

## Coaching as a Complex System

by Lisa Kimball, Ph.D

The rapidly expanding field of coaching draws from many theory bases including behavioral science, positive psychology, philosophy, and the study of living systems. Complexity Science offers another powerful scientific framework focused on the nature of change. Rather than being a single field, Complexity Science draws on work in sciences including chemistry, biology, mathematics, and sociology and shares conceptual roots with chaos and systems theory. Complexity scientists explore how patterns emerge in systems as varied as termite colonies, the stock market, rain forests, and human organizations. Complexity Science helps us understand how systems actually behave, not how we think or expect them to behave, by uncovering the principles and processes that explain how order, change and innovation emerge in these systems.

Many of the insights from complexity science won't seem all that new because they

resonate with what experienced coaches have discovered in the course of their practice. Principles from the framework of Complexity Science resonate with approaches that simply "seem to work." However, the benefit of developing an understanding of Complexity Science is that deepening our knowledge of the WHY of what works can suggest ways to innovate and tackle intractable challenges.

Three ideas central to Complexity Science seem particularly relevant to coaching:

**We need to develop an understanding of the nature of complex adaptive systems (CAS).** CASs are defined as systems composed of multiple agents—molecules, termites, plants, or people—in continuous interaction with each other while adapting to changes in the environment. The action of each agent influences the other agents because of the mutual context of the system they share. Some of the principles of complex adaptive systems can help us understand similar dynamics in

complex relationships like those between coaches and their clients. For example, it suggests a significant shift in our perspective about how we see our overall relationship with our clients—are we outside, inside, or on the border of their systems? Our deepening understanding of complexity leads us to see ourselves as part of the system, yet not the primary engine for change. A key implication is that it is not possible (or desirable) to attempt to understand the client and their situation as completely independent of the coaching process and relationship.

**At the edge of chaos is where systems are most adaptable and creative.** Complexity scientists describe complex adaptive systems as  
(See *Complex System*, page 4)

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# Message from the President

by *Ron Sloan*

Sustainability. . . .Helping the University of Maryland's First Coaching Conference!

The benefit of being associated with the ICF Metro DC Chapter is that frequently we are asked to help others develop their coaching programs and focus in a way that generates credibility and sustainability. Recently we had the opportunity to help the University of Maryland, Smith School of Business, create a presence and relevance in the domain of executive coaching. What an absolute pleasure! Any attempt to advance our profession, with serious research and focus, deserves our collective attention.

As many of you know, our annual conferences create an opportunity to learn, network and advance the profession of coaching for our members, community and peers. These events are highly rated and help us relate to the concept of SUSTAINABILITY as professional coaches working to make a difference. My objective this year as President is to ensure that as a chapter we support our members and others who share our strategic initiatives to enhance our profession.

The University of Maryland representatives contacted us to help advertise their conference and support the effort to meet continuing education requirements for our members, as well as introduce ICF to their participants. This was the proverbial WIN/WIN scenario. By all measures their first conference was an astounding success and our ICF representatives were there in "force" to support their agenda. We were able to get CCEU credits for all the presentations, which resulted in conference participation from more than 15 of our members. Moreover, in recognition of ICF's participation, the price of the conference was significantly reduced for chapter members.

Our ICF presence at this event was remarkable! Our chapter provided panel participants and breakout session coaches to help in their learning experience. I was proud of our participation and effort.

Sustainability is a priority for all of us. As I have stated many, many times, if you can't make a living (as a coach), you can't make a difference. Participating in events such as the University of Maryland's conference helps all create a foundation of SUSTAINABILITY!

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

**N**ewly launched! The much anticipated Library of Professional Coaching (LPC)! The LPC is an Internet-based center that provides access to a carefully selected set of resources associated with the field and discipline of professional coaching. In partnership and collaboration with the International Journal of Coaching and Organizations and *choice Magazine*, we are building an online library of professional coaching materials such as a growing pool of articles, research and white papers, which will serve as the ultimate Internet-based source of information about professional coaching. We strive to be an easily searchable database of trusted, high-caliber content about professional coaching.



There are several ways to participate and engage the library now. Check us out!

Become a Founding Member and get a discount off the year-long subscription option. Sign up at [www.libraryofprofessionalcoaching.com/Join-The-Library-P50.aspx](http://www.libraryofprofessionalcoaching.com/Join-The-Library-P50.aspx) before September 1, 2009, to receive a 20% discount. Use SPECIAL CODE: SPsd1. Submit an article to [www.libraryof](http://www.libraryof)

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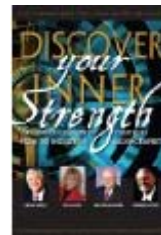
From **Jodi Sleeper-Triplett** comes the tip of *Today is Your Day* cards, which she suggests as a great coaching tool. Each week, ask your clients to choose an inspirational message to set the tone for the coaching session and for the week ahead. Clients of all ages find the weekly cards fun and thought-provoking.

The deck, which contains 52 colorful, hand-written messages to inspire and brighten every day—as a fridge magnet, a frame or a coaster—is eco-friendly and costs \$9.95 per set. Check out *Today is Your Day* cards at [www.live-inspired.com/products.cfm?categoryID=0&ProductID=366](http://www.live-inspired.com/products.cfm?categoryID=0&ProductID=366).



# News to Me

**C**hapter members **Margie Warrell** and **Arty Coppes** contributed chapters to *Discover Your Inner Strength* (published in June) with Stephen Covey, Ken Blanchard and Brian Tracey. Margie's chapter is on courage; Arty's is on building up resilience using CAN™ Coach Approach Now. The book is available for purchase at Amazon.



**Steve Gladis** and **Suzi Pomerantz** published "Perfect Pitch of Executive Coaching: Establishing the ideal value proposition," in *choice Magazine*, June 2009, Volume 7, Number 2, page 43.

"Coaching and Copyrights: Do I need permission before I share?," an article by **Teri-E Belf**, MCC and Liora Rosen, was published in the July 2009 issue of global ICF's online publication *Coaching World* (page 16). On page 22 in the same issue, **Renée Barnow** published "Packed Rooms for Power-Packed Sessions at ICF Metro DC's Sixth Annual Capital Coaches Conference" as part of the ICF Chapter News & Events column.

**Amy Schoen** was quoted in July 24, 2009, *On Dating*, *Washington Post* (page 8).

(Complex System, from page 1)  
moving among three states: stability at one end of the continuum, chaos at the other, and a state called the *edge of chaos* in between. When systems are in this zone between stability and chaos, they are most adaptable and creative. There is a balance between order and disorder where innovation happens. Costa Rica is an example of where two continents met and created a verge in which there is extraordinary biological diversity. Although it makes up less than three ten thousandths of the earth's land mass, Costa Rica is home to 5 percent of its species. What would it take to create this edge in a coaching relationship? How could we use this idea of balancing order and disorder to help clients who feel stuck?

**Small changes generate big effects.** Think about the proverbial straw that broke the camel's back, Rosa Parks sitting on the bus, or how a small business or economic rumor can have substantial consequences on Wall Street. In Complexity Science, what is known as the "butterfly effect" suggests that a focus on small changes can yield big results. Systems thinkers and good coaches know that big change efforts are usually less effective than many small actions for producing significant and sustained change. Complexity science offers a theory base to confirm the effectiveness of

encouraging our clients to look for "those small actions under your control, that you could take today, that could have a big impact tomorrow morning." Focusing on small changes gives us freedom to try many things instead of putting all of our resources into a few large efforts in which we become so invested risking that we miss other possibilities. What is really exciting and hopeful about complexity science is the affirmation that transformative change can emerge from very small shifts in behavior.

These ideas represent just a few of the concepts emerging from the field of Complexity Science that offer a theoretical base for some important elements of coaching practice. Coaches who explore and understand the complexity framework will discover applications to many aspects of their work including supporting behavior change, facilitating generative relationships, and catalyzing creative development.

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# Learning Goings On

## Team Coaching and Human Dynamics

As more and more organizations use teams to drive business results, they are turning to team coaches for help. This experiential course offers content that will help team coaches better comprehend and observe the elements of human dynamics related to coaching teams. Participants will have the opportunity to practice and observe team coaching, receive feedback and design approaches that will get results for their clients. For additional information, please contact course leaders Alexander Caillet (acaillet@accompligroup.com) or Chris Wahl (cwahl@accompligroup.com).

**Dates:** October 6-8, 2009

**Location:** Arlington, VA

**Cost:** \$1800, includes light breakfast and lunch daily

**CCEUs:** Applied for

## Using Adult Development Theory to Coach Leaders

For coaches interested in learning about 'hits' and 'misses' in coaching, the application of adult development theory to coaching leaders is invaluable. This course offers an in-depth understanding of the theory of adult development, its contributions

(See *Learning Goings On*, page 16)

# Global ICF Gleanings

by Ed Modell, JD, PCC

I have just returned from a powerful and productive three-day meeting of the global ICF Board and want to share what I can about three of the projects we discussed:

1. The work of the ICF Brand Development Task Force.
2. A membership growth strategy.
3. Potential improvements in the ICF credentialing program.

**ICF Brand Platform** The Board was presented with the findings of the ICF Brand Development Task Force, which includes Metro DC Chapter Past President Marshall Brown. This group of member volunteers, representing Europe, Asia Pacific and North America, and facilitated by global branding expert William Arruda, had discussed the findings of some 1,000 pages of stakeholder research and output from multiple focus groups to inform their recommendation.

Their recommendation included an overall brand strategy statement, ICF brand attributes and truths, all of which are truly representative of the largest global community of coaching professionals and completely aligned with the ICF Strategic Plan.

After careful review and discussion, the Board approved the task force's recommendation. Next steps for the ICF Brand Platform include:

- ◆ Finalizing brand positioning (including testing the brand in focus groups with key stakeholders)
- ◆ Establishing our brand strategy
- ◆ Building a brand plan (what, who, when and how —part of this plan will be a communication plan)
- ◆ Executing brand plan

The implementation phase will take any number of years to be completely operational. Buy-in and ownership on the part of key stakeholders, particularly ICF Chapters, is a prerequisite to achieving maximum impact and far-reaching effect.

**Membership Growth Strategy** During the January 2009 ICF Board meeting, members discussed ICF's overall growth strategy. Staff were asked to prepare recommendations on necessary infrastructure requirements as well as specific strategies for this growth.

The Board approved the overall conclusions and recommendations of the growth strategy. Any major financial impact of implementing these strategies (beyond costs that have already been budgeted for) and specific tasks outlined in the membership growth strategy would be presented again before the Board for their approval.

Recommendations included:

- ◆ Seizing the opportunity for growth that currently exists in Latin America
- ◆ Continuing to build upon and enhance chapter leadership presentations and ICF Virtual Education in Spanish and Portuguese
- ◆ Translating additional key documents into Spanish and Portuguese
- ◆ Building an ICF microsite in Portuguese
- ◆ Launching a new membership campaign to assist with membership renewals.

The question of quality versus quantity remains to be discussed in more detail in the future. Many of the global Committees have already begun deliberating this key issue.

**ICF Credentialing Program** In 2007, the Board made the decision to pursue a credentialing system that is compliant with the International Organization for Standardization (ISO) standards for bodies operating certification of persons. Since that time, a number of volunteers, key stakeholders, ISO testing experts and ICF staff members have been engaged in research, thoughtful conversations and developing possible paths that the ICF could execute in moving towards an ISO compliant credentialing program.

A number of decisions have been approved by the Board,

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which has allowed staff to work with experts and volunteers to obtain additional needed information, test scenarios on key stakeholders and refine suggestions.

The Board was presented with a schema for an ISO compliant individual credentialing system, and questions regarding possible transition and implementation plans. After careful review and discussion, the Board approved the schema for the purpose of testing on key stakeholder focus groups and directed staff to further research and develop transition and implementation plans based on their responses to several questions.

The Board wants to share this information with the full membership, and allow for feedback, after initial testing has been completed and comments have been reviewed and considered. The final transition and implementation plans will certainly take into consideration coaches currently on the path to an ICF Credential and/or current ICF Credential holders as it is ICF's intention to help coaches through this evolution of the ICF Credentialing program.

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

## Takeaways

**B**elow are summaries from various sessions at this year's Capital Coaches Conferences.

### The Art and Science of Executive Coaching: Eleven Lessons Learned Over 30 Years

by Kori Diehl

Kevin Cashman, author of *Leadership from the Inside Out*, began the keynote session with the provocative statement that "coaching must be infinitely adaptable." It is the art of this adaptability combined with the science of replicable, measurable results that leads to the power of our work as coaches.

Drawing from his 30-year career and the mentoring of leadership scholar, Warren Bennis, Mr. Cashman shared eleven lessons that he has gleaned about coaching. Following is a brief summary of those lessons.

1. Coaches can have their biggest impact in times of challenge and change, particularly in helping their clients remember what is truly important.
2. A crisis seldom is what it appears at first glance to be. Cashman suggested that the current financial crisis is really a crisis of character.
3. Executive coaching is an inside out (through our

questions) and outside in (through our expertise and feedback) process

4. Coaching builds awareness, commitment, practice and accountability from inside out and outside in.
5. Coaches must coach the entire enterprise.
6. Leaders and coaches go beyond what is.
7. Coaching fosters a shift from management to leadership.
8. Coaching must help clients get to their core purpose, which derives from the juncture of talents, values, competencies and passion.
9. Executives must play both offense and defense.
10. Coaches must coach to the head and the heart of their clients.
11. The core competency of executive coaching is presence—with ourselves, with others—being open to innovation and our own ~~personal development~~.

### Five Truths of Great Work

by Kori Diehl

Michael Bungay Stanier, our special featured speaker, reenergized the room after the luncheon break. Immediately evident to all was that Michael deserved his 2006 Canadian Coach of the Year acclamation as he fully engaged his clients (the audience) in their own work from the start of his program. If you can imagine a swarm of

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(Takeaways, from page 6)

hungry ants at a picnic, you've got a good picture of the movement in the room as we networked with each other, doing what coaches do best...asking powerful questions! Through a series of 3- to 5-minute walkabouts, dyads worked together to share a current dilemma and received some on-the-spot coaching and the gift from their partner of a "killer" question or intervention that might be helpful in addressing the dilemma.

Attendees received Michael's book *Find Your Great Work* from which he drew his expertly interspersed topic for the day: The Five Truths of Great Work.

1. Things only get interesting when you take full responsibility for your choices.
2. Changing your focus changes what's possible.
3. You must know what you'll say "yes" to and what you'll say "no" to.
4. If everyone's happy, then you're not doing great work.
5. Great work is not a solo journey.

Michael is incredibly generous with his contributions to the field of coaching and for those on their own journeys. A number of very useful tools can be downloaded from [www.findyourgreatwork.com](http://www.findyourgreatwork.com) and you can contact Michael at [admin@boxofcrayons.biz](mailto:admin@boxofcrayons.biz).

## Secrets of Leadership

**Alchemy**—Kanu Kogod, Ph.D., MCC and Gail Williams, MS  
by Cynthia K. Wiley

Kanu and Gail shared the fundamental models and principles of The Leadership Alchemy Program that they developed and delivered over several years at NASA.

Kanu and Gail began with the premise that leadership is 'A Way of Being' that includes the whole person. People learn holistically through their head, hearts and hands. Therefore, linguistic, emotional and body elements as well as mood and the coherence of all elements were addressed. As new practices were adopted, the normal coherence between mind, body and emotions was broken and breakdowns occurred, which offered opportunities for growth, coaching and new behaviors. Scott Cody, a somatic coach specializing in executive presence (trained at the Strozzi Institute) partnered with Kanu and Gail to help participants use their bodies as well as their minds.

The program offers seven guiding leadership development principles each with a coach role:

1. Breakdown to Breakthrough—Coach Role: Keep the 'uncomfort' level to what leaders could handle.
2. Intentional Commitment—Coach role: Ask "for the

sake of what (larger than themselves)" does the leader want to change their future and continue learning?

3. Wise Leadership—Coach role: 'Hold up a mirror' to the client's limiting assessments and story.
4. Appreciative Inquiry—Coach role: Affirm past and present strengths, successes and potential of client.
5. Recognizing and Shifting the Context—Coach role: Shifting context at the personal, interpersonal, team, organizational and/or environmental levels.
6. Mood Cultivation—Coach role: Demonstrate to clients how to shift mood in an environment (e.g., asking positive questions).
7. Communities of Practice—Coach role: Create a learning community.

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## The Anytime Coaching Model

—Wendy Swire, PCC and Teresa Kloster, ACC  
by Dianne Rankin, PCC

Those attending Teresa Kloster and Wendy Swire's presentation, *Anytime Coaching: Unleashing Employee Performance*, left with many practical tools and tips for coaching their clients to build the capacities of their employees, as well as themselves. Based on research of outstanding leaders in the Federal and private sectors, the Anytime Coaching

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Model relies on four practices to attain day-to-day performance improvement: observing, inquiring, responding, and listening.

In their highly interactive and engaging session, Wendy and Teresa invited participants to try some of their tools and exercises, which received high marks from all.

Disappointed that you missed this lively session? All is not lost—you can still benefit from these practical tips by ordering Teresa and Wendy's recently released book of the same name from Amazon or Management Concepts.

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## Where Could You Be More Courageous?—

Margie Warrell, ACC

by *Monica Thakrar*

In this session Margie helped participants focus on how to bring more courage into their lives and used her own life story of starting her coaching practice and writing a book all while being a wife and mother of 4 young children as living example of how to do it.

She focused on the idea that so many of us are held back by fear—fear of failure or coming up short, which holds us back from living our full potential. Fear is not a bad emotion, she said, but we focus on it in order to shield us from emotional pain rather than physical

pain. Fears manifest in three different ways: in limited aspirations, in our private and public conversations and in our actions. All of us could be bolder if we shifted how we spoke to ourselves and others and what actions we took.

Margie said that there are three crucial conversations for courage as well as the types of questions for each conversation:

1. Descriptive conversations—Where am I held back? Where am I stuck in my limiting stories? Where do I need to push back on some assumptions?
2. Speculative conversations—Where do you want to go? What inspires you? If you aren't feeling vulnerable about what you are thinking about, then you are not thinking big enough. You have to be bigger than the obstacles that get in the way.
3. Action conversations—How could I be acting bolder? What is the cost of staying in our comfort zone?

As a way to overcome our fears Margie offered a three-step process to living more courageously:

1. Name It—Acknowledge the fears you have
2. Tame It—Know that your fears exist, but do not let them get in the way by telling them that they are not going to stop you

3. Step Through It—Feel the fear and do it anyway. Feel the fear at your core and know that the feeling is not as powerful as you think.

Being courageous is not the absence of fear, but stepping through the fear and taking action. Life rewards action and delay in action gets increasingly more expensive. So what action do you want to take today?

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## Mindfulness and the Social Brain—Janet Baldwin Anderson, Ph.D.

by *Barbara Clay*

Janet Baldwin Anderson said that it was important for us as coaches to “Understand the potential of the human mind.” In an engrossing and thought-provoking session that combined a discussion of mindfulness with updating us on the latest findings in neuroscience research on human relationships, Dr. Anderson gave us a sample of how we can begin our journey of understanding.

First, with her guidance, the entire audience had an opportunity to experience a brief period of mindfulness, followed by a discussion of how mindful awareness can help us to be more in touch with ourselves and others. We also learned common ways to cultivate mindfulness. Dr. Anderson quoted Kabat-Zinn in a discussion of the importance of cultivating mindfulness in

*(See Takeaways, page 9)*

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ourselves so that as coaches “We can pay attention in the present moment as non-reactively and open-heartedly as possible.” This helps enhance the quality of the coaching relationship because we become more attuned to the nonverbal emotional messages from others. Dr. Anderson also pointed out that a study of the brains of monks who practice meditation over ten hours per day indicated that the actual “wiring” of their brains appears to be different from less experienced meditators.

In her presentation of the latest neuroscience research on the social brain, Dr. Anderson pointed out that the findings indicate that the brain is an organ of adaptation. Focused learning can actually alter the brain, and interpersonal experience promotes neural plasticity—rewiring the social circuitry. As a result, the capacity for human change is enormous, with mirror neurons serving like an “as if” mechanism, and amplifying the concept of “practice makes it better.” The audience was able to experience this phenomenon through an exercise where we used no words and spent several minutes looking directly at a partner. In the discussion following, it was clear that most of us had experienced being “in synch” with our partners, achieving some type of psychological closeness using only nonverbal communication. Think of how that can

translate in terms of coaching presence and becoming attuned with ourselves and our clients.

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## Coaching Kids and Teens: Discover the Fountain of Youth—

Jodi Sleeper-Triplett, MCC  
by *Claudia Esteve*

In this session, we learned that coaches are in a unique position to bring joy and fulfillment to the lives of kids and teens. According to Jodi, “Coaching the whole child, not just the ‘academic child’ or the ‘athletic child,’ is the key to a successful and rewarding coaching experience.” By initiating the coaching process with youth, we are able to increase motivation and help clients build self-confidence and self-awareness during the formative years.

The participants were encouraged to embrace the challenge of the “parent factor.” When coaching youth, it is important to establish boundaries for parents. They are used to being involved in all aspects of their child’s life, even when they are in high school or college,

and have difficulty taking a step back from the coaching process. Be patient. Use the same coaching skills and tools available for adult clients to create a partnership with the young client while gently pushing the parents to the sidelines.

We discussed coaching readiness, which varies by EQ not only IQ or chronological age. Before coaching kids or teens, ask questions to make sure that they are ready for independent coaching.

Jodi explained that it is helpful to have teen clients put goals in writing and to establish a coaching plan. Make sure the teens are clear about the idea of accountability. The client is at choice. Often this is the first opportunity for a teen to be in charge. And this new role is empowering!

When coaches build rapport and trust with teens, they are more willing to take responsibility for their actions. Remind your teen clients that it is okay to make mistakes—simply own up to them and move forward.



*Jodi Sleeper-Triplett during her presentation*

*(See Takeaways, page 10)*

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## Coach toward Political Savviness: Help Clients Navigate Office Politics with Emotional Intelligence

—Halelly Azulay and Kathy Reiffenstein  
by Amy Gleklen

Halelly Azulay and Kathy Reiffenstein presented and facilitated an innovative and interactive workshop on mining the gold of office politics. They asked the participants to separate into groups of 8 to discuss a politically charged case study involving many characters in a fictitious company.

Groups discussed the information, knowledge and insights of each character that might have helped the manager charged with developing an initiative. They were also asked to identify the “land mines” and “gold mines” available to the manager.

Halelly and Kathy explained how to use an emotional intelligence (EQ) lens to increase political savvy. They summarized the four key skills that comprise EQ and strategies to use:

1. **Self-awareness** Your ability to accurately perceive your own emotions in the moment and your emotional patterns across situations. Strategies include understanding your goals, identifying those with whom you don't get along

and how you might be contributing to the conflict, increasing your awareness of your own filter, and knowing your own and your team's reputation.

2. **Self-management** Your action-or lack thereof-as a result of experiencing these emotional reactions to specific situations or people. Strategies include determining what changes you can make, communicating your needs to others, promoting your own contributions, lobbying your ideas, and adjusting your own approach, message and style.
3. **Social awareness** Ability to read other people's emotions accurately and gauge what they are thinking and feeling, even if it's different from how you are feeling. Strategies include becoming a student of people, determining the key players, identifying those critical to your success, learning the unwritten rules in your organization, observing what works, and doesn't in your organization, checking in with key stakeholders, and appreciating others and their contributions.
4. **Relationship Management** The product of the other three emotional intelligence skills. Your ability to use your awareness of both your emotions and others' to drive successful interaction. Strate-

gies include identifying the potential impact of your success, developing strategies to enlist support, assembling a network of trusted colleagues, activating a broad base of ambassadors, reaching out to your toughest opponents, making deposits into your “social capital” account, building coalitions and consensus, working to achieve “win-win” solutions, and remembering the law of reciprocity—give early and give often.

At the end of the session we broke down into our groups and brainstormed about ways we might coach and advise the manager to move his initiative forward using an EQ lens. Halelly and Kathy did an excellent job simulating a politically charged office environment and how we as coaches could help our clients should they face a similar situation.

## Using Images to Journey with Intuition and Creativity to Transformation with the Coaching Process

—Jane Kerschner, ACC

This summary provides potential uses for the 72 photographs that participants explored during the session.

Images are great to:

(See Takeaways, page 11)

(Takeaways, from page 10)

- ◆ Explore difficult, emotional team or individual issues in wholly fresh and safe ways
- ◆ Access and release unexpressed ideas, emotions, stories, and possibilities
- ◆ Find connections with each other and appreciate unique perspective of each other
- ◆ Reframe conflict situations: innovative, play, create solution that incorporates diverse perspectives
- ◆ Infuse fun in the coaching process
- ◆ Process transitions from stuck to unstuck, dark to light, unprepared to prepared
- ◆ Shift to the right brain in responding to key powerful questions
- ◆ Take a break from the present moment or use when you, the coach, are stuck
- ◆ Get clients to use words, phrases they may not normally use
- ◆ Great for clients who are overly analytical. For example, use with a group of scientists to explore being present and engaging in meaningful dialogue to strengthen their communication skills and awareness of different perspectives. Help

them stretch cognitively and emotionally. Use scientific images to explore what they see beyond their work

For telephone-based clients:

- ◆ Send photos via e-mail to use during coaching sessions
- ◆ Include a set of 20 photos in their welcome packet to use in your work together

Questions to ask about the pictures:

- ◆ How does this picture represent your life?
- ◆ What does your future self say about this picture?
- ◆ What does this image look like from several different perspectives?
- ◆ What do you feel when you look at these images?
- ◆ Which image makes you



- feel scared, intimidated, inspired, empowered?
- ◆ How is this image like your career? What image would you like for your career?

## MCC Coaching Demonstrations

The following summary is from one of five concurrent coaching demonstrations.

Diane Hetherington Session  
by Marsha Hughes-Rease

### Observations

- ◆ Started the session with the question, "What outcome would you like from this 20-minute session?"
- ◆ Revisited and clarified the goal
- ◆ Offered feedback about physical affect and asked for confirmation
- ◆ Summarized
- ◆ Did a time check by asking, "How would you like to spend the next 5 minutes?"
- ◆ Was present with and tracked the client
- ◆ Facilitated decision making; did not make the decision
- ◆ Able to create an energy field
- ◆ Brought the session to a close by asking, "What's the takeaway?"

### Client's Feedback

#### What Worked

- ◆ Goal agreement about the coaching session
- ◆ Coach sensed the energy
- ◆ Appreciated the opportunity to gain increased clarity about issues
- ◆ Addressed the "gremlins"

#### What Would Have Worked

- ◆ Could have challenged me more

(See Takeaways, page 12)

(Takeaways, from page 12)

### Coach's Feedback

- ◆ Get measures of success
- ◆ Emphasize or focus on the generative (i.e., instead of asking about the obstacles, ask what would make this work)
- ◆ Mirror back to the client verbally and physically

The pictures below are from two of the other coaching demonstrations. The first is Sandy Mobley coaching Walt Hogan; the second, Suzi Pomerantz is coaching Peter Sherer.



## Inspirations

In life we cannot avoid change, we cannot avoid loss. Freedom and happiness are found in the flexibility and ease with which we move through change.

*Jack Kornfield*

(See *Inspirations*, page 15)

# Book Review

## *The Next Level What Insiders Know About Executive Success*

by Scott Eblin. Davies-Black Publishing, 2006

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.

Many of us want to get to the next level and Scott Eblin has given us a way to clearly see a path to take in *The Next Level*. The book is written as though we were sitting together discussing Eblin's experiences as a Fortune 500 human resources executive. With more than 20 years' experience as an advisor and coach to senior leadership, he works with clients to help them successfully navigate the ever-changing and challenging landscape of leadership.

Moving successfully to the executive level requires a conscious intent about what behaviors and beliefs to keep, and which to let go. Eblin frames two phases of incompetence to the next two phases of learning. The first phase is what you don't know or unconscious incompetence—ignorance is bliss! This leads to conscious incompetence when you begin to discern that there are things you need to know that you don't know. Next we are introduced to the Learning Continuum where you enter the phase of conscious competence, which shows you that you know what you need to know but it doesn't

yet come naturally. Next is unconscious competence, in which you know what you need to know, you're good at it, and you're operating at your best with ease. This is what Eblin names moving toward competence. A repeating theme is operating at your best. You are encouraged to identify your best level and make that the place where you spend most of your time.

What to do? Have confidence in your presence; be accountable instead of responsible for results; define what, not how; look left and right as you lead. All of this advice is supported by picking up talent and learning what to let go of. Eblin provides a chart and lengthy discussion of how to maneuver the rough executive waters. He frames this advice in three stages: Personal Presence, Team Presence and Organizational Presence.

The Anatomy of the Next Level is based on one of the nine pairs of behaviors and beliefs that one must pick up and let go of to be a successful executive. Under Personal Presence we are encouraged to pick up confidence in your presence, regular renewal of your energy and perspective, and custom-fit

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communications. Under Team Presence we are encouraged to pickup team reliance, defining what to do, and accountability for many results. Under Organizational Presence we are encouraged to pickup looking left and right as you lead, an outside-in view of the entire organization, and a big-footprint view of our role. Each chapter discusses these “pickup” hints in depth and covers that which we should let go. Because executive development is an ongoing journey the author offers two models to continue to support development: Executive Success Plan (ESP) and Situation Solutions Guide.

Pick up confidence in your presence and let go of doubt in how you contribute. Eblin discusses moving from the tactical to the transformational. He introduces the ESP, which encourages the executive to take action (i.e., ask for feedback, share and validate, choose action items, chose next steps). Building relationships is emphasized because you should at this level fully understand that you cannot do the job alone. This is part of letting go (e.g., thinking it’s all about you). This is about being a peer and working with your executive colleagues. Trust your gut that you can contribute and do so; the team is depending on you. Visualize how you want to show up, do your homework

and develop grounded confidence.

All this will work so long as you remember the need for taking a break and having balance. Performing at your best requires taking a break. Eblin encourages his clients who work 15-hour days and weekends to take one day off. When they do, it’s usually a Sunday, which gives them one day to refresh and get ready for the week. Over time his clients learn that Monday isn’t so bad; it’s easier to listen, and they come back with renewed energy. He introduces a tool that he developed with his wife, the Life GPS – no, it’s not the Global Positioning System – it’s the Life Goals Planning System, or Life GPS. He offers it to discover what is most important in your life, what you need to do consistently to serve what is most important, and the means to remind you of how you are at your best. He suggests that repeating routines in the mental, physical, spiritual and relational domains will serve you well to continue to perform at your best. Finally, consider the goals you have in three key arenas of your life: home, work, and community.

**Pick up custom-fit communications and let go of one-size-fits all communications.** This resonates with most of us as we hear the same phrases over and over again. Casual conversations are quoted. You need to remember people are listening because

you are the leader. You need to be deliberate. Be careful. You are in a position to affect people’s lives and you should not take that lightly. Eblin offers a simple model by David Ulrich, business professor at University of Michigan:

1. What?—What issue needs to be addressed
2. So what?—What are the implications that make this issue worthy of consideration.
3. Now what?—What needs to be done next?

When communicating with Senior Executives you need to listen, prepare to make positive impressions, keep it crisp and to the point by offering solutions, not problems. And, always remember, presence begets presence.

**Pickup team reliance and let go of self-reliance.** One would think we all get this but have you ever worked on a team where one person ran the show? I’ll bet you have. It’s hard to get your ego out of the way and wait for the team to come up with the solution. Turn over the functional work to the team. You need to step away from being the go-to person and develop a go-to team. Don’t compete with your team and get the right people in the right roles so they can be successful. A good tool for doing this is the GRPI = goals, roles and responsibilities, plans and processes, and interpersonal norms.

**Pick up defining what to do and let go of telling how to**

*(See Book Review, page 14)*

*(Book Review, from page 13)*

**do it.** This is probably one of the most difficult tasks in assuming a leadership role. After all, what got you here was your expertise. It's hard to let someone else be the expert, and you must. The outcomes depend upon it. You must manage the entire team and cannot spend your valuable time doing the small tasks. As a member of the executive team, you are a keeper of the "what" but not "the" keeper of it. Partner with your executive colleagues to determine what is most important to the big-picture strategy of the organization and then determine what contributions your part of the organization can and must make to the strategy. Tim Gallway offers STOP: Step back, Think, Organize your thoughts, Proceed. Set expectations with your team, they will appreciate your guidance. This leads to telling them what success will look like and the results you need.

**Pick up accountability for many results and let go of responsibility for a few results.** You are accountable for that which others are responsible for. Reframe your definition of work, that is, work at the executive level is more intangible and ambiguous. Your satisfaction will come from the fact that the job got done, not that you did it or it was done the way you would have done it. Your work is to oversee the process, something that you cannot touch and is still part of

the outcome. The implications of the accountability model are, What have you done for me lately? You own the results, good or bad. You and your peers are accountable for solving bigger problems. For you, as an executive, having a staff that you can empower to deliver the results enables you to take the broader perspective that is expected of you. For your staff, the empowerment that comes through you enables their professional development and job satisfaction. Picking up team reliance, defining what to do, and accepting accountability for many results are the transformational steps you can take as an executive to build the team presence required for next level performance.

**Pick up looking left and right as you lead and let go of looking primarily up and down as you lead, or, broaden your field of vision.** Derailment can occur if you fail to develop collaborative relationships with your peers. If you only look up to what your boss is doing and down to what your team is doing, you lose sight of what's happening around you. Get to know your peers, build trust, establish credibility, collaborate with your peers, and show up as an equal. It is important to focus on what success looks like to senior management. What are the metrics that need to be met? What's the deadline? Who do we need to consider? How often do items need to be

updated? Defining the protocols around communication can help you strike the right balance. Stay grounded about your own team. This is demonstrated by providing the feedback you collect as you maneuver throughout the organization. They need to hear the good and the bad so they will learn and grow. Your job is to help them understand where and how their work fits into the bigger picture.

**Pick up an outside-in view of the entire organization and let go of an inside-out view of your function.** Eblin talks about functional leaders and how they are willing to discuss what they can contribute and how they continually search for validation that they do contribute. At the executive level the focus shifts from "me and my team" to "us and the leadership team" of the entire organization. Next you need to move from "us" to "them" meaning the stakeholders and competitors in the external environment. Overcoming the "me mindset" and moving into the "us mindset" refers to leaving behind the function-centric approach for the organization-wide perspective. If you can view your organization with an outsider's perspective to understand the context of the broader environment, you will add value to the organization. If you sit in your silo and hoard information as you have in the past to be the person everyone

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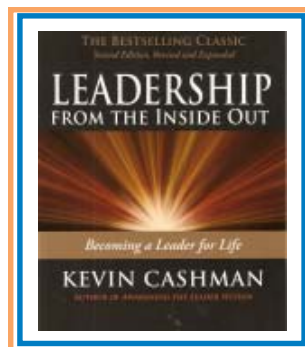
counted upon, it will not serve you well at the executive level. That keeps you stuck and not able to see what's going on around you, the bigger picture. You may even have to share some of your resources for the better good of the organization. Your CEO expects you to be able to play with the rest of the team and sometimes that means making sacrifices that in the past you would resist. It's time to broaden your field of vision. Be flexible enough to show the executive team you are willing to work for them, for us. The nature of change that has to occur is to think bigger. Before it was the customer, now it's about the business as a whole. How will your decision impact the company? You need to be familiar with the key financial indicators and the factors that affect those indicators. As you move forward you bring your team along, informing them of what needs to be done and how they can contribute. Never forget the stakeholders and always challenge your executive colleagues to keep the company in mind.

**Pick up a big-footprint view of your role and let go of a small-footprint view of your role.** Expectations change when an executive title appears after your name. Stories will be developed about you by people you know and do not know, all with different expectations. Hold on

to the thought that you know you have not changed, which will help you stay grounded. You need to learn to deal with these expectations, like living with a higher profile. Eblin provides several ideas about how to deal with this new role: keep a sense of humor, think before you speak, allow others to speak—don't take up all the air time and welcome feedback. Remember your job is to contribute to the organization so choose the path by using the new talents you have acquired.

Living at the next level is picking up what you need and the courage to let go of what served you well in the past. The skill of strategic choice has applications that extend beyond executive life. We each have the opportunity to move forward through learning by doing, observing the outcomes and asking adjustments to our behaviors when necessary. None of us can see everything that is ahead of us. What we do have is the opportunity to operate from how we are when we are at our best.

**Note:** The November issue of *Learning* will include a review of Kevin Cashman's *Leadership from the Inside Out*.



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## Celebrating Diversity— Greater Truth?

by Bruce Ervin Wood, PCC, SPHR

The book *Multicultural Manners—Essential Etiquette for the 21<sup>st</sup> Century* by Norine Dresser explores the ways various cultures experience the same situations in different ways. The book's intro respectfully sets the stage reminding readers not to fall into the trap of stereotyping the members of any group by attributing one way of knowing to every particular group member. Rather than conducting a tour of a circus sideshow, the author guides readers with words that honor differences.

Part of the value I create as a coach comes from helping others see things differently. Reading Dresser's observations coached me into different 'knowings.' For example, Korean Buddhists only write a person's name in red ink if that person is dead (teachers take note); the Cambodian practice of "mother roasting" is believed to impart the healthful effect of heat to new mothers. Gifting a Chinese family with white flowers may symbolically represent bringing death to the family. Giving yellow flowers means "I miss you" to Armenian culture, while among Iranians yellow flowers mean "I hate you." Walking amid this garden of differences enabled me to grow my awareness of

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and limitations for coaching and how it informs use of self-as-coach. The three-day course is highly interactive, and is held in a beautiful serene setting highly conducive to learning, reflecting and sharing. Participants will be required to take the MAP (Maturity Assessment Profile) at an additional cost of \$325, unless they have already taken the MAP. For more information, or to register, visit [www.beyourowncoach.com](http://www.beyourowncoach.com).

**Course Leaders:** Barbara Braham, MCC and Chris Wahl, MCC

**Dates:** October 21-23, 2009

**Location:** Arlington, VA

**Cost:** \$1800, includes a light breakfast and lunch daily

**CCEUs:** 17.75

### The New Inhabitant . . . And the Gift of Crisis Leadership Conference

**Course Leaders:** Julio Olalla, MCC and Bob Dunham

**Date:** October 28, 2009

**Location:** Washington, DC area

**Cost:** \$229 if registered by September 1; \$269 after September 1.

For more information contact [Carol.shannon@newfieldnetwork.com](mailto:Carol.shannon@newfieldnetwork.com)

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how what I 'know' of the daffodils, crocuses, tomatoes, strawberries, oriental maples and oaks familiar in my own garden often limits how and what I see. Knowing there are many more kinds of flowers opens new possibilities.

As a coach, many of Dresser's stories remind me that very little of what I 'know' from my memberships as father, husband, artist, poet, suburban, WASP, boomer, executive, not-internationally-traveled, post-

graduate, and ICF-certified accurately describes what is. The stories reinforced the power of foregoing assumption and inhabiting curiosity—being in the question—as a coach.



## Upcoming Events

- 14 August 2009** Deadline for submitting applications for ICF International Prism Award  
[www.coachfederation.org](http://www.coachfederation.org)
- 18 August 2009** *Byron Van Arsdale*  
Three Keys to Running Effective Teleclasses  
Chapter Meeting 1-2 PM  
Via Telephone at Your Home or Office
- 21 August 2009** Deadline for submitting applications for ICF Chapter Award  
[www.coachfederation.org](http://www.coachfederation.org)
- 15 September 2009** *Kori Diehl*  
Overcoming Blocks to Making Choices  
Chapter Dinner Meeting  
Maggiano's  
2001 International Drive  
McLean, VA
- 15 October 2009** *Renée Barnow and Michelle Kunz*  
Making Sound Choices in Coaching Conversations  
Chapter Dinner Meeting  
Embassy Suites  
4300 Military Road, NW  
Washington, DC
- 22 October 2009** Deadline for submitting articles, poems, drawings, news, course information and more for *Learning* Volume III Number 1  
[communications@icfmetrodc.com](mailto:communications@icfmetrodc.com)
- 2-5 December 2009** ICF Annual International Conference  
Rosen Shingle Creek Resort  
Orlando, FL