



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

**O**ur June 13, 2008, Capital Coaches Conference: Communicating with Ourselves, Clients, the World will be here before you know it! We are excited to have two great keynote speakers.

**Molly Gordon** is a business coach who has the soul of an artist. Since 1993, she's shown thousands of accidental entrepreneurs how to grow businesses that fit just-right. In addition to her private coaching practice, she has mentored numerous coaches, presented at five ICF international conferences, and developed advanced coaching courses. Molly's style is straightforward, sassy, and smart.

**William Arruda**, dubbed the "Personal Branding Guru" by the media and clients alike, is a brand strategist, public speaker and author. William's twenty years' corporate branding experience and his enthusi-

asm for human potential intersect in his inspirational and engaging presentations focused on the human side of branding. Equally exciting is the array of programs.

### Morning Breakout Sessions

- ◆ **Linda J. Miller**, MCC—Leadership Investigation: Linking Who We Are With What We Do as Executive Coaches
- ◆ **Lynn Grodzki**, LCSW, MCC—Defining and Refining Your Intuitive Skills
- ◆ **Leah Grant**, MCC—Identifying Invisible Influencers—How Four Key Areas Determine Client Behavior
- ◆ **Randy Nathan**, PCC—Empowering our Future, Coaching Youth & Teens

### Afternoon Breakout Sessions

- ◆ **Frank Ball**, MCC—Adult Development Theory and Coaching Practice: Meeting Clients Where They Are
- ◆ **Lisa Kramer**, PCC—Relationship Coaching with

Couples: From Ordinary to Extraordinary

- ◆ **Faith Halter**, ACC—Beyond Stress Management: Stress Reduction, Spaciousness and Stillness
- ◆ **Susan M. Hahn** (PCC pending)—The Imposter Phenomenon: Keeping Careers on Track through Coaching



**Register by May 13. Save \$50!**

Do it now on line at [www.icfmetrodc.com/cccsched.phtml](http://www.icfmetrodc.com/cccsched.phtml).

## Inside

<i>Coach of the Month</i> .....	Page 2
<i>Learning Resources</i> .....	Page 3
<i>Takeaways</i> .....	Page 5
<i>Book Review</i> .....	Page 7

# Coach of the Month: Jan Rybeck

by Leah (one of Jan's clients)

Prior to my coaching experience, I would have described myself as someone who was "swaying in the wind." I used those words in my initial meeting with Jan to describe the lack of structure in my life, and more specifically my work situation. Through coaching with Jan, I began to build a solid foundation and structure. I learned to hear my voice.

From the first coaching session, I felt positive and empowered. Jan provided direct focus in facilitating my ability to dig inside myself and define my goals, enabling me to better understand where I was and where I wanted to be. The coaching was active, structured, and formally goals/results oriented, and in some ways like a tunnel. As with a tunnel, coaching offered me another route to get where I wanted to go, a route I might not have seen otherwise. Ultimately, when I got off track from where I wanted to end up based on the goals we defined, the boundaries of the tunnel kept me on track to reach the light at the end. However, while coaching was structured and focused almost like tunnel-vision, the experience also allowed for a holistic approach to issues that arose. When something in area not related to work came up, Jan and I

established ways to apply the tools I was developing for work to that situation as well.

Jan was excellent at asking the right questions. Her questions guided me to look inside and get in touch with how I wanted my work experience to look, as well as facilitated the development of personal tools needed to achieve those results.

One of the concepts Jan and I worked on was to help me develop the ability to hear my own voice. My homework was to define in as many situations as possible "Leah's Way" with regard to the situation and what type of outcome I wanted. That concept has changed my life. I can honestly say that being able to assess a situation and feel empowered enough to have confidence in "the way Leah would do it", and that it is so "the right way for Leah TO do it to get the best result," is powerful. I would say that it was the first time I had *consciously* experienced the ability to feel and get in touch with the power within myself.

My coaching experience gave me a priceless gift: I was able to finally hear and act from Leah's voice. My confidence level has increased to the point where people at work have noticed a large shift in how I manage my group and how I interact with others within my division.

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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The chapter's membership committee sponsors and selects the Coach of Month, which is part of the Coaching Awareness Project

# Learning Resources

## Trends in Research for Coaching Executive Directors in Non Profits

by Arty Coppes, ACC

**A** 2006 survey taken of 2000 nonprofit Executive Directors that Compasspoint and the Meyer Foundation initiated showed that 75 percent of the Executive Directors (EDs) will leave their positions within the next 5 years.

Around 15 percent are retiring baby boomers. The other 60 percent will leave for any of the following reasons:

- ◆ Dissatisfaction with the board/executive relationship
- ◆ Salary and benefits
- ◆ Stress and burnout
- ◆ Lack of leadership skills
- ◆ Lack of peer support/network

As executive coaches we can make a difference in this situation. Research has proven that we can make an impact in almost all, if not all, of the above situations, be it direct or indirect. Indirect would be supporting an ED to advocate a salary increase for example.

This body of research was done in 2002 by Compasspoint when they offered 40 hours of executive coaching to 24 EDs. (The Executive Coaching Project was inspired by two studies on executive leadership in the nonprofit sector—"Leadership

Lost: A Study on Executive Director Tenure and Experience," 1999; and "Daring to Lead: Nonprofit Executive Directors and Their Work Experience," 2001.)

Outcomes of the coaching were documented as having an impact in six main areas:

**Impact on Leadership, Management, and Technical Skills** EDs reported significant increases regarding their relationships and communication with staff and their leadership abilities. Interviews revealed that communication with Boards of Directors also improved for some EDs. Further, EDs described an enhanced ability to move the organization toward fulfilling its vision and mission.

**Impact on Organization** On their surveys, EDs reported improvement in the clarity of their vision for the organization, as well as staff and Board alignment with the mission.

Further, they reported statistically significant improvements in organizational processes and structure, such as policies and procedures and decision-making processes.

Overall, in their interviews, many EDs reported that their

organizations "work better" since coaching began.

**Impact on ED Attitudes and Beliefs** EDs reported a statistically significant increase in their level of agreement with the statement "My work positively challenges me" between the baseline and final post-test surveys.

In addition, in interviews, many EDs reported an increased sense of confidence in their leadership and management abilities as a result of coaching.

**Impact on EDs' Personal Lives** Several EDs set the priority of creating a better balance between their personal and professional lives by focusing more on their lives outside work.

**Impact on ED Job Satisfaction** There were no statistically significant changes over time in the level of job stress and burnout reported on surveys.

However, in interviews, several EDs reported that coaching helped to reduce stress and burnout. In addition, several EDs reported that their overall job satisfaction increased during their coaching experience, which they attributed

(See Learning Resources, Trends, page 4)

*(Learning Resources, Trends, continued from page 3)*

the nonprofit sector but asserted that, regardless of their future career path, their coaching experience would prove valuable.

According to ED interviewees, much of what they learned through coaching, such as confidence in one's abilities, will be sustainable even in the absence of a coach.

### Summary

Coaching appears to have had a profound impact on EDs and the organizations they lead. And though some of the benefits may overlap, they are worth mentioning separately for each the EDs and the organization itself.

#### ◆ EDs

Benefits included getting new insight into their strengths and weaknesses, improving their leadership and management skills, and increasing their confidence in their ability to do their jobs well.

Various participants found they were better able to address personnel issues, delegate tasks appropriately, fundraise for the organization, work more effectively with their Boards of Directors, and communicate with staff and Board.

#### ◆ Organizations

Benefits included increased financial stability, improved

internal communications, and improved ability to fulfill the organization's mission and vision due to improved ED leadership skills.

Coaching appears to be a relatively inexpensive, high impact way to develop the leadership of EDs while they are in their roles.

(Full results of the study are available online: [www.compasspoint.org/assets/2\\_cpcoachingexecsumm.pdf/.](http://www.compasspoint.org/assets/2_cpcoachingexecsumm.pdf/))

## Appreciating the Story

by Alicia Rodriguez, PCC

As coaches we listen to our clients' stories. We are trained to stand as witness or observer to our clients' experiences without ourselves becoming enmeshed or "hooked by" the stories they tell us. Our service is to be the compassionate observer, seeing beyond the story into how the emotions underlying the storytelling can inform where our client may be in their present development and perhaps give us clues as to how our inquiry may create a new possibility for them.

When we are trained as coaches we are cautioned not to "buy into" the story in order to maintain this outsider status that allows us to be at service.

*"Stories are humanity expressed in color."*

It is when that outsider status becomes an evaluator about the story that coaches become judgmental. Instead of listening with compassion for the nuggets in the story, the coach judges the story and labels it. "Don't get hooked by the story" becomes an assessment of the

*This kind of forgetting does not erase memory, it lays the emotion surrounding the memory.*  
~ Clarissa Pinkola Estes

very value of the story and its underlying human message. "You are not your story" may be true and so is "My story is part of my emotional make-up and knowing my story can help me choose what parts of it I want to keep playing out and what parts of it I choose to release."

The proficient coach does not sit in judgment of the stories a client tells, Indeed, the masterful coach empathizes with the story and approaches the story with appreciation of the texture, the flavor, the grief or joy inherent in the story. It is a reflection of the client's inner landscape expressed in an ancient way that may be the only access to the deep underpinnings of what drives a human being. The stories we tell are powerful reminders of who we are and how we got to be the way we are. They most certainly inform who we may be in the future although they may not determine that outcome

*(See Learning Resources, Story, page 6)*

# Takeaways

## Coaching and Sustainable Leadership

—February 20

by Kori Diehl, ACC

**J**ohn Lazar, noted speaker and author, offered at the February 20 meeting a definition of sustainable leadership: a mechanism for ensuring the reliable supply of leadership so that organizations can drive business and meet an ever growing list of challenges.

Lazar pointed out the looming deep and broad leadership gap. The resultant Talent War will be the most important managerial focus in the next decade. Lazar's work draws extensively from the writings of Weiss & Mollenaro, Charan, Covey and Flores & Solomon. He identified four aspects of the leadership gap:

- ◆ Unavailable talent
- ◆ Insufficient capability
- ◆ Fragmented development
- ◆ Generational differences in values

New leadership development models must be added to traditional methods such as training, apprenticeship, and mentoring. Clearly, executive coaching can contribute as a value-added milieu for leader development.

The change effort that Lazar envisions has at least three leverage points:

organizational, interpersonal and personal. Senior leaders must be engaged and held accountable for developing the next generations of leaders through such efforts as succession planning and the early identification of high potential employees. At an interpersonal level, relationships based on trust must be built and maintained. At the personal level, each must take ownership for his or her own development, be a life long learner and continually grow in emotional intelligence.

Quoting Eric Hoffer, Lazar reminded us that, "In times of change, those who are prepared to learn will inherit the land, while those who think they already know will find themselves wonderfully equipped to face a world that no longer exists."

"Coaches" said Lazar "must break down their own boundaries and team with others" if we are to be effective participants in the change effort required to win the Talent War. Not only will the leadership bench be strengthened, but employee engagement, creativity, and job satisfaction are just a few of the benefits to be enjoyed.

## The Importance of Understanding Stages of Adult Development in Coaching Leaders—

March 11

by Kori Diehl, ACC

**B**ob Anderson, founder of The Leadership Circle and creator of "The Leadership Circle Profile," immediately engaged his audience at the March 11 meeting, with the stunning statement that over 85% of change efforts fail. The failure, according to Anderson, is largely due to ignorance of the requirement for deep transformational change at the level of the individual employee. Change needs to be about more than new skills—it must also be about new beliefs and a willingness to let go of what has become habit in terms of attitudes and behaviors.

Anderson introduced an integrated framework of leadership development that ties together traditional leadership competencies, belief systems and assumptions, and stages of adult development. These elements are built into The Leadership Circle Profile, a 360° leader assessment tool. The analysis of a leader's profile indicates other's perceptions of that leader's competencies and provides insight into underlying causative factors driven largely by the leader's interpersonal styles.

(See Takeaways, page 8)

*(Learning Resources, Story,  
continued from page 4)*

because, after all, we are at choice about what we do with our stories.

The danger for the coach lies in becoming confused between “getting hooked by the story” and dismissing the story altogether or labeling the story as blatantly limiting for the client

*Ideas are clean. They soar in the supernal. I can take them out and look at them. They fit in a book. They lead me down that narrow way. And in the morning, they are there. Ideas are straight. But the world is round and a messy mortal is my friend. Come walk with me in the mud.*

~ Hugh Prather, Notes to Myself

and an absolute predictor of the clients ability to reach their desired future. That assessment assumes that the client is incapable of or unwilling to choose a future alternative. We do not get to sit in judgment of anyone’s stories. We are privileged indeed to share in the most intimate of stories and with that gift comes a responsibility to remain open in the space of pain, grief, joy, fear, confusion and all the muck that makes us human.

Stories are humanity expressed in color. Stories not only describe an experience, they evoke a reflection of our own experience as part of a collective human experience. How often have you seen your own stories reflected in a client conversation? I for one will admit to countless times.

I do not mean to suggest that we should coach the story instead of the individual. We should however never judge the story and from a place of non-attachment and appreciation, observe both the story and the storyteller and look for the connections between the two. Courageous coaches remain centered in stillness as a client tells his or her story, fluid in the tsunami of emotions that may rise from the act of telling their story. From that place of calm, the eye in the storm, the richness of a story becomes clear and as compassionate observer we may indeed then be in a position to assist the client to gain clarity as well.

It is too easy to dismiss stories. For new coaches who are relying on technical competency and being trained not to

*I hope you go out and let stories happen to you, and that you will work them, water them with your blood and tears and your laughter till they bloom, till you yourself burst into bloom.*

~Clarissa Pinkola Estes

get “hooked” by the story or for coaches that may need to be reminded that not being hooked is not the same as dismissing or judging the story our client tells us this is a powerful distinction that is not often made explicit. When I enter into the client’s story my intuition and senses are the tools I enlist to be present. Judgment lives in the intellect

and that is what I set aside while I am present to the story. As an advocate for developing intuition, this method and its results provide a compelling case for the nurturing of the intuition. I can feel and taste and sense all of the elements of the story yet remain still and non-attached at the same time. This ability takes practice and attention to develop as it may appear at first to be a paradox or mutually exclusive.

We are each the Chief Storyteller of our lives. As humans our stories are precious to us. They help us understand ourselves and how we fit into our world. They remind us of what we really care about, even if it is buried somewhere in our story. Love the stories you tell. Love the stories our clients tell us. There is healing in storytelling.

As we help our clients move from “a dark and stormy night” to perhaps “living happily ever after”, we may all learn that I can change the endings of my stories, I can do re-writes and ultimately, I can choose to be the author of the most important story – my own.



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Alicia Rodriguez, MA, PCC, Principal and Wisdom Partner, Sophia Associates, Inc. [www.sophia-associates.com](http://www.sophia-associates.com). Sophia Associates, Inc. is an international leadership development firm dedicated to enhancing leadership competencies, strengthening executive performance levels, creating opportunities for personal learning and developing high performing teams.

# Book Review

## *Action Based Communication: Changing Experience through Language* by Renée Barnow, Authorhouse, 2007

Review by Judith Westbrook

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

**A**ction Based Communication: Changing Experience through Language, by chapter member Renée Barnow is



about how acting out words, phrases, and concepts helps clarify the message. This happens in

all kinds of ways such as slowing down the process of speaking, exaggerating facial muscles, or forming a connection in the body to what is happening outside.

When you recognize even a small shift in experience due to changes in your verbal and nonverbal language, you can gain clarity.

In her book, Barnow presents the Action Based Communication (ABC) methodology. The methodology includes principles and practices and describes moving from internal dialogue—what you tell yourself, what you tell others, and what others read or hear—to external dialogue—what you

communicate through facial expressions and upper body stance.

A good way to shape your internal dialogue is to use the tools the ABC methodology offers, some of which are included here.

- ◆ Rely on ME FIRST (More Energy from Integrating Responsibility, Sensitivity, Truth)—If you are sensitive to your wants and needs you have an easier time being sensitive to the wants and needs of others.
- ◆ Value Moth (Move on the Hour)—Before you can connect with others, you must be in touch with yourself. Moving helps make a connection between body and mind.
- ◆ Practice WOW (Worth of Work)—Creating a connection with yourself and others takes work, make it worthwhile.
- ◆ A<sup>2</sup>—Attitude Adjustment is a 12-Step Program that reminds us of the power we own in managing our communication.

Practicing ABC supports the notion that kinesthetic learning is the highest form of learning.

People learn first and retain longest through the body.

The book is rich in exercises designed to help people become aware of how they present themselves verbally and nonverbally.

Barnow focuses on words and phrases that create or disrupt connections. Creating connections or disrupting connections shows up in the body through our posture, facial expressions, even aches and pains that reveal whether we are or are not creating a connection. Disruption leaves us slumping, crippled with disconnect. Those who are able to create connections hold themselves up with their head held high as they are looking for the next opening to connect.

Words hold power in the way we speak to ourselves and in the way we communicate with others. Being mindful of that is important. When you focus on how the words affect your feelings you add dimension.

Barnow presents Power Words, Swing Words and Phrases, and Throwaway Words. *Why*, *what* and *how* are examples of Power Words to use carefully when asking questions. *Why*

(See Book Review, page 9)

*(Takeaways, continued from page 5)*

Attendees heard thought provoking and compelling evidence of the relationship between a leader's effectiveness and his or her style.

Through ongoing research, Anderson and his colleagues are working to prove their hypothesis that leadership effectiveness is strongly correlated with not only business performance but with the leader's stage of development. Further, they believe they have found the DNA of leadership development to be the interaction between competence and consciousness. If this is so, then leadership development is an important "inner game" in addition to the traditional "outer game."

What does all of this mean for coaching? If Anderson's leadership development framework can be proven, a coach will need to know how to assess and understand his or her client's developmental stage and ask different questions depending on the client's developmental stage. Dialogue about personal purpose, vision, intuition, authenticity, and belief structures will become routine as part of any discussion regarding change at a personal and organization level.

Check out [www.TheLeadershipCircle.com](http://www.TheLeadershipCircle.com) for more information.

## The Constellation Process: Demonstrating the Possibility for Immediate Dramatic Results in Coaching—April 17

by Carol Goldsmith, PCC

**D**iane Hetherington, MCC, drew on her in-depth understanding of the Principles of Constellations as well as more than 25 years of experience in organization and leadership development when she presented the chapter membership with the best—and perhaps only—way to appreciate The Constellations Process™. She demonstrated it in action.

Called a "systemic approach to executive development," The Constellations Process™ engages the power of intuition to help the client gain new perspectives on issues and dynamics within an organization. Rather than describing the situation to the facilitator, or "constellator," in detail, the client physically represents the system's component parts using people, figurines, or other inanimate objects. By placing those parts in spatial relationship to one another, the client notices energy and then either moves or allows those parts to move into other locations. As the energy shifts, the client becomes aware of patterns and structures that may not have been apparent before.

Diane "constellated" an issue with a volunteer to show how the process works.

A coach-consultant (we'll call her Jean) had been tasked with integrating two corporate divisions with very different cultures into one functioning unit. Jean selected eight coaches from the audience to represent key stakeholders in the organization, including herself, and then guided each person toward a particular spot. After allowing the energy in the room to settle, Diane as the constellator interviewed the representatives about what they were experiencing in their bodies and from their inner knowing. Each representative, in turn, was allowed or guided by the constellator to change location or stay in place while Jean observed and absorbed the situation in silence.

After about 35 minutes, the average length of a systemic constellation, Jean reported a shift in her thinking about her role and relationships within the organization. No content was offered or actions assigned. To expand their perspective, instead of processing through their usual mental models, clients are encouraged to keep content to a minimum, and to continue the processing on their own, allowing the work to continue after the constellation.

*(See Takeaways, page 9)*

(Takeaways, continued from page 8)

Diane explained that candidates for organization constellation work must satisfy four criteria:

- ◆ Have a serious request
- ◆ Be part of a relevant system
- ◆ Have a chance to be part of the solution
- ◆ Be capable of being part of the solution

Again, all parts of the system—including the client—are represented by people outside that system. By looking from the outside-in the client gains new information, which previously may not have been accessible.

In addition to individual sessions with one client and one constellator, constellation workshops can be done with groups of eight or more participants. One client at a time presents an issue while other participants serve as designated representatives. Often representatives and observers in the circle take away as many insights as the actual client.

According to Diane, “Constellations enable us to work sensitively and effectively with issues in our personal lives and within organizations. Rather than artificially freeze-framing issues, the constellating process draws on what might be called ‘the embedded intelligence’ of a situation. By looking at where people or things stand in relation to other things or

people, one has a physical image that speaks for itself.” We look at the interrelationships in lieu of the personalities of the individuals.

An organization constellation can be a valuable tool for a consultant or team coach to gain some insight into the hidden dynamics present in the team he or she is coaching.

Seeing The Constellation Process™ in motion helps to explain its name. Just as moving one star in the heavens changes a constellation, moving any part in a system changes the whole.

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(Book Review, continued from page 7)

challenges; *what* and *how* ask for specificity, to get to the truth of the matter and to move forward, thus action.

Words that show up mostly in uncomfortable situations when you can’t think of what you want to say are presented as Throwaway Words. *Nice* is an example, “Isn’t that nice.” The usage is a lukewarm way of saying you don’t have anything more definitive or positive to say.

Barnow’s *Apart vs. A Part* Model is useful in business transitions, charged situations, and when a person is stuck. The most important component of the model is space, where a person moves from disconnect to connect.

“Creating connections (being a *part* of a system) requires being

separate (*apart*) and being able to detach (*be apart*) from whatever is keeping you stuck.”

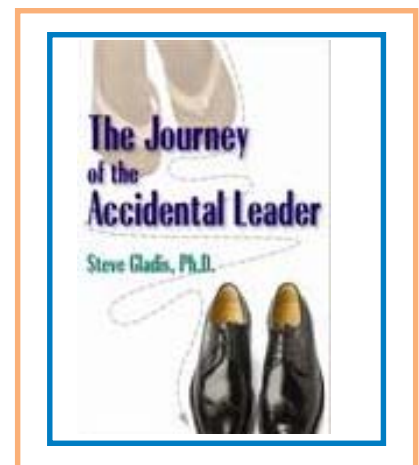
In her book, Barnow shares her passion for language that offers many paths to successful communication and connection. The text offers a log and process for tracking experiences using the Power Words, Swing Words and Phrases, and Throwaway Words.

Repetition of the exercises in this book will help readers understand and appreciate the effects of word substitution.

Barnow offers a “supporting words” catalogue that plays a role in creating connections and positive interactions with clients. The catalogue is another of the many useful tools this book holds for us as we continually search for new ways to meet our clients where they live.

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The August issue of *Learning* will include a review of chapter member Steve Gladis’ latest book.



## Upcoming Events

**19 May 2008** *Mike Mooney*  
Somatic Coaching: Accessing the Full Wisdom  
of the Body  
Embassy Suites Hotel-Friendship Heights  
Washington, DC

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

**8 July and 8 October** *Submission Deadlines*  
**Learning** [communications@icfmetrodc.com](mailto:communications@icfmetrodc.com)

**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)