



National Institutes of Health Clinical Center Wins Chapter's Prism Award

The National Institutes of Health Clinical Center (NIH CC) is the recipient of the chapter's 2009 Prism Award for excellence in leadership coaching initiatives. NIH's coaching program is led by Deb Gardner, Chief of the Office of Organizational Development and is supported by a partnership with eight external coaches: Arleen LaBella Ed.D., MCC; Hany Malik, MBA, Psy.D., PCC; Frank Ball, MCC; Paula Lowe, ACC; Cynthia Way, PCC; Leah Kadar, MS, ACC; Wendy Swire, MA, PCC; and Fred Mael, PhD.

The Chapter is also providing "honorable mention" recognition to the National Geospatial-Intelligence Agency for its coaching program, led by Fred Nassauer, Human Development Consultant in the Office of Human Development. NGA's program supports the agency's mission through enhanced leadership effectiveness and is geared toward helping accelerate the leader-

ship growth of its strong performers.

The Prism Award is presented annually to highlight the impact of coaching on business results and employee performance. The award is presented to the organization that has



shown the most commitment to and support of leadership coaching initiatives over the past year. The Prism Award focuses attention on how organizations can strategically leverage the power of coaching for positive impact on business results. The Prism Award will be presented at a special luncheon on Friday, February 12, 2010, to be held at 11:30 Noon at the Capital Hilton Hotel. Tickets are \$45 each and may be purchased in

advance (by February 10) at www.icfmetrodc.com.

With more than 2800 employees, the leadership coaching program is targeted to the Center's 120 mid- to senior-level managers and is designed to address several key workforce issues such as succession planning, retention of high performers and development of a leadership culture where the practice of the science of management is just as important as scientific knowledge to leadership success at the Center. During the four years that the program has been in existence, almost 40% of the total target population has participated, from the superintendent of

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Message from the President

by Susan Samakow, PCC

As we open the book to 2010, the pages are blank. I want to fill the pages with words such as Resiliency, Growth, Opportunity, Positivity, Sustainability, Thrive, and Flourish. And I believe through the 'Power of One' each of us in the chapter makes a difference. Resiliency can profoundly change how we approach challenges. Resiliency can transform hardship into challenge, failure into success, helplessness into power, victim into survivor and allows survivors to thrive. Anyone can master resilience and from that you grow—you grow personally, you grow your business, you help your client grow, and you help your chapter grow. I challenge each of you to help fill these blank pages—to be resilient, to grow, to be positive, to sustain, to thrive and to flourish.

The 'Power of One' is an incredible phenomenon. Each of us can make a difference. Think of this, a person can light one candle and with that one flame thousands of other candles are lit while never diminishing the light of the original or any other. That one candle can light up the world, and so too can we coaches!

Here are the areas of focus for 2010: (1) Cultivate relation-

ships in the coaching community, our metro D.C. community, and the business community to educate the public and make coaching as common a word as Kleenex; (2) Build strong strategic alliances with organizations with which we have a commonality (ASTD, SHRM, CBDON, and more); (3) Continue our drive towards credentialing, which in turn will help build credibility for our profession; (4) Build positivity; (5) Connect with other local ICF chapters, and globally.

Here's how YOU can MAKE a Difference. I urge you to become more active in the chapter. I invite you to fill in words on the pages of our book.

What's your vision...for yourself, your business, our chapter?

Members of our board have started filling these pages with the following words: Resilience, Growth, Sustainability, Positivity, Thrive, Flourish, Community, Connection, Visibility/Exposure, Value, Connection between the Theory and the Practice of Coaching.

Now it's your turn to light the flame!! Let me know what words you want to fill the pages with...and I will keep the chapter current each month on what we're adding.

I look forward to hearing from you and seeing you. Please contact me anytime...I am interested in what you have to say and I want you to know that I am accessible to you.

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
is published quarterly
by the
Metro DC Chapter of the
International Coach Federation
www.icfmetrodc.com

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Housekeeping to the Chief of Pharmacy and the Chief Financial Officer, to name a few. Key elements of the program include:

- ◆ In-depth review process for the selection of the external coaches
- ◆ Orientation for coaches to acclimate them to the Center's mission, goals and structure
- ◆ Selective application process for leaders who wish to participate in the program
- ◆ Coaching engagements that last six months per participant and include assessment feedback coaching, in-depth and content coaching on key leadership competencies such as change management, team building, delegation, time management, business acumen, communication and interpersonal skill
- ◆ On-going qualitative and quantitative evaluation of program's impact and effectiveness including surveys of participants, participant's manager-sponsors, and coaches
- ◆ Continual monitoring of return-on-investment measures such as improvements in competency-based behaviors, post-coaching promotions and awards, retention of high performers, ability to hire and retain senior leaders

- ◆ Group coaching sessions for past participants for continued development in an organized manner

Gardner attributes the broad interest in and success of the coaching program to the fact that the coaching program is integrated into NIH CC's overall leadership development strategy which provides other competency-based training and development opportunities for executives and managers. Gardner believes strongly that the coaching must be relevant to the leaders' everyday experiences. Two ways that NIH CC ensures this relevancy is by embedding the coaching program as a part of its broader talent development strategy and by providing a comprehensive orientation to all of the coaches who work with the program participants.

Gardner also believes the program has been successful because of the support received from senior leadership at NIH CC. Dr. John Gallin, Director of the Clinical Center, is an ardent champion of the coaching program, regularly extolling the business value of the program to counterparts at other hospitals, employee meetings and other settings. Add to this support the fact that 40% of the Center's executive committee have participated in the coaching program.

Global ICF Gleanings

by Ed Modell, JD, PCC
President-Elect

This has been a difficult six months for those of us who serve on the global ICF Board of Directors.

With every good intention to improve our credentialing program based on a set of accepted international standards, in July 2009 we announced a proposal to go to one credential instead of three. That proposal met with considerable criticism from many members, including some of our most senior, credentialed coaches and long-time ICF members. And if that were not bad enough, it also showed that for some there was a fundamental lack of faith and trust in the Board.

I am pleased to report that in the best traditions of coaching our clients through difficult transitions, the ICF Board met last week for our annual strategic planning sessions and took giant strides to set things right on a number of fronts.

First, on the credentialing program, it's back to the drawing board. The most important decision we made is that the existing three-tier (MCC, PCC and ACC) credentialing system will stay in place until January 2012. That is not to say that the three-tier

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system will be changed in 2012, rather the Board wanted everyone contemplating a coach training program or thinking about applying for their first or another credential to know that the system will be there for another two years, if not longer. My personal preference is that once someone earns a particular credential, we should not be making changes to that credential or to force them into some other credential. Simply my personal preference.

The Board also decided that the credentialing program has a three-fold purpose: (1) to protect and serve consumers of coaching services, (2) to measure and certify competence of individuals, and (3) to inspire pursuit of continuous development.

The Board then asked the Credentialing and Program Accreditation Committee to consider those purposes in answering questions about the proper number of credentials, how applicants should be assessed and what should be the qualifications required for credential applicants. The Committee was asked to develop a work plan and time line for its work and to report this plan back to the Board in March.

We expect that the Committee will create subcommittees and task forces, involving many

other members and stakeholders, including members who signed the ICF Coaches Take A Stand letter, develop a proposal for improvements to the credentialing system, put that proposal out for comment by all ICF members and credentialed coaches, and then submit a set of recommendations for the Board to consider and approve. This entire process may take some time, and the process will be open and involve many people who felt that the Board had acted too quickly last year.

In the areas of good governance, transparency, accessibility and trust, the Board, at the suggestion of ICF President Giovanna D'Alessio, will notify members of the topics the Board will be addressing at its future meetings, will advise the members of actions taken shortly after each meeting, and will hold regularly scheduled open "Talk With Your Board" calls. Stay tuned for even more innovations as the year progresses.

As Giovanna put it, "We believe we are starting a new and healthier era for ICF during this our 15th anniversary year." I welcome hearing from you with any suggestions, comments or questions you may have. Please contact me directly at edmodell@aol.com.

News to Me

An original, 18-inch, circular stained glass panel created by chapter member Bruce Ervin Wood was presented as an award to Cynthia Ward of Lee Hecht Harrison. Titled "The Key to Wow Is Now!" the panel expressed gratitude for Ward and Lee Hecht Harrison's years of support to HR and OD professionals in transition.

The panel uses discarded door keys and clear glass to form the words "NOW" and "WOW." "NOW" becomes "WOW" with one stroke of the pen. The keys symbolize the abundance of opportunity and choices available in even life's darkest moments. The letter "O" is made of glass marbles and globs and has the hands of a clock showing the time as "half past one," which symbolizes letting go of the past to fully empower the NOW.



The Key to Wow is Now!

Learning Goings On

Building Leadership Capacity from an Adult Development Perspective

This 2.5 day workshop is for coaches who wish to learn about the theory of adult development and how it matters when coaching leaders. Co-taught by Barbara Braham, MCC, and Chris Wahl, MCC, this course focuses on helping coaches understand the stages of adult development and how to coach to stage, meeting clients where they are. Often the 'misses' a coach feels with a client has to do with coaches and clients being at different stages. This workshop is highly experiential, reflective, and pragmatic, and coaches will learn numerous ways to meet their clients and expand possibilities through the lens of stage. Coaches who attend get the benefit of the wisdom of other coaches with whom they share challenges and successes related to understanding clients better. Coaches who have attended this course have unanimously assessed it as excellent on numerous levels: personal learning, applying stage theory to current clients, identifying a learning path forward as a coach, and developing meaningful relationships with other coaches who attend the workshop (there is an adult development community open to all workshop participants).

For further information, please contact Barbara Braham,

barbara@bbraham.com or 614.291.0155 or Chris Wahl, starlightcreek@cox.net or 703.764.1895.

Dates: April 21-23, 2010,
Place: Arlington, VA
Cost: \$1800
Prerequisite: MAP Assessment, \$325

Adult Development for Leaders

This course is designed for leaders at the manager and executive levels who wish to use their skill sets, knowledge base, and personal presence and mastery to take organizations to new levels of effectiveness. Leaders who attend this course experience deep levels of reflection, dialogue, and sharing of personal learning and best practices in leadership, as well as new models for thinking, acting, and being. Leaders who attend this course are no longer interested in more-of-the-same approaches. They are looking for new approaches and ways of carving a generative path forward within their organizations. Leaders who have any mandate for transforming their functions or organizations benefit greatly from understanding the levels of development, and how they personally have transitioned through various levels in their quest to achieve leadership competency and mastery. Leaders who wish to learn from others, who also have

something to share, and who are curious and forward thinking benefit from taking this course.

Dates: May 18-20, 2010,
Place: Arlington, VA
Cost: \$1800
Prerequisite: MAP Assessment, \$325

For further information, please contact Barbara Braham, barbara@bbraham.com or 614.291.0155 or Chris Wahl, starlightcreek@cox.net or 703.764.1895.

Chapter Wins Local Spirit, Global Presence Award

The DC Metro Chapter again won the award for "Local Spirit, Global Presence" for a large Chapter. For its two-pronged approach to community outreach including pro bono coaching opportunities to community-based non-profit organizations such as the DC Strengthening Institute and A Wider Circle, as well as the creation of coaching awareness programs that show the return on investment of professional coaching.



Susan Samakow (right), Chapter President, accepting the award from Karen Tweedie and Don Whittle of ICF Global

Takeaways

Metro DC ICF Chapter Unleashes the Power of Coaching

by Merle D. Rockwell, ACC

This story appeared in ICF Global January 2010 Issue of Coaching World

On December 9, and for the second year in a row, Metro DC sponsored a presentation entitled, "Unleashing the Power of Coaching" for ASAE (formerly the American Society of Association Executives) members and the Center for Association Leadership. The panel was facilitated by Dan Martinage, CAE, a former Executive Director of ICF. The panelists were Ed Modell, PCC, 2010 President-Elect of ICF, Marshall Brown, PCC, former President of the Metro DC Chapter, and Susan Samakow, PCC, 2010 President of the Metro DC Chapter. The presentation was attended by 60 association executives from the Washington, DC area.

The panelists spoke about their own coaching niches; Modell on Conflict Coaching, Samakow on positive self talk, and Brown on Career Coaching and personal branding.

Modell began the discussion with a brief overview of what coaching is and is not, and responded to questions about how to find a coach; what to look for and how it works. The ICF got a big "plug" here! He then moved into talking about Conflict Coaching and its focus on action and accountability and how through coaching, clients can find ways to man-

age conflict in their personal or workplace lives that offer different and often more satisfactory outcomes.

Samakow talked about what is positive self talk and how it affects workplace relationships. She mentioned how people are hardwired to resist change and based on old assumptions, create stories in their heads. "Self talk," Samakow said, "makes writing our own stories possible."

Brown illustrated how things look different when we look at them from different perspectives and went on to talk about the importance for each of us to recognize our unique personal value. He spoke about several different assessment tools that he and other coaches might use to allow them to help executives manage their lives.

Also sitting with the panel and sharing his thoughts was Michale Fraser, CEO of the Association of Maternal and Child Health Program in DC and a coaching client. He talked about his positive experiences with having a coach. As



Left to right: Global ICF President-Elect Ed Modell, PCC; 2010 President of Metro DC Chapter Susan Samakow, PCC; Former Executive Director of ICF Dan Martinage, CAE; and Former President of Metro DC Chapter Marshall Brown, PCC.

the leader of his organization, Fraser stressed how important it was for him to have a coach who would hold him accountable; someone who was unbiased, "who let me step back to look at what I was doing, with more intention" and with whom he could talk when there was no one else who would listen.

Following the presentation, there was a lively question and answer period. Several people in the audience asked how they could find a coach of their own! This was a real win-win for everyone present: attendees got to learn a lot about coaching, different coaching specialties and what to look for in a coach and the presenters got to talk about what they love to do.

Book Review

Change Your Questions Change Your Life

7 Powerful Tools for Life and Work

by Marilee G. Adams, Ph.D. Berrett-Kohler Publishing, 2004

Review by Judith Westbrook

Note: This is a review to inform the reader of the content of the text and how it might be used in their coaching practice. This is not a book critique.

Discover the power of Question Thinking. What is question thinking? Do you ask worried questions? Or, do you ask productive questions? The ability to intentionally shift our internal questions puts us in charge of our own thoughts. First, we identify the Self-Q's, internal questions we continually ask ourselves such as, "Do they like me?" Then, we change them if we feel different questions might produce better results. Our questions can program us for success or failure. The author believes that as we change our orientation, we will see old opinions and practices give way to exploration, discovery, innovation, and cooperation.

We follow Ben Knight's story. He meets with an inquiring coach recommended by his boss, Alexa. She would not accept Ben's resignation until he worked with his coach, Joseph S. Edwards, for six months. Joseph taught Ben about the QT—question thinking. Joseph first spoke with Ben by asking a question, "What do you suppose is your greatest asset?" From there, we learn that Ben is an answer guy and proud of it until he started realizing he was running out of

answers. "How does that go over with your team, you always being right?" Joseph asked Ben. "How does proving you're right go over with your wife?" another outstanding question Ben had never entertained. Questions are part of communication, yet the role they play in thinking is not always obvious. Question Thinking is a system of tools using questions to expand how you approach virtually any situation. They give you the power to refine your questions for vastly better results in anything you do. The system can put action into your thinking, action that's focused and effective.

Thinking actually occurs as a question and answer process. When we get stuck, it's natural to look for answers and solutions. This can create blocks. We need to create new questions to get new results with the answers. The point is that questions drive results or the results you get will be driven by the questions you ask. If you're really a know-it-all, is there room for anyone on your team to make a suggestion to solve a problem? The most effective communication style is where you practice 80% asking and 20% telling. Telling had always been Ben's *modus operandi*.

Joseph began to describe the QT theory.

You begin by looking at a graphic that shows the Learner and the Judger paths. You *choose* to learn, you *react* when judging. This is shown on the graphic called the Choice Map. But, it is not about classifying people or putting them in boxes. It is about charting a more effective path for our future. As a learner we discover more, as a judger we get stuck in the mud of our judgments. Being mindful that we have a choice helps us create more effective questions. When you're at the crossroads, you are affected by your reaction to the question or choice in front of you. You consider thoughts, feelings and circumstances. And, although we cannot always choose what happens to us, we can choose what we do with what happens. If we ask questions that put you on the Judger path, you will think mostly negative thoughts, e.g., Who's to blame? Do they think I'm a loser? When we find ourselves on the Judger path our attitude is self-righteous, arrogance, superiority and defensiveness. Add to that the feeling of putting other people down, or ourselves, and it all usually ends in a mess.

Listening to the questions, making the choice to learn not judge, is all part of the choices we can make. This choice—to listen—gives us the capacity to focus on the big picture. We develop ways to make inten-

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(Book Review from page 7)

tional, conscious choices rather than being controlled by events. These are essential leadership qualities. When we see ourselves in the Judger role it's time to sit and observe. Switch your questions by switching your perspective from Judger to Learner. Remember: when two people are in Judger mode, the one that switches first has the advantage.

I was pleased when the author discussed a conversation between Ben and Joseph that introduced being aware of how the words felt in the body. We have repeatedly seen work done with the body and how it helps us get in touch with what we're really feeling. And, over time, we have seen that this is an early warning sign especially when things are not going well. We tighten up, we become uncomfortable, we often do not speak up, and we have a tendency to hide, to avoid. We feel stuck. However, Learner questions open us up: What happened? What's useful about this? What do I want? What can I learn? These questions feel lighter, upbeat, cautious, and optimistic.

Seeing with new eyes, hearing with new ears takes us into the Switcher Lane where you step into choice. When we're in Judger mode the future can only be a recycled version of the past. When you can observe your own thoughts, you gain the ability to choose what to think next; otherwise you stay in the dark. When you find

yourself in Judger you can step onto the Switcher Lane and ask yourself questions like, How else can I think about this? Where would I like to be? This method uses practical tools that allow us to take advantage of how human beings work. Questions always direct our attention. They change assumptions and what we see as possible in any moment. Thought sets intention so that we can lead ourselves to a better place. When we operate from Judger we can inhibit productivity, cooperation, creativity, and others' ability to contribute for fear of being judged.

Does this mean we should not judge? Sometimes judging is a critical part of decision making. Using good judgment is not the same thing as being judgmental. Being judgmental is a form of attacking either ourselves or others. Whereas good judgment is using available information to form a good decision and make wise choices. Judger has two faces: being judgmental toward ourselves and being judgmental toward others. The results can look quite different but they come from that same judgmental place. Asking ourselves negative questions such as, "Why do I always do that to mess up?" will tend to depress us and diminish our self-worth (e.g., we beat ourselves up). If we focus our mindset on others with questions such as, "Why is everyone so clueless?" we tend to get angry and resentful. Judger usually puts us in con-

flict. To rescue ourselves from the Judger pit we should ask ourselves Switcher Lane questions such as, "Am I willing to forgive myself? How do I want to feel?"

So what's the difference? If we ask who is to blame, we are the Judger. This blocks us from finding solutions and alternatives, which can be paralyzing. If we ask who is responsible, we are the Learner. This opens up the possibility for positive action. The author provides us a Learner/Judger Chart with words and phrases on mindsets and relationships to help us relate and discover. For example, know-it-all does not value not knowing so that learning can take place. Being in Judger can slow down your work because you've lost the possibility of trying something new that might improve the process and create more productivity. Judger is a part of us that we need to accept and control each time we make a choice. To make our choices the author offers the ABCC Choice Process: A = Aware: Am I in Judger? B = Breathe: Do I need to step back, pause, and look at this situation more objectively? C = Curiosity: Do I have all the facts? What's happening here? C = Choose: What's my choice? This process begins with acceptance and builds on it.

The ultimate goal of the Question Thinking System is to accept Judger, be aware when it's present, shift to Learner and

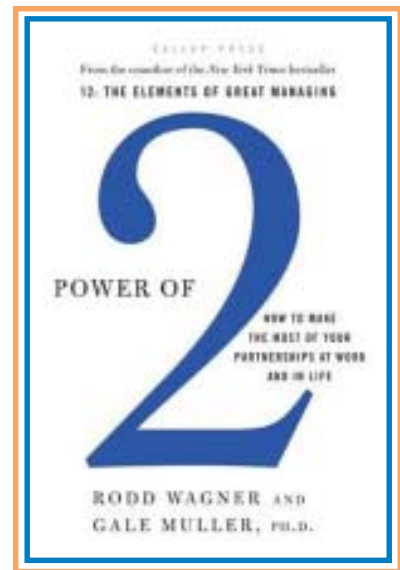
(See Book Review, page 9)

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operate from there. We could create the distinctions in our questions daily and see how we observe ourselves and the world around us to make wiser and more conscious choices. Each day, more and more these practices will repeat themselves. Remember: Accept Judger and practice Learner. I close with a quote from the book, "Great results begin with great questions."

10. What action steps make the most sense?
11. How can I turn this into a win-win?
12. What is possible?

Rodd Wagner and Gale Muller's book, *Power of 2*, will be reviewed in May 2010 *Learning*.



The Top Twelve Questions for Change

1. What do I want?
2. What are my choices?
3. What assumptions am I making?
4. What am I responsible for?
5. How else can I think about this?
6. What is the other person thinking, feeling, needing, and wanting?
7. What am I missing or avoiding?
8. What can I learn
 - ...from this person or situation?
 - ...from this mistake or failure?
 - ...from this success?
9. What questions should I ask (myself and/ or others?)

New Year, Same Old Resolutions

by Renée Barnow

Abridged from January 2010 *bylines* (e-zine)

New Year's offers such promise and optimism, and for many the chance to start over. And now that we have moved on from what I call the "Oh No" decade of 2000, this year presents a wonderful opportunity to do and be different.

Are there things you want to do differently in 2010? Are there ways you want to be different in 2010? If yes, forget about making New Year's Resolutions.

Resolutions solve problems. Resolutions are responses to deficits. Resolutions focus on the past. Resolutions repel or push against a problem. Resolutions are reactions.

Make 2010 different. Have a different experience. Shift your language. Rename your New Year's Resolutions to New Year's Commitments.

Commitments are statements about abundance. Commitments are future oriented. Commitments gather and draw in or attract. Commitments are actions.

A resolution says, "No, I will not do that anymore. No, I will not be that way anymore." A commitment says, "Yes, I will."

"There are only two options regarding commitment. You're either in or out. There's no such thing as a life in-between."

~~ Pat Riley

Learning Resources

Chapter member Teri-E Belf, the world's first MCC, has published *Coaching Competency Demystified: boost your coaching expertise* as an Amazon Kindle workbook. The workbook's purpose is to demystify coaching by providing 333 real-life examples, exposing readers to competent and incompetent coaching based upon 10 of the 11 (International Coach Federation) ICF key coaching competencies. Readers can expect to boost and refine their coaching expertise.

This workbook will help you

- ◆ Upgrade your expertise as a Coach
- ◆ Prepare for an ICF PCC exam
- ◆ Increase confidence that you are really doing coaching

Learn more at coach@belf.org

Also recently released is a product set from a teleclass that Renée Barnow, 2010 Co-director of Communications for the Metro DC chapter conducted: *Get Rid of Guilt and Fear Forever: Five Ways to Freedom*.

The set includes an audio and transcript and a workbook with physical exercises so you can

- ◆ Trash guilt from your past
 - ◆ Transform fear as you greet the future
 - ◆ Live freely in the present
- Readers are invited to live without guilt or fear starting the journey at <http://www.getridofguiltandfear.com>

The Membership Committee is looking for people who are interested in being the first to reach out to our new members. You'll be asked to make 5-6 quick calls a month (less if we get more committee members!). We are also going to be crafting our mission statement and will be making a plan for continuing the legacy of membership growth and engagement. If you'd like to spend one hour per month on these important ICF matters, please contact Kori Diehl at koridiehl@aol.com. Please use "membership committee interest" in your subject line.

Upcoming Events

- 12 February 2010** Prism Award Luncheon
Capital Hilton
Washington, DC
- 17 February 2010** Chapter Dinner Meeting
Cliff Kayser
Coaching to Polarities to Achieve High Performance and Sustainable Balance~Xperience "IT!"
Embassy Suites Friendship Heights
Washington, DC
- 16 March 2010** Chapter Dinner Meeting
Carol Goldsmith
Return on Experience (ROX): Making Success a Sustainable Resource
Maggiano's
2001 International Drive
McLean, VA
- 2 June 2010** Capital Coaches Conference
Cafritz Center
George Washington University
Washington, DC