

## A New Community is Coalescing Systems Coaching Has a New Berth

by Josephine Withers, Ph.D.

**A** critical mass of coaches and allied professionals who have completed the training in Organizational and Relationship Coaching (ORSC) reside in the Washington Metro area. We work with corporations, governments, non-profit organizations, and families, bringing a systems approach to our work with teams, departments, and personal relationships. ORSC operates through the Center for Right Relationship ([www.centerforrightrelationship.com](http://www.centerforrightrelationship.com)). Washington DC is the newest of a far-flung network of geographic communities stretching from San Francisco to Denmark, and New England to Japan. Because there is already a highly active cyber community, why, you may ask, do we want a real space local community?

Why, indeed? Systems coaches have particular needs and challenges that our new community will be addressing. A top priority when we polled the community was to practice, practice, practice. Systems coaching can, of course,

happen virtually. Group work is best done together in the same space. Sharing best practices, networking, and identifying partners for large group interventions are also hot topics.

What activity or topic will bring YOU into our community and keep you coming back? Josephine Withers and Michele Rodin-Spruill want to hear from you! As Marita Fridjhon, one of the creators of ORSC, has written, "We believe in leaning into our interdependence. We trust the systemic evolutions that constantly intersect in our daily lives. We know it will create the kind of awareness that might change the evolution of human consciousness beyond the 'me' to the 'we.'"

What we've done so far:

- ◆ Michele Roden-Spruill ([michele.spruill@BluOpal.com](mailto:michele.spruill@BluOpal.com)) and Josephine Withers ([josephine@dreamcatcherlifecoaching.com](mailto:josephine@dreamcatcherlifecoaching.com)) have volunteered to be community holders for the Washington DC Metro area.

- ◆ The community met in October 2007, and early January 2008, to begin creating our vision.
- ◆ Marita Fridjhon presented a Master Class here entitled "Coach as Alchemist: The Magic of Using Process-oriented Skills Working with Partnerships and Teams" (February 1), followed by a reception for any and all interested in this work.

Coming up is the offering of the full ORSC curriculum, beginning with Fundamentals (March 14, 2008; register at [www.centerforrightrelationship.com](http://www.centerforrightrelationship.com)).

As I was writing this, I was corresponding with systems coaches in California, Israel, and Toronto.

(See *New Community*, page 5)

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# President's Message

by Susan Braverman

When I was a child, I had a favorite book (*Hurry, Hurry!* by Edith Thatcher Hurd). It was about a little girl and her nanny. The nanny was always in a rush: "Hurry! You'll be late for school!" or "Hurry! We'll miss the bus!" or "Hurry! The light's changing!" The little girl does her best, but she's always running to catch up. She wants to go slowly and enjoy the day or look around and observe the world. But no, she has to keep running to keep up. One day, just as the little girl and her nanny rush by, a workman on a ladder putting up a sign drops a bucket of glue, right on top of the nanny. "Hurry!" she says. "We'll be late!" The workman tries to scrape the glue off, but the little girl persuades him to leave some glue on the bottom of her shoe. Suddenly, the nanny can't hurry. At first, she resists angrily, frustrated that she can't continue her rush around the world. But little by little, she realizes the pleasure in just enjoying her surroundings, taking time to connect with people, enjoying her relationship with the little girl.

Timothy Ferriss, in his new book, *The Four-Hour Work Week*, points out how our culture's standard of constantly rushing to cram in more and more work, responding instantly to emails as they come in, jumping to take every call, and giving ourselves no down time keeps us from focusing, saps our creativity and keeps us in a state of constant distraction. Ferris responds to e-mail twice a day at noon and at 4:30—and responds to voicemail once a week! He still manages to run a successful business, but can take plenty of time to travel the world and win tango championships in Argentina, among other adventures!

It's the start of a new year. Many of us are asking our clients to stop and take stock: Where are they? Where are they going? What do they want to achieve? What do they want to learn through their coaching?

Each of us needs to ask ourselves those questions. We too, need to slow down and take time to wonder and reflect, to look around us and ask: Am I running my life the way I want to? Am I living in a way that allows me the time to enjoy my surroundings, connect with those I value, and do the things I really love? Maybe take tango lessons?

As a Chapter we also are slowing down and taking time to wonder and reflect. We are using your feedback on the member survey to guide our reflection. Soon we will report on the feedback you've provided through the member survey.

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## Inspirations

Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one

elementary truth the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then providence moves too.

—*Johann Wolfgang Van Goethe*

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.

### Chapter 2008 Officers

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### Learning

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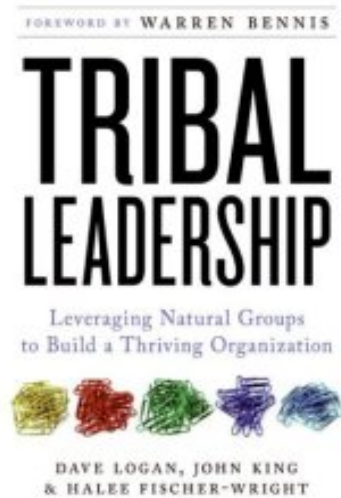
Submit coaching-related articles, poems, cartoons, whatever, and comments to  
**Renée Barnow**  
[communications@icfmetrodc.com](mailto:communications@icfmetrodc.com)

# Book Review

## *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization*

by Dave Logan , John King , Halee Fischer-Wright. Collins, 2008

Review by Judith Westbrook



Logan, King, and Fischer-Wright said their work began as a synthesis. Their premise was that one could view a culture as a self-correcting system of language.

*Tribal Leadership* begins by explaining that every organization is like a small set of towns that they call tribes. As they like to say, “birds flock, fish school, and people tribe.” The people in the tribe are different, they each have different roles, they each have different levels of expertise, they each have different passions.

Can you see the tribes in your organization? People who swarm together as experts, colleagues for many years, people with similar interests from professional domains and from what they hold near and dear are part of a tribe. They are natural collections of people that serve as the basic

building blocks of any large human effort. They determine how much work gets done, the quality of that work and if the new leader will flourish or fail.

The authors describe five stages of tribal leadership:

1. Despairing Hostility
2. Apathetic Victim
3. Lone Warrior
4. Tribal Pride
5. Innocent Wonderment

The goal of *Tribal Leadership* is to move forward as many people and clusters of people as are willing and able to the next stage.

Tribal leaders focus on the entire tribe by moving many people forward, individually, by facilitating them to use a different language and to shift their behavior accordingly to move them to a new critical mass, which is usually seen to form at Stage 4.

Tribal leadership can never emerge from weakness. Leadership requires experiencing and owning Stage 3. This stage is hard and prepares one for what is next.

Chapter 11 offers “A Tribal Leader’s Guide to Strategy.” Tribal leaders need a method for establishing strategy that takes everything into account, especially the tribe itself, along with product life cycle economics, technology advances and market demographics. The five components of

tribal strategy are values, noble cause, assets, behaviors, and outcomes. The best practice is to go from values to outcomes by asking yourself these questions: Are assets sufficient for the outcomes? Are there enough assets for behaviors? Will behaviors accomplish outcomes?

The book includes “Technical Notes,” “Coaching Tips,” and “Appendices.”

I liked the Coaching Tip for Stage 3 types:

Don’t call someone a Stage 3. This puts the person in a box from which it is hard to escape. Stage 3 is a set of language and a pattern of behavior; it is a sense of insecurity mixed with a passion to win. In Stage 3 we see an emerging passion of personal success, which overcomes the person’s feeling of powerlessness. Many interviewed for this book stated that in Stage 3 when they have become the expert in their field, the system let them down by rewarding the wrong things—rewarding results rather than the person.

The Appendices include “A Tribal Leader’s Cheat Sheet” that identifies leverage point and success indicators to “Upgrade Tribal Culture.” This section discusses the characteristics and indicators for success for each stage.

# Takeaways

## Remember: Coaching is Business

by Adam Levithan

Imagine for a second: You're an experienced professional working in a job for many years that isn't fulfilling your life-long dreams and desires. You hear about coaching, whether a friend says "You'd be a great coach," or through an advertisement. You become excited and investigate this fascinating profession where you can use your natural given skills, and your overall desire to do good in the world. You invest in yourself and attend a certified coaching program, learn about business development strategies and go to networking events. Now what?

Does this sound familiar? At the January 16 program, Michael Charest of Business Growth Solutions, said that almost 90% of coaches have difficulty with the sales and marketing process. His first step to encourage a different approach to these processes was to present more approachable definitions. He offered the following definitions for marketing and sales:

- ◆ Marketing = Informing people what you do, and how you can provide value in their life.
- ◆ Sales = Moving people from interest in your services and products to actually paying for them.

Continuing on the subject of the most common obstacles to coaches, Michael highlighted

several key areas that hinder growth of a coaching practice.

First, individuals who want to share their gift and make a career out of assisting people in reaching fulfillment have trouble charging for their services.

Second, new solopreneurs may have trouble envisioning a time when they have enough clients to sustain a practice.

Responding to these beliefs, Michael said:

- ◆ "The more money you make the more people you are assisting."
- ◆ "Clients are waiting to talk to you about time, money, health, relationships, growing your business, career, and life fulfillment."

Michael then led a discussion based on his Eight Critical Factors to Business Success. During this time he pushed the audience to create measurable and attainable visions of their business. He then asked the audience, "What are you doing daily to build your belief in that vision?"

We learned that in Michael's business development model speaking is the best way to gain clients. Speaking leads to free consultation sessions, of which a starting coach will transform 25 – 50% into paying clients, and an experienced coach will transform 50 – 75%.

Michael's key recommendations for this transformation were to establish a need (or what they really, really, really want) and to engender the prospective client to feel both the pleasure of achieving the goal and the pain of living without that achievement.

Michael challenged the audience to take the following actions:

- ◆ Talk like a business person
- ◆ Create a system and believe that the person is investing in you and your product
- ◆ Spend 20-30 hours on sales and marketing every week
- ◆ Follow the rule of nature and apply pressure over time to achieve desired results
- ◆ Memorize the seven key objections to sales and enjoy the challenge when they're raised
- ◆ Quote three levels of monthly pricing, expecting people to purchase the middle value
- ◆ Remember:
  - Who you coach
  - What you coach on
  - How your process is different

The underlying message in Michael's presentation was to remember that coaching is a business. He encouraged coaches to follow their passion, create their vision, and to break down success to S.M.A.R.T goals.

- ◆ S=Specific
- ◆ M=Measurable
- ◆ A=Attainable
- ◆ R=Realistic
- ◆ T = Timely

# Learning Resources

## Spirit in the Coaching Environment

by Teri -E Belf

**C**oaches know and sense Spirit's presence internally, yet our work takes place in a physical space: our office, our client's office setting, and other places. The physical environment is merely an extension of self. Therefore, your physical environment needs to mirror you. What does your environment reveal about you as a person, your abilities, your values, and your presence?

Examine your coaching environment in greater detail. One of the purposes for coaching is to increase client awareness. Learning theory tells us that the environment is critical to the intake and retention of new information and insights. How does your coaching environment support this? Write a list of words to describe the experience a client might have upon entering your coaching space.

Then generate action steps you can take to transform your coaching environment. Comfortable and conducive to learning are predominant themes I imagined when creating my coaching office. One has the feeling everything is in its proper place, a mirror paralleling one of our deep desires-to be in our proper place in the universe.

I also selected the following:

**Peaceful:** an ambiance of relaxation for learning that's natural, for example, healthy plants, wool oriental rugs, a negative ion

generator, and full spectrum lighting

**Inviting:** comfortable chairs on the same side of the credenza facing each other (not on opposite sides of the desk like opponents)

**Spacious:** for Spirit and creativity (both require space to emerge)

**Lighthearted:** my toys, colorful paper inflatable globe, flashing magic wand, treasure chest of stickers and markers

**Authentic:** things that are meaningful to me, such as my mini-coach collection and suns (representing my company name).

If your coaching takes place in your client's office, bring a flower and place it on the surface where you will work. Better yet, ask your client to bring something (quote, inspirational story, photo, or object) that has meaning. Consider which aspects of the environment you might influence. Empower your clients to brainstorm with you.

If the theories of quantum physics bear merit, everything is connected (no strings unattached) and there is no separation between you and your environment. Therefore pay close attention to what is around you and proceed to make your internal and external environments in alignment for better coaching.

Adapted from the author's book, *Coaching With Spirit: Allowing Success to Emerge*. Jossey-Bass/Pfeiffer, a John Wiley Co., 2002.

(New Community, continued from page 1)

Yes, we are part of an interdependent, nested system and we are doing our part in creating a Global Community of systems practitioners here in our front yard.

Again quoting Marita, "The interdependence of our nested systems means no one failure can bring down the whole system. What WILL happen is that every part of the system will learn from the rest and adapt. That is what systems do! Now, let's do it with awareness!"

This paradigm is fully explored in *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations* (Brafman and Beckstrom, 2006). The authors reveal how "starfish" organizations like our own, learn and regenerate in response to failure, rather than the whole imploding in a top-down, hierarchical "spider" organization. We are modeling collaborative peer relationships within our own network as well as in the organizations with whom we collaborate as coaches.

Our desire for this community—to tweak the old adage—is that as we act locally our impact will ripple out and be felt globally.

Look for us at the ICF Metro DC chapter's 5th Annual Capital Coaches Conference, June 13, 2008. In the meantime, please join our community at [www.orcsglobal.com](http://www.orcsglobal.com)!

# A2Q Meet Michael Charest, Entrepreneur and Coach

by Mary Beth Hatem

**M**ichael Charest is a nine-year coaching veteran, consultant, speaker, and president of Business Growth Solutions. He is the author of *From Grunt to Greatness! A Different Kind of Self-Help Book*. We caught up with him before he traveled to Washington to present his workshop to the chapter, "The 10-Step Sales and Marketing Process."

## Mike Charest in his own words

A good, solid person who lives in the moment and tries to be a good son, brother, fiancée, soon-to-be stepfather. A businessman and an entrepreneur. A hard worker who tries to live a balanced life. A dreamer, a believer. I enjoy making an impact—specifically helping entrepreneurs live the lives they want to live.

## Lives in

Westminster, CO. Moved 4 months ago from Kansas City to be near his fiancée, Kim, and her two children.

## How he came to coaching

I had a career in hotel management. In 1998, I was managing a large country club, but I began to think I wanted to be a consultant. A great lover of self-help books, I picked up *The Portable Coach* (see below). I devoured it, and signed up for Coach U that weekend.

## Currently working on

Growing my business from a one-person practice to a multi-person

business. Also, losing weight and getting healthier.

## Books that have had an impact

- ◆ *The Portable Coach*  
Thomas Leonard and Byron Larson
- ◆ *The Greatest Miracle in the World*  
Og Mandino
- ◆ *Think and Grow Rich*  
Napoleon Hill
- ◆ *A Road Less Traveled*  
M. Scott Peck
- ◆ *The Alchemist*  
Paolo Coelho

## People who have had a big impact

Thomas Leonard: I learned from Thomas to be 1000 % true to myself.

Somers White: When he gave a speech to my business fraternity, I knew I wanted to be a professional speaker.

## Currently reading

I read in spurts. This is not a big reading time. I have to pull back and put the focus on action.

One book only: *Zero Limits: The Secret Hawaiian System for Wealth, Health, Peace, and More*, Joe Vitale and Ihaleakala Hew Lem.

## Best advice that he took

From my dad: This is it. Right here. Right now. Don't be one of those people who go through life saying, "When this happens, then I'll be happy."

## The best advice that he didn't take

When I was 17: Save 10% of the money you make.

## Message for coaches

If you want to have a successful business, think like a businessperson. Embrace sales and marketing; it's as important to your success as your coaching is.

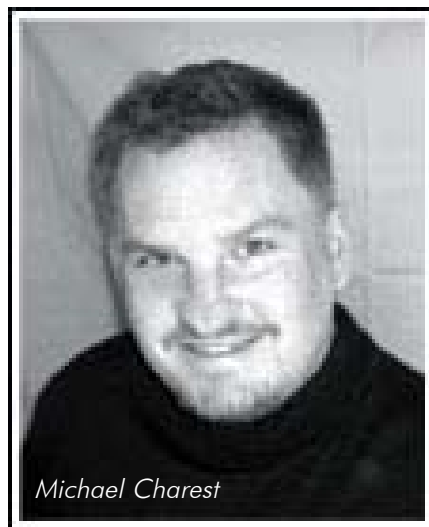
## Message for prospective coaching clients

Work with a coach. It can absolutely change your life. You'll realize an unbelievable return on investment. It's one of the greatest things we can do for ourselves.

Choose carefully. Work with a specialist, and interview more than one coach before making your choice.

## On his tombstone

He has no regrets, he lived a great life and touched many lives.



Michael Charest

## Connecting with Ourselves, Clients, the World: 5th Annual Capital Coaches Conference



Now is the time to volunteer for the 5th Annual Capital Coaches Conference, June 13, 2008. To lend your enthusiasm and support, contact Conference Chair Merle Rockwell (merle@balancedcoaching.com, 301.593.9472). Consider joining any of the following committees:

- ◆ Program Selection
- ◆ Publicity and Communication
- ◆ Sponsors and Vendors
- ◆ Finance
- ◆ Registration
- ◆ Volunteer Coordinators

## Coach of the Month: New Aspect of Coaching Awareness Project

The Chapter's Coaching Awareness Project launched in November has added a feature: Coach of the Month, leading to Coach of the Year. The winner will be announced at the annual Capital Coaches Conference June 13. To be compelling, stories must convey how a client was actually able to grow as a result of coaching, citing specific examples.

Don't delay. Send your story to CAP@icfmetrodc.com.

## Guidelines and Policies for Contributions

The following editorial guidelines and policies are provided to help you contribute to *Learning*.

### Length of Contribution

Length will vary according to the type of material. Please abide by the following when submitting material.

- ◆ A2Q (structured interview): 300-500 words
- ◆ Book Reviews: 500-750 words
- ◆ Feature Stories (models, methodologies, case studies): 750-1000 words
- ◆ Inspirations: 250-300 words
- ◆ Learning Goings On (list of chapter members' program offerings): Unlimited
- ◆ Learning Resources (tips, techniques, tools): Unlimited
- ◆ News to Me: 250-300 words
- ◆ Takeaways (learning at chapter, regional, national, or international ICF events or other coaching programs): 500-700 words

### Editorial Slant

*Learning* is for coaches. Make your article useful to our readers. We want a variety of authors and to represent different points of view.

### Format

Please submit text as .doc or .pdf and graphics and photographs as .jpg. For contributions in other formats, please contact the *Learning* Team (communications@icfmetrodc.com) before submitting the material.

### Attributions and References

Please provide references for quoted copy, material that draws on the work of others, or is otherwise not original. For Internet sites, please include the date you last checked it.

### Review Process

We will acknowledge receipt of contributions immediately upon receipt. Material will be reviewed within one week of receipt. The *Learning* Team will contact contributors whose submissions have been scheduled for publication.

### Submission Deadlines 2008

- ◆ April 8
- ◆ July 8
- ◆ October 8

## Upcoming Chapter Events

**3-9 February 2008** *International Coaching Week*  
Global Event

**20 February 2008** *John Lazar*  
Coaching and Sustainable Leadership

**11 March 2008** *Bob Anderson*  
The Importance of Understanding Stages of  
Adult Development in Coaching Leaders

**17 April 2008** *Diane Hetherington*  
The Constellation Process: Demonstrating the Possibility  
for Immediate Dramatic Results in Coaching

**13 June 2008** *5th Annual Capital Coaches Conference*  
Connecting with Ourselves, Clients, the World  
Cafritz Center, George Washington University  
Washington, DC

**12-15 November 2008** *ICF Global Conference*  
Montreal, Canada

ICF Metro DC Chapter  
3216 Rittenhouse St NW  
Washington, DC 20015



Self-mailer (for this issue)