



Celebrating Anniversaries

This issue marks the beginning of the third year of *Learning*, the chapter's quarterly publication. Gratitude goes to the contributors who have provided material, inspiration and eagle eyes.

Also celebrating an anniversary is the Prism Award. This is the second year the chapter will be honoring a client organization. Nominations are due November 15, 2009, and the award luncheon is February 12, 2010 during International Coach Week. *Please consider nominating one or more of your client organizations. The organization can be for profit, not-for-profit or governmental.*

The Prism Award salutes the organization that has made the greatest commitment to coaching initiatives and coaching's impact on employees in the accomplishing significant business results.

The ICF Metro DC Chapter is the second chapter in the USA to give this award.

By acknowledging both the organization and the coach(es) who contributed to its success, the Prism Award raises the profile of the value of coaching within the business community. It is one of the many ways the ICF Metro DC Chapter demonstrates its strong commitment to the highest standards and ethics in coaching.

Qualifying Criteria

- ◆ The organization uses coaching for leadership development.
- ◆ There is a sponsor in the organization who actively champions coaching within the business.
- ◆ There are demonstrated organizational benefits from the coaching initiative.
- ◆ There is a defined plan for the future of the coaching initiative.

Eligibility

1. The organization must be nominated by a coach who is an active member in good standing of the ICF Metro DC Chapter and who is certified by ICF or

has graduated from an ICF accredited school, or is currently in coach training with an ICF accredited coaching school (listed at www.coachfederation.org).

2. The organization must be located within the greater DC area. Submitting coaches may be located outside greater DC, but must have named ICF Metro DC as their "home" chapter.
3. The coaching may have begun earlier, however a considerable portion of the initiative must have occurred in 2009.
4. A representative of the organization must be available to be interviewed by members of the selection

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Message from the President

by Ron Sloan

You've Got PEOPLE!!
As I write this brief review of our year, I am thankful that regarding our Chapter we've "GOT PEOPLE!" Of course it takes the efforts and dedication of so many to make so much happen for our Chapter. There may be people in the background you may never have met, yet the business of our work together continues to produce fabulous results.

During this brief column, I would like to highlight some of the accomplishments of "our PEOPLE!" We began the year with our first Prism Award presentation with a committee of members chaired by Board member, Arty Coppes. The thought was to select companies nominated for using professional coaches to help build positive results for their organizations. The awards ceremony was held during International Coach Week and was a great event both for our chapter and for the recognition that coaches can and do make a difference.

In February, planning for the annual conference got off the ground with Co-Chairs Judy Rodda and Kate Woytowich. These two worked tirelessly with a strong committee to produce a conference that set many records for success for our

chapter. The interesting aspect for this conference was that until Judy and Kate stepped up to the challenge, they were not yet members of our ICF Metro DC Chapter! They volunteered while attending the Prism Award luncheon. Again "our PEOPLE" at work!

Many of you have attended our monthly chapter meetings, and all have been educational and helpful in our learning process. The Board member behind the monthly task of planning and implementing these sessions has been Emily Cameron. Her efforts have made a tremendous difference in the successful speaker presentations we enjoyed during 2009.

There are a group of Board members who work tirelessly on the business of the chapter. Don Peterson manages the financial tracking and reporting for our membership. Steve Heller has worked to support our membership efforts by chairing the Membership Committee and Michelle Buzgon has managed our current Web site while planning for a transition to a new site in the future. Talking about outreach, then you will probably have heard about another Board member, Dan Martinage and his efforts to continue to "put us on the map." You've definitely "got PEOPLE" in this chapter. Another Board mem-

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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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- committee by phone about the coaching initiative.
- Organizations that have been awarded the Prism Award must skip a year before being eligible for nomination again.
 - Other finalists may be nominated again without a waiting period.
 - Coaches whose nominees have received the Prism Award may nominate either the same organization after the one-year waiting period, or any other organization with which they are associated, without a waiting period.
 - Eligible coaches may nominate more than one organization.
 - An organization can also nominate itself so long as it adheres to all the eligibility and selection criteria.
 - An organization may be for profit, not-for-profit, or governmental.

Please contact Prism Award Committee Chair Arty Coppes with any questions: 703.589.3608 or arty@aeoluscoaching.com.



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ber, Kori Diehl helped me with the University of Maryland's Smith School of Business first annual executive coaching conference in June. ICF was a big hit at this conference and we worked to help the university get its programs ICF accredited.

This version (and all versions for that matter) of *Learning*, is produced and edited by Board member Renée Barnow, who has worked on our communications requirements throughout her tenure on the Board. This is a lot of work and Renée, as the "Agent of Calm," always finds a way to produce an exceptional product. It is wonderful to have "PEOPLE" who are Agents of Calm!

Our President-elect, Susan Samakow, has worked to prepare for her responsibilities in 2010, and is beginning plans for next year's annual conference. Although immediate past President, Susan Braverman, leaves the Board this year she continues to work towards chapter growth and effectiveness.

While it is impossible in a column like this to thank everyone, hopefully you can see that "having PEOPLE" has made a big difference. I am most appreciative as I close out my tenure as President, ICF Metro DC Chapter (2009) that "our PEOPLE" have made such a valuable difference.

Thank you all.

Global ICF Gleanings

by Ed Modell, JD, PCC

I am really honored and humbled by being selected as the global ICF President-elect for 2010. There are so many important projects currently in progress—proposed credentialing changes, developing the global ICF brand, economic challenges facing our organization and most of our members. For the next three years it certainly appears that I will have a full plate of work.

During my leadership tenure I can benefit from your help. The Metro DC Chapter is the largest ICF chapter in North America with almost 600 members and growing. I'm asking each of you to be comfortable letting me know what you particularly like and what you dislike about what global ICF is doing or could be doing differently for you. I'm doing my best to stay connected with members through the ICF LinkedIn group, Coaching Commons and other on-line social networking sites, and I consider the very best input will come directly from each of you. So please don't hesitate to write me (edmodell@aol.com) when something about ICF is on your mind.

(See *Global Gleanings*, page 4)

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Now to the issue most immediately at hand, the recent credentialing proposal, and I emphasize “proposal” because we have heard from some folks that it seems to be a “done deal.” I want to assure everyone that the proposal is NOT a “done deal,” even though the idea of moving to a single ICF credential that conforms to the International Organization for Standardization (ISO) criteria for a profession such as coaching, has been studied by a substantial number of ICF members and outside consulting experts for more than 18 months, so the “proposal” has a significant knowledge-based underpinning.

What I did not fully appreciate when I voted with my fellow global Board members at the July Board meeting to send this proposal out for comment by the full ICF membership was that our existing credentialed coaches—MCCs, PCCs and ACCs—feel very strongly that those credentials have been hard-earned in terms of time and money invested in their training and development as certified coaches. I also get the sense that these coaches feel those credentials have an established credibility both in the economic marketplace and in our own professional coaching communities, and anything we might propose to phase out those credentials, even over a lengthy transition period, is not particularly appealing. I have

certainly learned quite a bit during this comment period, which will continue at least through the end of December before any further Board action is taken.

So I encourage all ICF members to submit their comments and questions on the credentialing proposal both to me and to the ICF mailbox set up for this purpose, isocomments@coachfederation.org. The ICF Board wants to get this right, and we can use all the help you are willing to give us.

I also look forward to seeing many of you at the ICF conference in Orlando in early December.

Inspiration



Stained Glass: Presence

by Bruce Ervin Wood, PCC, SPHR

The overlaid words “Give” and “Live” form the base of the design. A dream suggested including “Love.” In the process of cutting glass, it seemed fitting to highlight the word “I” through a different texture of clear glass. Hence, there are four words: I, Live, Love, Give. I imagine them as a cycle—what we give helps define who we see ourselves as being.

Summer Courses Often Teach the Most

by Bruce Ervin Wood, PCC, SPHR

Despite what I thought were my best efforts, I recently enrolled in Unemployment 2.0. Initial class topics: using forgiveness to heal anger; cutting back; and living with fear and self-doubt. It was like after accidentally mashing my finger with hammer. The pain spiked as a reminder whenever I reached for the next nail.

Then, as I felt most like dropping the class, thankfully, other topics were introduced: building patience; perseverance; networking to get and to give support, ideas and contacts; clarifying goals; tapping into deeper strength; and the power of personal redefinition.

No doubt about it, this class would be worlds easier with a syllabus and if I could know with certainty when the class will be completed. However, this class doesn’t work that way.

Reading and meditation have been helpful. As part of my daily routine, I read from Sheldon Kopp’s *Blues Ain’t Nothing But a Good Soul Feeling Bad*. For September 3, he wrote: “We must first change into nothing if we want to change from one reality to another. To become a new creature, we must cease to be the creature that we are,” wrote Dr. Maurice Friedman in a *Dialogue with Hasidic Tales*.

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He then repeated the words from the Hasidic tradition:

The kernel which is sown in earth must fall to pieces so that the ear of grain can sprout from it. Strength cannot be resurrected until it has dwelt in deep secrecy. To doff a shape, to don a shape—this is done in the instant of pure nothingness... On the day of destruction, power lies at the bottom of the depths and grows.

Just as the phoenix rises again out of the ashes, when we are at our worst, we discover how to recover ourselves. When we are in the deepest despair, we fall to the ground. From there, we can look up and see the light.

In the book, *Presentation Zen—Simple Ideas on Presentation Design and Delivery*, Garr Reynolds writes, “With more constraints, better solutions are revealed... Urgency and creative spirit go hand in hand.” Were it not for this course, I might have withered in what was a comfortable, but underappreciated, situation. Now, my energy focuses on learning new lessons and exploring fresh opportunities.

It’s often surprising how the universe cracks a window precisely when we need it. Perhaps there is gold in Unemployment 2.0 after all.

Coaching is Poetry

by Joan Talalay Wangler, MCC

Coaching is touching
Without attachment
Viewing life as a school
Where everything we learn
Expands our knowledge
Of our oneness.

Boldly speaking
Despite feelings of being
Profoundly deficient
We confront ruts of doubts
Which pave the way
To new growth.

We kindred souls
In deep conversations
Are never really lost
Our joy burns
As a sacred fire
Fueling our dreams.

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A Perfect World

by Joan Talalay Wangler (Written and published when the author was about 11)

Can you imagine a perfect world?
A world without any fear
A world where only friendship thrives
And hope throughout the year
A world where there’s no question
About religion, creed, or race
A world where one could speak out loud
And not run to hide her face?
Now these may seem like fantasies
Or maybe bold-faced lies
But this world was envisioned
In a newborn infant’s eyes.

Note: As human beings working in this challenging, hectic environment, we frequently become so busy, so distracted, that we forget

what’s important to us and who we really are. How can we be both effective and fulfilled in this demanding world of work that we live in? How can we take “Time Out” to be who we are meant to be? It takes skill and intention to go deeper to a place where you have practiced sufficiently to make changes that increase your energy, productivity and well-being. When I was about 11, I wrote a poem that expressed how I felt about the world. My heart and interests are still in that hopeful space. When I take time to remember what is most important to me, time expands, life is bountiful and promising, and I return to being in love with the world.

Going With the Flow

(author unknown)

Submitted by Hilary Joel, PCC

The expression “going with the flow” is a metaphor that applies to navigating a river. When we go with the flow, we follow the current of the river rather than push against it. People who go with the flow may be interpreted as lazy or passive, but to truly go with the flow requires awareness, presence, and the ability to blend one’s own energy with the prevailing energy. Going with the flow means we let go of our individual agenda and notice the play of energy all around us. We tap into that energy and flow with it, which gets us going where we need to go a whole lot faster than resistance will.

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Going with the flow doesn't mean that we don't know where we're going; it means that we are open to multiple ways of getting there. We are also open to changing our destination, clinging more to the essence of our goal than to the particulars. We acknowledge that letting go and modifying our plans is part of the process. Going with the flow means that we are aware of an energy that is larger than our small selves and we are open to working with it, not against it.

Many of us are afraid of going with the flow because we don't trust that we will get where we want to go if we do. This causes us to cling to plans that aren't working, stick to routes that are obstructed, and obsess over relationships that aren't fulfilling. When you find yourself stuck in these kinds of patterns, do yourself a favor and open to the flow of what is, rather than resisting it. Trust that the big river of your life has a plan for you and let it carry you onward. Throw overboard those things that are weighing you down. Be open to revising your maps. Take a deep breath and move into the current.

Note: I love these words of wisdom, which I received from my Outward Bound rafting instructor, who read this to our group, as we left the Green River in Colorado, June 2009.

Learning Goings On

ICF Competency Tune-Up

Certified Mentor Coaches Jennifer Whitcomb, PCC, and Julie Shows, MCC, are conducting the tune-up to help you ground and enhance your coaching skills by practicing and exploring the 11 ICF Core Competencies. During the teleconferences you will demonstrate coaching in peer groups, in learning labs and with a mentor coach; discuss various coaching techniques; and increase your coaching mastery. For details contact Jennifer Whitcomb, jcwhitcomb@thetrilliumgroup.com.

Dates: January 11, 2010 - March 1, 2010 (8 weeks)

Time: 1:00-2:15 EST

Cost: \$495

Note: Registration limited to 9

Graduate Certificate in Transformative Leadership

Tai Sophia Institute is offering a new executive format educational experience with its Transformative Leadership graduate certificate program. Scholarships are available for ICF members and ICF CCEUs are pending. To learn more, contact the Office of Graduate Admissions, 410.888.9048 ext 6647, admissions@tai.edu or www.tai.edu.

Dates: January 4, 2010 - August 29, 2010

Location: Laurel, MD

Learning Resources

De-Mystifying Obstacles

by Teri-E Belf, MCC

People often enter into a coaching relationship because something gets in the way or prevents them from achieving the results they want. I think of these as obstacles. I believe that obstacles cannot be permanently removed because they are life lessons that we spend a lifetime working with and mastering to the best of our ability. The good news is that obstacles can shrink to the point where either they no longer take up so much time or are experienced as less intense, or both. Three things can be altered: frequency, duration and intensity.

To help clarify, I share a personal example. One of my life lessons is to learn to be patient. Whereas I am an outrageous optimist and continually working on self-awareness and development, I do not believe it is possible for me to be patient 100% of the time. As I live my life's journey and engage in personal growth and discovery, it is obvious to people, including myself, that I have become ever so much more patient. There are still times when I experience impatience and those are less intense and take up less of my time. I interpret as a measure

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of success that they also appear less frequently. Thus, I came to the conclusion that this finding can be generalized to all obstacles.

When I introduce coaching to prospective clients, I explain that there are three possible (likely) outcomes that may occur regarding the presenting obstacle, problem or challenge:

1. The obstacle is experienced as less intense.
2. The obstacle takes up less time.
3. The obstacle appears less frequently.

Example

Mariana has great reservations about speaking in public and becomes very nervous each time she needs to say something during work staff meetings. As a Marketing Assistant she created a job where she can remain in the background and give her creative suggestions and ideas to individuals. Whereas she is reluctant to speak in front of her peers, she is comfortable dialoging one-on-one with her supervisor or a colleague.

She has just been assigned a new responsibility as part of her job, to facilitate focus groups to obtain ideas for gaining visibility for her Department's new product. This raises her anxiety level and she fears that she will not be able to carry out her duties satisfactorily. Her sleep patterns are disrupted and her supervisor has noticed

that her alertness has withered.

Mariana is assigned a coach to work with her for a few months, focusing on helping her be more comfortable when she is in a group. During coaching she becomes aware how much time she spends worrying about what other people are thinking about her. She also admits she is extremely self-judgmental and self-critical.

Towards the end of the coaching, her critical self-talk has substantially diminished and her inner dialogue shifts to positive affirmations about her ability to be successful.

Whereas worrying does pop up every now and then, she reports it takes up much less of her thinking time. This positive inner attitude enables her to pay attention to what others are saying and be more present to what is happening around her. Her anxiety has also diminished and transformed into a healthy case of 'friendly butterflies in her stomach' that keeps her on her toes and alert to the nuances of communication. In summary, her obstacle is experienced as less intense and it takes up less of her time.

Releasing Toxic People & Behaviors

by *Bradley Ann Morgan, PCC*

Haven't we all experienced times when we were highly uncomfortable in someone's presence or conversation? And, with repeated exposure we begin to feel a threat to our

emotional well-being or even our physical health? In recent years, there has been much research on 'toxic' people and their resulting behavior. What do you do when you realize you are in a relationship with a toxic person—maintain it or release it? As we progress on our personal and professional journeys, we can be more scrutinizing of how we conduct ourselves; and our resulting exchanges with communities and professional organizations.

"The phrase 'toxic friend' is pop psychology," says Jenn Berman, PhD, a psychologist in private practice in Beverly Hills, CA. "I would say it's someone who makes you feel bad about yourself instead of good; someone who tends to be critical of you—sometimes in a subtle way and sometimes not; a friend who drains you emotionally, financially or mentally. They're not very good for you."

Charles Figley, PhD, professor of the Psychological Stress Research Program at Florida State University states, "One of the characteristics of a toxic friendship is that the good friend feels they can't extricate from the relationship. Whether it's on the phone, in person, or from the friendship entirely, you feel like you are trapped, you're being taken advantage of and you can't resolve the problem one way or another."

How do you identify when a relationship is returning only

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negativity and becomes toxic to you? Use your powers of observation for these displays of toxic behavior:

- ◆ Overly critical of your achievements, performance, or insists on bragging about their own successes
- ◆ Overly competitive, demonstrates one-upmanship, always has a better story
- ◆ Betrayal, reveals your private conversations to others
- ◆ Regularly breaks promises
- ◆ Gossip-monger, spreads hearsay and rumors about you
- ◆ Public put-downs or malicious comments that can damage your reputation
- ◆ Plain bullying, consistently tries to overpower your free will and choices

If you are experiencing any of these behaviors on a continual basis, you may need to re-evaluate the relationship (not an easy process). You cannot control the cosmic clock, and you cannot relive every moment you spend in negativity. Use any of these suggestions in deciding whether to maintain or release the toxicity:

- ◆ Determine whether the relationship is only for public use or status in a professional role
- ◆ Identify how you feel after you have been with this person: agitated, double-crossed, joyful, loved, etc.

- ◆ Determine whether you are simply a 'dumping ground' for the other person's troubles. They leave your time together feeling unburdened and you feel depressed.
- ◆ Distinguish when you have been the vehicle for that person (s) to gain public recognition in spite of how you have helped them. They were the only ones in the limelight.
- ◆ Recognize when you have been the 'item of discussion' when you hear others say, "I'm sorry to hear that," or "I heard that you xxxx," or "I'm repeating this because I heard you were xxxx." All are examples of double crossing or disloyalty.

Maintaining your positive outlook on humanity during any re-evaluation of relationships and toxic behavior is important. Recognize when any of your contacts are enduring tough periods of their own and experiencing hurt, disappointment, jealousy, dishonesty or grief in their life. Your expressions of compassion will prove to be the glue that can save your relationship. Don't be a martyr. Even if this is a love interest, there must be a foundation for shared support to maintain future closeness.

Consider the following when you need to release toxic relationships or behaviors:

- ◆ Has anything changed in the other person's financial

status or family environment? Could they simply be reacting to other circumstances, not you?

- ◆ Think carefully about your own behavior to see if you acted or said something to cause offensive behavior from the other person.
- ◆ Is there emotional balance in your relationship? Is there an equal give and take of joys and sorrows?
- ◆ In your conversations, does the other person continually shut down your interests or dreams? Are you not allowed to tell your share of troubles or struggles?
- ◆ Has there been a conflict experience between you when both of you feel wronged? If so, can you offer a sincere apology? Will emotional harmony restore the relationship to its original standing or has sufficient damage been done that it is not restorable?
- ◆ Was the relationship established on equal standing from the beginning? Or, was this relationship created on what you can provide, not what the other could provide for you in emotional welfare? Has your level of kindness been abused?
- ◆ What conversations do you need to have now that will increase mutual understanding and commitment to the long haul for this relationship?

Book Review

Leadership From the Inside Out ***Becoming a Leader for Life, 2nd Edition*** by Kevin Cashman. Berrett-Kohler Publishing, 2008

Review by Judith Westbrook

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

Leadership from the Inside Out is about lighting the pathways to our growth and development. Seven practices are identified as ongoing, interrelated growth processes in which the practices illuminate one another.

Why a new edition? This is the first question Kevin Cashman asks his readers. This edition shares new research and abundant fresh perspectives after the author worked with thousands of leaders in more than 60 countries. Throughout the book Cashman offers reflections. The first is a conscious wake-up call. Ask yourself: What is really important to me? Is this the life I want to lead? How can I make even more of a difference? How can I stay connected to these inner values? We've all experienced moments of mastery. What we're searching for is how to maintain mastery of excellence over the long haul. How do we maintain substance, results, process and research-based solutions to reach a deeper more comprehensive level to master our lives as a whole? These reflections help the reader engage with the message while exercises encourage

us to reflect on the voice from within.

Personal Mastery—Leading with Awareness and Authenticity

Each of us is being called to lead by authentically connecting our own life experiences, values and talents to the special circumstances we face. Our ability to rise to the challenge depends on our understanding of our gifts, as well as how prepared we are to take the journey with grace and contribution. Cashman offers that personal mastery is not a simple process. It takes the acknowledgment of our talents and strengths while facing our underdeveloped, hidden or shadow sides of ourselves—honestly facing and reconciling all facets of our life experiences and how they dynamically form our unique existence. He names authenticity for sustainable leadership as the most important and the most challenging. To penetrate the commotion and distraction of our lives, to explore the depths of ourselves is the prerequisite for self-awareness and authenticity, the continual process of building self-awareness of our whole person (strengths and limitations). As David Whyte wrote in *The Heart Aroused*, "We need to

learn to love the part of ourselves that limps."

Over the years coaching leaders, Cashman has observed two types of belief systems: conscious beliefs and shadow beliefs. Conscious beliefs are the explicit, known beliefs we have, for example, treating people with respect, the fear of trying new things, hard work brings results. These beliefs can be operating but not consciously. Transforming shadow beliefs to conscious beliefs is crucial to personal mastery. Consciously engage them v. being unconsciously driven by them. Seven clues that bring shadow beliefs to light:

1. If other people often give us feedback inconsistent with how we see ourselves, a shadow is present.
2. When we feel stuck or blocked with a real loss as to what to do next, a shadow is holding us back.
3. As strengths become counterproductive, some hidden dynamics need to surface.
4. When we are not open to new information, new learning or other people's views, a shadow is limiting us.
5. If we react to circumstances with emotional responses disproportionate to the situation, we are right over the target of a shadow belief.
6. When we find ourselves forcefully reacting to the limitations of others in a

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critical, judgmental way, we are often projecting our shadow onto others.

7. If we often experience pain, trauma or discomfort in our body, a shadow may be attempting to rise to the surface to seek reconciliation. Listen to the wisdom of your body as you look to uncover shadow beliefs.

Leading with character—the essence of who you are or leading by coping—where we tend to react to circumstances to elicit an immediate result. Where does your leadership come from? Where do your beliefs and values come from? When we make character the master of our leadership and we make coping the servant, we move toward better relationships and lasting value creation.

- ◆ Image v. Authenticity is about wanting to look good or wanting to make a difference.
- ◆ Safety, Security, and Comfort v. Purpose is about risking innovation, meaningful out-of-the box initiatives or waiting until you have enough resources to make the safe investment.
- ◆ Control v. Openness—Managers control by virtue of their doing. Leaders lead by virtue of their being. The relationship between control and openness is a constant dynamic.

Cashman offers eight points for personal mastery.

1. Take total responsibility, commit to it.
2. Bring beliefs to conscious awareness.
3. Develop awareness of character and coping.
4. Practice personal mastery with others.
5. Listen to feedback.
6. Consider finding a coach.
7. Avoid confusing self-delusion with self-awareness.
8. Be agile. Understand and appreciate your strengths, but also be flexible and adaptable.

Purpose Mastery—Leading on Purpose

Core purpose is the high performance intersection where our talents and our values come together. Core purpose is the sweet spot where we align our talents to satisfy our values, thus optimizing our gifts and our contributions. Our authentic core values are forged in the trauma and privilege of our unique life story. We need to show up real, not polished, not smooth but able to share true life stories even if they don't make us look good. This is the language of leadership. Cashman shares many real stories about client interaction that tells what leaders have gone through to learn these lessons. Sharing makes them appear more real, more purposeful. Purpose is bigger and deeper than our goals. Purpose is there all the

time, waiting for us; the broad context that integrates all our life experiences; the defining thread that runs through and connects life's divergent experiences; the flow of life through us as it serves all those it touches. Flow is always there seeking expression. How it manifests itself depends on our ability to open up to it and the particular circumstances we may be facing at the time. Purpose is constant and the manifestation always changes, connecting the inner with the outer purpose, authenticity and congruence. Core values and core purpose is a reason for being beyond making money. It's what energizes you. Learning why you are doing what you are doing will make decision making clearer and bring you more delight in what you do. A leader of purpose gives people a reason to attach themselves to something better than themselves. Cashman offers eight points for purpose mastery:

1. Get in touch with what is important to you.
2. Act on-purpose.
3. Find team core purpose.
4. Do not mistake the path for the goal.
5. Focus on service.
6. Be purposeful in all domains.
7. Learn from failure.
8. Be flexible.

This text is rich with insights on how to get in touch with yourself, how to be more authentic, *(See Book Review, page 11)*

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more purposeful, how to connect. I've listed the last five chapters and the points made in each.

Interpersonal Mastery—Leading through Synergy and Service Open up possibilities. Build relationship bridges that connect authenticity to influence and to value creation. Six points for authentic interpersonal mastery:

1. Know yourself authentically.
2. Listen authentically.
3. Influence authentically.
4. Appreciate authentically.
5. Share stories authentically.
6. Serve authentically.

Trust and constructive conflict are mentioned as ways for teams that can authentically face two interpersonal challenges can accelerate performance greatly.

Change Mastery—Leading with Agility A study by the Center for Creative Leadership states the number one issue facing senior leadership today is dealing with complex challenges. Five leadership skills required for navigating these complex challenges: collaboration rather than heroics; building and mending relationships; participative management; change management and adaptability; and risk taking. Seven change mastery shifts:

1. Problem to opportunity.
2. Short-term to long-term.
3. Circumstance to purpose.
4. Control to agility.

5. Self to service.
6. Expertise to listening.
7. Doubt to trust.

Eight points of awareness for leading with agility:

1. Be open to the learning.
2. Practice present-moment awareness.
3. Integrate immediate focus and broad awareness.
4. Trust yourself.
5. Develop resiliency through mental-emotional stretching.
6. Remember that all significant change begins with self-change.
7. Practice the change mastery shifts.
8. Take the leap!

Resilience Mastery—Leading with Energy For most leaders, balancing work and home life is a lofty, rarely achieved goal. Shifting our focus from time management to energy leadership can allow us to discover our own unique formula for sustained energy and resilience throughout each day. When we are calmer and more focused, we are more on top of the demands of leadership. The best model of resilience rests in nature with alternate cycles of rest and activity. We can choose how much time we give to both. Eleven points of resilience mastery:

1. Be on purpose, but be aware.
2. Foster our energy v. managing time.

3. Learn to exercise with ease.
4. Deal with life-damaging habits.
5. Avoid taking yourself so seriously.
6. Develop mind-body awareness.
7. Manage stress more effectively.
8. Nurture your close relationships.
9. Simplify your life.
10. Take real vacations.
11. Integrate more reflection and introspection into your lifestyle.

Being Mastery—Leading with Presence Being is our essence, which is the key to leading with presence, authenticity and dynamism. Being present with deeper levels of ourselves to comprehend a variety of life situations is such a natural process we may not even be aware of it. Cashman lists Maslow's 14 recurring themes or "Values of Being" experienced by self-actualized people: wholeness, perfection, completion, justice, aliveness, richness, simplicity, beauty, goodness, uniqueness, effortlessness, playfulness, truth, self-sufficiency. He states that meditation is one of the best ways he knows for reaching a pure state of being—going beyond our thoughts. Four points of awareness for leading with presence.

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1. Take your own journey into being.
2. Resolve life challenges by going to a deeper level.
3. Consider learning to meditate.
4. Integrate some reflection into your life.

Action Master—Leading through Coaching Three interrelated action mastery steps:

1. Building awareness.
2. Building commitment.
3. Building practice.

When all three are present and operating, breakthroughs will occur and growth will be sustained. If any one of the three is absent, the results will dissipate over time. Discipline bridges us to the benefits, and the benefits generate self-sustaining, continued practice.

The principle purpose of *Leadership from the Inside Out* is to give people tools for personal growth and transformation leading to leadership growth and transformation. Envisioning a better world seems less like an idealized fantasy when you think about what a critical mass of authentic leaders could achieve. Radiate your gifts in the service of others. Growth is much more meaningful when it touches and enriches the lives of others.

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Takeaways

Competing Commitments: Beyond New Year's Resolutions—

September 15, 2009

by Renée Barrow

Chapter Board member Kori Diehl shared her passion for the Immunity to Change concepts and tools that Robert Kegan and Lisa Laskow Lahey developed.



Kori explained that using old tools does not solve old problems and offered a new tool that helps focus on true life purpose that is consistent with one's vision and values.

The new tool requires examining four areas: improvement goals (commitment); actions taken and not taken (to understand goal); hidden/competing commitments; and big assumptions.

By looking at new ways of thinking, we can better understand that it is not what we know, rather how we know it that offers a bigger world view and more options. When we operate from this position, real sustainability is possible be-

cause we have moved from transaction to transformation.

During the program, participants completed a worksheet designed to illustrate our immunity to change and bring us in touch with our values as a way to become fully consistent rather than living in contradiction with who we truly are. Items on the worksheet included stating, "The New Year's Resolution I wish I could keep" and then answering the statement with "Because I am committed to or value. . ." (Column 1) and moving on to listing "Things I do and things I don't do that undermine my New Year's Resolution." (Column 2) Immediately visible were conflicts between resolutions and actions.

With the conflicts visible, participants continued by completing, "I fear or worry that if I did, or didn't do," something in Column 2, then. . . to bring them to a possible aha by answering, "So I must also be committed to or value. . ." (Column 3) With the completion of Column 3, participants began recognizing behaviors they use to protect themselves and then moved on answer, "I assume that if the Column 3 outcome(s) happened then . . ." (some big awful thing would happen) (Column 4) and finally to, "I could test my big Column 4 assumption(s) in the following way(s). . ." and "I will hold myself accountable in the following ways."

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Making Sound Choices in Coaching Conversations—

October 15, 2009

by Carol Goldsmith

Long before their joint presentation, coaches Renée Barnow and Michelle Kunz had made a “sound” connection.

Michelle, an opera singer with a doctorate in vocal performance, teaches a course for musicians on how the body moves as people make music. Renée, through her Action Based Communication™ methodology—specifically the Attention-Clarity-Choice Model—explores what physically happens in the body as we choose our words. “We were intrigued by the question of what kind of energy is behind our thoughts,” said Michelle, “and how that energy impacts the exchanges we have through conversation.” Their interactive presentation explored the connection between words, thought and sound.

Consider the first exercise of the evening, which demonstrated how words as simple as “to” and “with” can have a very different effect on the listener.

A volunteer-coach was asked to tell her partner, “I want to talk to you,” with special emphasis on the word *to*. Participants first described their exterior sensation (shape of the lips) and then their interior experience by

sharing their initial reactions to being talked to:

“Uh-oh.”

“What’s wrong?”

“What did I do now?”

Participants reported that communication was strictly one-way. The speaker seemed to have an agenda.

Then the volunteer-coach told her partner, “I want to talk *with* you,” emphasizing the word *with*.

Immediately the energy between speaker and listener changed. Instead of feeling cornered or defensive, participants experienced a sense of openness and curiosity. “I felt that the speaker wanted to



Renée, leading discussion after one of the activities.

collaborate, to get my ideas,” many coaches agreed. Communication became two-way.

From both a physical and mental perspective, *to* disrupts flow and is a disconnecting word. “It begins with the explosive consonant T,” said Michelle. “The word *to* explodes from your mouth with a harsh rush of air. This creates a physical disruption of energy that each person in the conversation feels.”

Conversely, the word *with* is released easily on the outgoing breath. “The sound of each letter vibrates across the vocal chords,” she continued. “*With* is a connecting word.”

The Action Based Communication methodology examines the effect of words on behavior from the disruption or connection perspective. Words are explored by describing lip position and movement, sound, physical sensation and feeling as doors leading to making choices about action.

The iPEC model, which Michelle teaches, summarizes all of human energetic experience:

- ◆ Level 1. Thought: “I’m a victim.” State: Apathy/blame
- ◆ Level 2. Thought: “I’m ready to confront this.” State: Conflict
- ◆ Level 3. “I can rationalize this.” Rationalization/Compromise
- ◆ Level 4. “I put myself in your shoes.” Compassion & Service
- ◆ Level 5. “I see only opportunities.” Win-Win
- ◆ Level 6. The “I” drops away. We transcend “I”. Universal Wisdom
- ◆ Level 7. It’s all an illusion. No separation; nothing truly exists. Passion & Creation

As Michelle explained, “We have access to all levels. We’re not in them simultaneously. This is the Energy Dance. Judgment

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and ego drop away as we ascend to a higher level.”

It is possible to bounce between levels as we experience events. For example, a person operating at Level 5 may give and give until they’re depleted, and then sink to conflict at Level 2 because their needs are not being met.

Just as Levels 5 and 2 relate to one another, so do Levels 4 and 1. At Level 4, I’m about compassion & service. Then when that energy is depleted, the person may sink to Level 1, victim.

“Level 4 is a good place to coach from,” Michelle adds. We have empathy and recognize boundaries.

“Any experience can be mapped to the iPEC chart,” she explains. “If I want to resonate at a higher level, I can change my thoughts and words. That, in turn, will change the experience.”

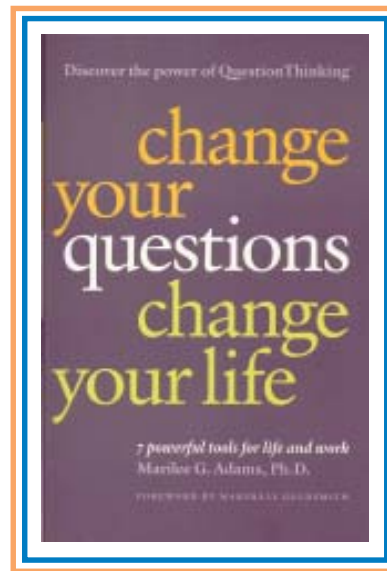
“When my perceptions are different, my results will be different.”

Action Based Communication offers a similar idea. “If you want a different result, take a different action. The action is word choice.”

The following from Dr. Daniel Siegel summarizes the blended models, “Where our attention goes, energy flows and the brain grows.”

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Marilee Adams’ book will be reviewed in February 2010 *Learning*.



Upcoming Events

- 6 November 2009** Nominations Deadline for Chapter offices
Submit names to Susan Braverman
susan@srbcoaching.com
- 10 November 2009** Chapter Dinner Program
Finding the WANT when the client doesn't know!! Utilizing the Concentric Coaching System™
Maggiano's
McLean, VA 22102
- 15 November 2009** Prism Award Nomination Deadline
- 2-5 December 2009** ICF Annual International Conference
Rosen Shingle Creek Resort
Orlando, FL
- 11 December 2009** Holiday Party
Meiwah Restaurant
Chevy Chase, MD
- 25 January 2010** *Learning* Submission Deadline
Submit coach-related material (articles, poems, courses, news) to
communications@icfmetrodc.com
- 12 February 2010** Prism Award Luncheon
Capital Hilton
Washington, DC