herself each time she felt impatient. Both credited the coaching on stress reduction techniques they learned in the first session in response to their shared goal of becoming more patient. Another resident at that session asked, "Where have you been? Can you come every week?"

As part of their graduation, one resident told the group that since she has been following the Attitude Adjustment 12-Step Program (from Barnow's book, *Action Based Communication: Changing Experience through Language*) her daughter repeatedly says how proud she is of her. Another person shared. "This might be corny. Allow yourself to take it in and use it and you will grow. This coaching stuff really works."

As an extension to the 6-week program, Stepping Stones is seeking one-to-one coaching for residents once they are living on their own. To be part of the extended coaching program contact Renée Barnow, renee@right-line.com.

Commentary

by Bruce Ervin Wood, SPHR, PCC

At particular points along the way, a soul-searching spiritual journey may follow different

(See *Inspirations*, page 15)

(Inspirations, from page 14)

paths. Everything works. Nothing works. Unwittingly, we stumble onto a particular path. Once we recognize where we are, we must consciously choose to do what we are already doing. We will follow that path until it seems to go nowhere, then wander in despair for a time until we blunder onto another. Again, it is time to accept responsibility without blame for this phase in our journey.

Often we don't deliberately make the significant decision. Instead, we come to realize that somewhere along the way, the decision has already been made. Then, we need to surrender and responsibly accept the choice as our own. In every important aspect of our lives, we will discover attitudes in ourselves we weren't aware of and find ourselves in situation that only later we realize we chose ourselves.

Giving up blaming others for our own decisions is a big step.

Blues Ain't Nothing But a Good Soul Feeling Bad
—Sheldon Kopp

Perhaps the "leap" of transformation is not a significant advance in the way we *do*. Rather, it may be a change in the way we *see and accept* another part of how we've always been.

Polly Agee Memorial Blood Drive

To honor the memory and birthday (June 9) of Polly Agee, Renée Barnow has arranged a special blood drive on Saturday, June 6. Bring your sustained enthusiasm from the June 5 conference to Children's National Medical Center where for 30 minutes of your time, excluding travel, for a 1-pint standard donation or approximately 2 hours for a platelet donation you can help save the life of a child. The hours dedicated to this Memorial Blood Drive are 10AM-2PM. Appointments to donate platelets are required. Although you can walk in to make a regular donation, to make appropriate staffing plans for a Saturday, appointments for regular donations are preferred. To make an appointment or for eligibility questions, e-mail Andrea Wolschleger at the Blood Donation Center, awolschl@cnmc.org.

You will be required to show ID and to get a badge before going to the Blood Donor Center located on the 2nd floor of the main hospital, Room 2302. Remember to get your parking ticket validated at the Blood Donor Center.



Picture Renée Barnow drew upon learning of Polly's passing.

News to Me

A story on the January 30 Prism Award program appeared in the February 6, *Washington Business Journal* and in the March issue of Global ICF's on-line publication *Coaching World*.

Congratulations to several chapter members who published articles in the March 2009 (Volume 7 Number 1) issue of *choice*: **Arty Coppes**, MA, ACC, *Assess for the Best* (with Sherry Hribar, MSOD, CPBA, CPVA, and Sherry Silverman, BA, CPBA, CPVA, CAIA); **Margie S. Heiler**, MS, MCC, CEC, *Turbo-charge your Coaching with the Right Tools*; **Suzi Pomerantz**, MA, MCC, *Transparency: Transparent Leaders Require Transparent Coaches* (with Bill Lindberg, JD, MCC)

Renée Barnow's book *Action Based Communication: Changing Experience through Language* was referenced in *Peer Coaching: Expanding your World through Reflective Practice* by Robin Levien and Adair Eves and is the featured selection on Mudd Face (www.muddface.com), a site that generates capital for charitable giving to organizations that respect the earth and the environment.

Learning Goings On

Career Management, Professional Development & Networking *Canceled*

Association of Career Professionals and Chesapeake Bay



OD Network are

offering a half-day program of two concurrent workshops, each repeated twice:

- ◆ ICF chapter member Carol Goldsmith will present her peak performance tool that identifies elements of a success process. Learn her 5-step Return on Experience™ model, which helps people tap into past successes.
- ◆ Kelly Dingee will offer a birds' eye view into the hot topics of social media. Learn how to leverage LinkedIn and its Special Interest Groups, Facebook and Twitter to connect and enhance relationships and to increase visibility and work opportunities.



May 18, 2009
8AM - 12 Noon
George Washington University
Alumni House
1918 F St NW
Washington, DC

Cost: \$40 (payable to ACP) if mailed before May 13 to Annabelle Reitman, 19 Canterbury Square, Apt 102, Alexandria, VA 22304; \$50 at the door.

Contact: Annabelle Reitman, anreitman@verizon.net or 703.730.6966 for more information and to request registration form.

Leadership, Stewardship & Sustainability—Workshop for Coaches

At the 2008 ICF global conference the topic of sustainability was a central theme for keynote speakers Vandana Shiva and Peter Senge. What they and many others are seeing is that we are in the midst of a paradigm shift in the ways we work and live. Leaders have an important role in ensuring the responsible and long-term sustainability of their own organizations as well as in addressing the broader challenges we face as a society and world.

As coaches, how are we developing ways to take part in these important conversations with leaders?

This 3-day program is about cultivating and applying a model of stewardship – for the leader and the coach. We will work with holistic frameworks, models, and tools that strengthen awareness and explore the connections between the leader's (and coach's) interior world, behav-

iors, and the larger cultural and social systems within which they operate. The workshop will:

Explore how coaching naturally aligns with values of sustainability, and how we can expand our vision and holistic awareness in the ways we coach

Strengthen our competencies for holistic listening, inquiry, provocation, and intuition that supports capabilities required by leaders in today's demanding environment

Develop and explore self-observations and behavioral practices that cultivate a stewardship mindset and culture within their organization

CCEU: ICF has approved 19 CCEU's for successful completion of this workshop.

July 9-11, 2009
The National 4-H Youth Center
7100 Connecticut Ave, Chevy Chase, MD

Cost: \$500, which includes materials (breakfast and lunch available for purchase at on site cafeteria)

Facilitator: Lloyd Raines, MCC, Principal of *Integral Focus*, and faculty of Georgetown University's Leadership Coaching Program

For more information, contact Lloyd at 301.933.8280 or Lloyd@integral-focus.com



www.integral-focus.com

A2Q Meet Carol Goldsmith, PCC, NLP (Neuro-Linguistic Programming) Master and Coach

Q: What is NLP?

A: NLP is both a field of study, and a collection of tools, that address the question: “How can a person change for good?” It holds that every behavior is made up of three things: our thoughts, our words, and our physical reactions to external events. These “neuro-linguistic” patterns become behavioral “programs” that a person habitually runs. (Actually, the programs run the person.) Procrastination is a program. Self-doubt is a program. So are states of confidence, commitment, excitement, joy. Change any one part of the program, and the behavior changes too.

Q: How would a coach use NLP?

A: In a variety of ways. NLP-trained coaches have access to dozens of powerful models and tools that they can incorporate into their work. In the “linguistics” category, NLP offers precision tools that sharpen a coach’s listening, questioning, and reframing skills. Also, hypnotic language patterns that help clients “go inside” during a visualization to access their deepest wisdom. There are what I call “neuro-change” tools. These work at the physical level to interrupt disempowering patterns and replace them with empowering ones. When Tony Robbins first

coached me to walk on fire, he used “anchoring” to teach my nervous system how to respond with power, instead of fear. Another category is made up of belief-change tools like The Perceptual Shift, Change Personal History, and The Walking Belief Change. These help clients shift perspectives and gain new insights into human behavior—both their own and other people’s. Beyond that, there are assorted techniques for building rapport, defining outcomes, and learning how to “assess, not assume” what’s going on inside the client by noticing their gestures and eye movement patterns.

Q: What parts of NLP do you find the most useful as a coach?

A: The language training has been priceless. I’ve learned more about language from NLP than I did from journalism and coaching school combined. Now I can cut through the client’s story and get to the issue with one or two powerful questions. Just as important is the understanding from NLP that behaviors and emotions have structure. Instead of dwelling on why they’re behaving or feeling a certain way, my clients learn how they get into that state. Awareness is the first step to making a change. It’s a whole lot easier to get unstuck when you know how you get stuck in the first place.

Q: Can you give me an example of using NLP to get someone unstuck?

A: Let’s take procrastination. The first question many coaches would ask their client is, “Why are you procrastinating?” Since the answer to “Why” is always “Because,” that question does nothing to change the behavior. An NLP coach would ask instead, “How are you procrastinating?” “What specific thoughts, words, and actions are supporting the procrastination pattern? Once you understand the pattern, or program, you can change it with any number of NLP tools.

Q: Where did NLP come from?

A: California, of course. Back in the 1970s at the University of California at Santa Cruz, a computer science major named Richard Bandler teamed up with a linguistics professor named John Grinder to study the greatest therapists of the day. Milton H. Erickson, Virginia Satir, Fritz Perls. Their guiding question: “What’s the difference that makes the difference between these therapeutic magicians and everyone else?” What they discovered were patterns of language, behaviors, and techniques that they proceeded to codify in two books: *The Structure of Magic*, volumes I and II. That marked the launch of NLP. Now thirty-five years later, NLP has

(See A2Q, page 18)

(A2Q, from page 17)

spawned hundreds of world-wide training institutes, books, audio programs and personal development gurus—like Tony Robbins. It's also working its way into coaching.

Q: Are there any NLP coach training programs?

A: Several NLP institutes offer coach training programs around the country. I'm in discussions with two training organizations to offer NLP coach training here. I expect to be announcing a fall schedule soon.

Q: How long does it take to get trained in NLP?

A: That depends on where you go, and whether you want to get certified. I spent two weeks a month in classroom training, plus weekly study groups, over a nine-month period to become a certified NLP Practitioner. From there I went onto Master Practitioner and Trainer certifications. The Trainer certification required me to develop and teach an NLP course under my instructor's supervision. I did that in 2002 with a course called Neuro-Linguistic Coaching, in which I adapted key parts of NLP into tools and models that coaches could use right away.

Q: Can you quickly share a couple of those?

A: Sure. The one that I use with every client is The Intelligent Outcome™ model. It provides six key criteria for success, and six questions for eliciting those criteria, that help clients create

compelling, achievable outcome statements. What I'm most excited about is the Return on Experience model, which my NLP trainer considers to be an important innovation in NLP. Basically, it shifts conventional wisdom from "role modeling" other successful people, to "self modeling" best experiences from your own past. When clients tell me they can't do something, I ask three questions that show them that yes, they can:

1. What do you want?
2. What do you need?
3. When have you experienced that?

The memory that arises provides important clues about the client's hidden success process. We then apply their strengths and best practices to create a

new success strategy that they know from experience works. When past performance informs present action, the result is a positive Return on Experience (ROX).

Q: How can coaches learn more about those models?

A: They're both described in my new book: *Return on Experience: Turning Past Performance into Future Success*, which will be published early next year. They can also visit my web site or call me.

Q: What other NLP books would you recommend for coaches?

A: I would start with *The NLP Coach* by Ian McDermott, *NLP at Work* by Suzi King, and *Introducing NLP* by John Seymour and Joseph O'Connor.

Special Request Kori Diehl wants to speak with coaches who have used Future Self exercises with their clients. If you can share reading resources, successes, failures and anything else, please contact Kori at koridiehl@aol.com.

Upcoming Events

May 13 *Susan Braverman*
Understanding Psychological Trauma: Listening to Survivors, and Healing and Recovery
Chapter Dinner Meeting,
Maggiano's Tysons

5 June 2009 *6th Annual Capital Coaches Conference*
George Washington University,
Cafritz Conference Center
21st and I Streets NW
Washington, DC

6 June 2009 *Polly Agee Memorial Blood Drive*
Children's National Medical Center
111 N. Michigan Avenue NW
Blood Donor Center, Room 2302
Washington, DC
Garage Parking Validated