

choice

the magazine of professional coaching

The Rise of Corporate Coaching

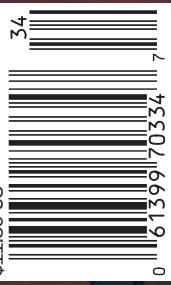
Leading change in the corporate world



Coaching in the prison system

What happens when your client dies?

The human face of change





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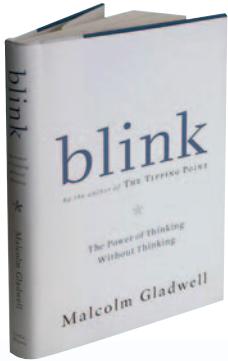
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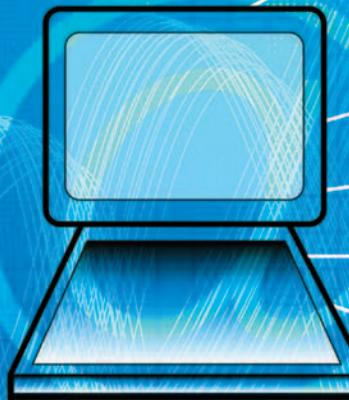
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Is there a difference in coaching at the corporate level versus business or personal coaching? Is corporate coaching truly on the rise? In this issue we examine corporate coaching and what coaches need to consider as we support executives to lead change in the corporate world.

To increase your understanding of what's happening in the corporate arena we present a broad perspective on the impact of coaching in the corporate world — from the findings of a survey of over 100 Global 500 companies, to an insider's coaching perspective to the similarities in coaching government employees and prison inmates.

Starting on page 26, Beverley Alridge Wright, an IBM internal coach, shares her insight into what being an internal corporate coach is all about — both the advantages and challenges. In his article "Coaching's Greatest Gift: Authenticity" (page 33), Lance Secretan urges us to coach executives to explore their values and authenticity. To have them look inside and take responsibility for their actions and who they are being in the world.

To whet your appetite for statistical evidence, we present "Top Trends in Executive Coaching" (page 29), the results of a survey conducted by Brian O. Underhill and John J. Koriath. Their study researches the trends in corporate coaching, from how it is received and who utilizes it, to what the success factors are and the future of coaching in the corporate environment. You will find their investigation surprising and informative.

Kerry Gordon's article "Resistance is Fertile" (page 13), speaks of 'resistance' as an opportunity for growth. Gordon asserts, "Empathetic leadership is the willingness to

actively engage in the human condition rather than choosing to be exempt from it."

For those of you seeking information about new assessment tools, we've got something for you! Patrick Williams introduces us to his successful use of the Peoplemap™ assessment tool in coaching his corporate clients.

Also, as this new year progresses, some of us may look back at the commitments we made to ourselves and realize... "oh no, we are not keeping them! What's up with that?" Well, to remind us how to go about reaffirming them, read Stephen Kraus's article on page 43. He offers five tips to re-energize you (and your clients) to take action and be successful in having your commitments stick!

I invite you to keep writing to us! Let us know what you think and what you want. Write to letters@choice-online.com.

Love and Peace,



Maureen A. Ford, CDC®

Editor in Chief

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publisher's perspective



If only coaching had been more available in my personal corporate years. Sure, we had performance reviews and management training programs, but coaching? Frankly, I might still be in the corporate world if coaching was available to help keep me inspired, engaged and creating results better than ever!

What if corporations, businesses or governments throughout the world engaged or employed coaches? Can you imagine the impact that would make on the world? What if Enron or WorldCom had a coach or 10 or 500? (See <http://www.forbes.com/home/2002/07/25/accounting-tracker.html>) If individuals can find great results with coaching, what if our senior leaders in government engaged coaches for themselves and throughout world leadership?

At the ICF Conference last November, I was delighted to meet many coaches from corporations like Boeing and IBM. What a great, great opportunity to impact organizations. We are honored to talk about the impact of coaching in organizations in this issue of *choice Magazine*.

To world coaching,

Brad Stauffer, CPCC, CDC®

Publisher



T
This month's issue reminds me of my past, present and passion.

As people who know me can attest, I am passionate about business. And the reason I am a business coach and involved in the business of coaching is because of the impact coaching had on the corporations I led. Of course, I did not know it was coaching at the time.

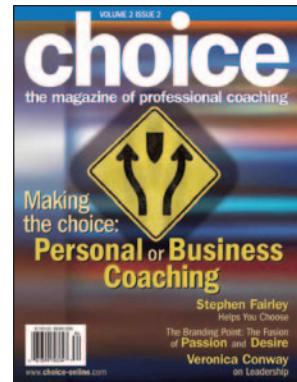
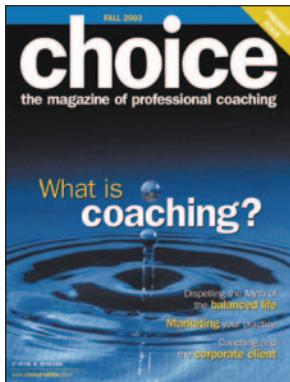
And here I am today. A coach, a businessman and co-founder of an international organization supporting the profession of coaching. Who would have guessed I could have the best of all worlds.

I am proud to be part of the team to deliver the message of the possibility and impact of coaching on corporations and, more importantly, the people who run them.

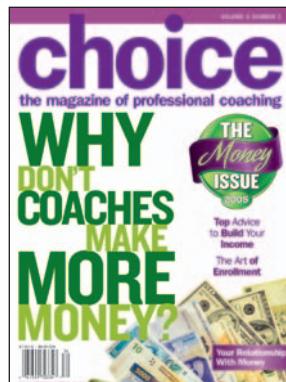
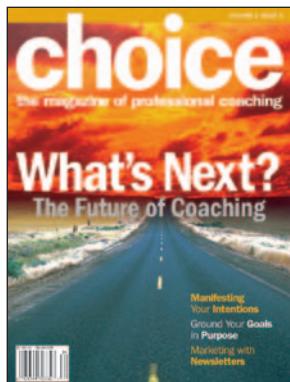
To performance measurement and the bottom line!

Garry Thomas Schleifer, CPCC, CDC®
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contributors



Carol Adrienne, PhD, life coach and internationally recognized lecturer shares her view on client confidentiality in "Sticky Situations" (page 22). Carol is a workshop facilitator and the author of *When Life Changes, or You Wish it Would* (Harper Collins). As a master numerologist, workshop leader, and life coach, she has helped thousands of people eliminate negative patterns, as well as provide them with life-long tools for creating the life they want to live. Carol also co-authored *The Celestine Prophecy: An Experiential Guide* and *The Tenth Insight: Holding the Vision-An Experiential Guide*.

Andrea Bauer, CPCC, interviews Kellie Krug, Senior Vice President of Visa USA Marketing Communications, about organizational change in "It's All About the People" (page 37). Andrea is a leadership development coach who works with professionals throughout the life cycle of their careers. She helps clients define and identify personally meaningful work, craft strategic career development plans, and develop their leadership and management competencies. Her goal is to help people "rewire and retire." Andrea is also a writer and the creator of *Soul Surveys*, an innovative collection of interviews conducted with people around the globe on purpose and leadership.



Laura Berman Fortgang, MCC, advises a coach on sharing a deceased client's dreams in "Sticky Situations" (page 22). Laura is recognized internationally as a pioneer in the coaching profession. She is founder and owner of InterCoach, Inc. where she trains coaches and other helping professionals through her Life Blueprint™ Institute. Laura is the author of *Now What? 90 Days to a New Life Direction* (Tarcher/Penguin). A popular speaker and media favorite, she has appeared on Oprah, Today, CBS Early Show and is a contributing editor and columnist for *Redbook* magazine.

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Craig Carr, PCC, discusses the ethical implications of client confidentiality in "Sticky Situations" (page 22). Craig is a senior trainer for the Coaches Training Institute (CTI) and a coach committed to the conscious development of personal potential. He is the co-creator of *Danger, Sex and Magic: The Mystic Roots of Coaching*, which he calls "a new model for brave coaching."

Craig's specialty is working with entrepreneurs and investors who are designing new relationships with their business or jobs.

Melanie DewBerry-Jones shares some unique coaching experiences in "From Lockdown to Legacy" (page 46). Melanie is a speaker, writer and coach. She is a pioneering spirit whose passion leads her to be known as a Spiritual Catalyst. She lives her vision to nurture the expansion of love in this ever-evolving universe by working with clients in creating a deeper integration of spiritual and emotional intelligence. Melanie is a twice-certified coach and a member of the National Speakers Association (NSA).



S. Fuller, PhD, shares how to prepare yourself to write your best stuff in "Letting the Creative Juices Flow" (page 50). She is a writer and personal, professional and corporate coach. She has been a foreign correspondent, an educator, a university instructor, and a curriculum designer. She began coaching in 1990 and is founder of Spa for the Mind Coaching and Communication.



Kerry Gordon, PhD, presents a new point of view for leaders initiating organizational change in "Resistance is Fertile" (page 13). He has been instrumental in helping corporate executives, business owners and entrepreneurs discover that going from good to great means running their businesses consistent with the values that form the foundation of who they are as human beings. The result is an in-depth approach to coaching that helps senior executives discover and practice the relationship skills that form an authentic basis for effective leadership.



Kat Kehres, CPCC, reviews Malcolm Gladwell's newest book *Blink* in "The Role of the Unconscious" (page 20). Kat is an author and relationship coach based in Southern California. She is the creator of the *Staying Engaged Program and Playing Cards*. Kat is also the author of *It's Not Just a Wedding-It's Your Life!*



John J. Koriath, PhD and **Brian O. Underhill**, PhD, identify the latest research results in "Top Trends in Executive Coaching" (page 29). As Vice President of Research at Executive Development Associates, John is responsible for defining best practices, identifying next practices, and creating new solutions to the challenges faced in each research area of investigation. Brian is an industry-recognized expert in the design and management of worldwide executive coaching implementations. He is the Founder of CoachSource and the Alliance for Strategic Leadership.



Stephen Kraus, PhD, explains how to help clients keep on track with their goals in "Turning Goals into Lasting Life Changes" (page 43). He is author of *Psychological Foundations of Success: A Harvard-Trained Scientist Separates the Science of Success from Self-Help Snake Oil*. Steve has a PhD in social psychology from Harvard University, and twice won Harvard's award for excellence

in teaching. He is the developer of an audio coaching program for keeping resolutions and making lasting life changes.

Marcy Nelson-Garrison, MA, CPCC, presents "Coaching Tools" (page 24), the most current and innovative coaching products to enhance your coaching practice. Marcy is committed to the power and delight of creative approaches to personal and professional development. She is President of Coaching Toys Inc.



Lance Secretan, PhD, presents part two of his article on transformational leadership in "Coaching's Greatest Gift: Authenticity" (page 33). Lance is the international best-selling author of thirteen books that revolutionize leadership theories. His latest offering is *ONE: The Art and Practice of Conscious Leadership*. He is an award

-winning columnist, currently contributing a monthly column to Worthwhile Magazine. Voted one of the nation's top ten speakers, and one of the twenty-first century's most influential, Secretan loves to capture the attention and excitement of audiences around the world.

Patrick Williams, EdD, MCC, shows the benefits of understanding personality differences in "A New Tool for Business Coaching" (page 41). One of the early pioneers of coaching, Pat is often called the ambassador of life coaching and is passionate about the profession. He is the President of the Institute for Life Coaching. Pat is the co-author of *Therapist as Life Coach: Transforming Your Practice and Total Life Coaching: 50+ Life Lessons, Skills, and Techniques to Enhance your Practice and Your Life*. His newest book is *The Law and Ethics in Coaching: How to Solve and Avoid Difficult Problems in Your Practice* (John Wiley & Sons).



Beverley Alridge Wright, PCC, shares her experiences at IBM in "Internal Coaching: One View From Within" (page 26). Beverley's extensive experience with IBM in diverse areas of business gives her a rich background for coaching and leading other business professionals. She has developed and managed organizations in administration, marketing, fulfillment, recruiting, training, leadership development and internal coaching. She believes in 'people power' and that the return on people (ROP) is still the most effective business strategy.

Susan Young, president of Susan Young Media Relations, Inc. shares how to use the media in "Life's a Pitch" (page 17). Susan helps businesses, non-profits and professional associations to raise their name recognition, visibility and revenues. Her organization uses print, radio, TV news and the Internet to promote exclusive public awareness and education campaigns and press conferences. The company also handles media outreach and crisis communications.



choice letters

OUR READERS GIVE FEEDBACK, PERSPECTIVES, CRITICISM & KUDOS



Insightful and a Great Resource!

I wanted to let you know that I think your magazine is fabulous. The content is well laid out. The articles are insightful and easy to read. I've gained some great information from the articles and changed my perspectives, or at least been able to see other perspectives. It has been my pleasure to be a subscriber. Thanks for your great work. I wish you much success.

Pam McConnell
Kansas City, Missouri

I subscribed to *choice* Magazine about a month ago along with all the back issues. They look great. I wish there was a way you could get *choice* into Barnes&Noble. It would be a great resource to the public as well as a great way to educate the general public about coaching. Also, the upcoming issue looks really interesting. Keep up the good work.

John D. Patredis
Garland, Texas

The current issue is beautiful! Love the excitement and energy you are creating around the magazine.

Craig Carr
Los Angeles, California

Kudos for this issue

The cover and my article look great! Keep up the incredible and exceptional work. You guys rock!

Rich Fettke
Walnut Creek, California

Congratulations on one of the best, maybe the best issue to date! I enjoyed every article. I took notes from some articles and reread every article several times, even copying a couple for future reference. Kudos on the topic and the excellent selection of articles. You are my coaching magazine of "choice." Cheers!

Laurie Rockwell
Summerland, British Columbia

I'm loving the magazine, but surprised there aren't more than four issues a year. Is it available on newsstands?

Lisanna Sullivan
Whitehorse, Yukon

We hope to be available on newsstands mid-2006.

—The Editors

A Round of Applause

I eagerly await each issue of *choice* Magazine and read it cover to cover. I had just received my new issue and a coach colleague came over to visit. He picked up my new issue and said "Are you through with it yet?" My response was "No, and if you borrow it you must give it back!"

Needless to say, with the reasonable price for an annual subscription I will get him his own for his birthday.

Thanks again for this informative magazine.

Vikki Brock
Seattle, Washington

This is a wonderful magazine embodying everything we want to grow coaching as a powerful profession.

Sara Thompson
via email

You fill such a deep need! Thank you!

Carl Dierschow
Fort Collins, Colorado

Thank you for playing the Bigger Game of creating this very, very cool magazine for us coaches to create from and learn from!

Rick Tamlyn
Los Angeles, California



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WE'D LOVE TO HEAR FROM YOU!



By Kerry Gordon, PhD

perspective

Resistance is Fertile

Helping clients lead by example

With major corporations like Hewlett-Packard, Royal Dutch Shell and Kimberly Clark leading the way, business organizations large and small are beginning to get the message — that the new demands of global business and rapidly shifting technology require leaders capable not only of anticipating and responding to change but also inspiring others to follow their lead. This is a tall order for those executives not adequately prepared to deal with the human face of change. And indeed, as a business coach working at the corporate level, it is my experience that

from a unique perspective that has helped me in coaching my business clients to be more effective leaders for change.

Executive or manager, any leader who has tried to initiate change will doubtlessly have experienced first hand the frustration that comes in the face of mind-numbing, foot-dragging resistance. And it doesn't seem to matter what they do — explain, cajole, reward, demand, threaten — they invariably report spending more time fighting resistance than doing



participate. In my experience coaching senior executives, especially those who have risen through the ranks of Research and Development (for example, as engineers), there seems to be an almost ingrained belief that simply providing more information will automatically eliminate the anxiety (typically expressed as resistance) that naturally attends change. But contrary to this belief, indications are that the more information we throw at resistance the more resistance it inspires.

As a coach, I want to help my clients come to a simple truth — that as human beings we don't respond to change intellectually, we respond emotionally. Whether we are conscious of it or not, the anticipation of change triggers insecurity. We immediately ask ourselves, "How will this change affect my world?" We can't possibly know the answer with any certainty; only that at some level things won't be the same. It is the uncertainty of change that provokes in us a sense of powerlessness, that

“Resistance conceived as an obstacle, a rock in the stream, is an inappropriate metaphor.”

executives are far more comfortable strategizing for change than dealing with the human consequences of implementing those strategies. That's why understanding the psychology of change is critical for coaches who aspire to help their clients develop the emotional intelligence necessary to negotiate the stress and turbulence inherent in leading for change.

In this article I want to consider change and its evil twin, resistance,

the real job of implementing change. But what if the problem is not resistance itself but the way in which we relate to it? What if it turns out that resistance, rather than being a barrier, is actually a doorway for change?

Change as threat

Change inevitably raises the specter of the unknown. Therefore regardless of whether or not the change is beneficial, it is bound to be experienced as a threat by those asked to

perspective

we are somehow being overtaken by events beyond our control. And so for all kinds of reasons we resist — it may be because we feel overburdened by change, or we don't trust the authority imposing it, or perhaps we feel that the change is a threat to our job or challenges our competence. Will this change make more demands on our time and cut into our personal life? Or maybe having always done things in a certain, familiar way, we dig in our heels out of sheer cussedness. The reasons for resistance vary but attempts to explain it away by providing more information do little to address the anxiety and uncertainty that change engenders.

Using the right language

And yet, with respect to resistance, most executives tend to be typical in their response. "This initiative is such a good idea," they insist. "If we can just explain it a little more fully everyone will get on side." In such cases, though my clients may be demonstrating the best of intentions, their efforts to persuade come across like tourists trying to communicate in a foreign land. No matter how carefully they try to explain themselves, the locals look back at them with a blank stare. So what do the tourists do? They speak louder as though the problem is that they're not being heard. In reality, of course, the situation has nothing to do with hearing; it has to do with understanding. If the tourists want a response they must realize that rather than speaking louder they would do better to learn the language.

Similarly, what I want to help my clients realize is that presenting and re-presenting information does not

address the central problem of resistance. Effective leadership is not about shouting louder but is about tuning into the reality of the resistance and finding a language that allows for a meaningful level of communication. Most executives and managers charged with leading change tend to see resistance as an obstacle, a barrier to be breached. The feeling is that if they persist and, with superior logic and intellect, hammer away at the resistant rock in the stream, eventually the rock will be dissolved and the stream will flow smoothly again. But resistance conceived as an obstacle, a rock in the stream, is an inappropriate metaphor.

As a coach, my challenge is to help my clients think of resistance not as a barrier but as feedback and understand that their real job is to discern its meaning. Simply put, if resistance is a form of expression, then to be effective, leaders need to be willing to find out what it is that's being expressed.

A new perspective

What I am proposing is a different way of perceiving resistance — not as a thing that prevents change but rather as an integral part of the change process itself. But this is a challenging perspective for most of my clients. Initially, it seems to fly in the face of logic. "If not by providing more information then how am I supposed to address resistance?" The answer doesn't necessarily make the proposition any easier to swallow. But simply put, the most effective way to deal with resistance is through empathy.

In essence, empathy is the ability to put ourselves in another's shoes, to be

aware of and sensitive to the feelings of others without their having to explicitly express them to us. Empathy is fundamentally about listening.

"Empathetic leadership begins, not with fixing, but with connecting to the uncertainty of others by honestly reflecting on our own."

It is the ability to attune, not just to the content of what is being said, but to the emotional field that underlies it. While this may all sound very 'New Age, touchy, feely,' the fact is that in recent years, more and more leadership trainers, coaches and management consultants have begun to recognize empathy as a core leadership competency. And for obvious reasons. Without a developed capacity for empathetic relationship, executives and senior managers cannot hope to enroll their organizations in the level of transformative change that will, in the words of management guru Jim Collins, move their companies from good to great.

The question that concerns us here is whether or not empathy is coachable. It sounds so intuitive that it might be assumed that either one is an empathetic person or one isn't. The truth is quite the opposite — empathetic leaders are made not born. It's a bit like yoga.

While the yogic experience might be characterized as mystical — an experience of oneness or unity —

the actual learning of yoga is completely technical, which is to say it can be taught. We go to a yoga teacher and are shown the breathing and postural techniques to practice. While the depth of experience gained through doing yoga is unique to each individual, everyone has the technical capacity to learn how to do it. So it is with empathy. It's not magic, it's technical, and can be learned by any leader willing to apply effort and perseverance. In that sense developing empathetic awareness is no different from learning to ice skate or play the piano. The level of skill that one ultimately attains is dependent on many factors but everyone has the capacity to learn.

That being said, the ability on the

part of my clients to learn is part and parcel with my ability as a coach to teach. As a coach I need to be constantly practicing and honing my own empathetic skills and teach first by demonstrating those skills in every coaching session. While it is by no means the only way of teaching empathy, the active listening that I demonstrate in session may well be the first experience that my clients have in actually relating empathetically to another.

Reflecting on experience

But beyond that if I want to coach my clients in developing empathy then I need to help them understand that the capacity to walk in another person's shoes presupposes their having taken the time to

reflect on the experience of walking in their own. Empathy is after all based in shared experience, so if I am unaware of my own fears and anxieties how can I possibly attend to the experience of another in any meaningful way? When a person is struggling with their own discomfort the last thing they need is someone telling them the best way to fix it and make it go away. No matter how well intentioned, the belief that we have the answer that will fix the problem is almost always perceived as patronizing and only serves to make matters worse by increasing the emotional distance between the person struggling and the person trying to help.

And yet in business this is typically how most leaders attempt to deal



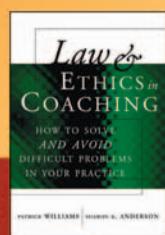
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with resistance. By acting as though they have the answer, leaders are dismissing the resistance (and, by extension, the anxiety of those expressing it) as baseless. The result is an ever-widening gulf between leaders and those they are attempting to lead. It is therefore critical that I help my clients understand the value of inner reflection in order that they can begin to see the world through the eyes of the other. It is in this sense that empathetic leadership begins, not with fixing, but with connecting to the uncertainty of others by honestly reflecting on our own.

Empathetic leadership is the willingness to actively engage in the human condition rather than choos-

ing to be exempt from it. It means stepping out from behind a protective position of authority and acknowledging that we don't necessarily have the answers and that, though we may be optimistic, we also have concerns. But it takes a lot of courage for leaders to admit that they may have the same sorts of fears and anxieties as those they lead, because in allowing themselves to be seen as having uncertainty they become vulnerable. My aim is to help my clients see that it is this very vulnerability that draws others to trust them and inspires them to share and ultimately participate in their vision for change.

That resistance is a natural part of the change process and that empathy is the most effective means of

response is a challenging proposition. As a coach it is all too easy for me to conjoin with my clients in the frustration they feel when faced with resistance. My natural impulse is to try and help them fix the problem by making it go away. But if I take that tack I am failing in my role as coach because problem solving is not, after all, what I do. My real job is to provide perspective. By challenging my clients to consider resistance in a new way I enable them to redefine their roles and achieve extraordinary results. •

Kerry Gordon, PhD, is a principal at InDepth Leadership, a company providing coaching in transformative leadership and organizational development.



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Life's a Pitch

Build your coaching practice by leveraging the media

Business professionals and entrepreneurs often tell me they are the world's best kept secret. My immediate response is, "You don't *want* to be a secret! It's time to let the cat out of the bag." It's perfectly acceptable and is almost required that you flaunt and promote your organization, projects, staff, clients, talents, services, and products. In fact, in today's competitive business

“Your job is to create news, not news releases.”

environment, it's a must for success. If you don't, your competition will. Your ability to use print, radio and television news and the Internet as vehicles to promote yourself can be the turning point for your coaching practice. And, it can easily be accomplished without draining your budget.

'Free press'

Many people confuse advertising and the 'free press' that's available to you in the media. Your ability to take advantage of free press can be the key to building your name recognition and revenues. Allow me to explain. It's

called validation or
'third party endorsement.'

It's common knowledge that virtually anyone with a checkbook can get their ad in the local paper or on a TV or radio station. The general public knows that when they see an ad in the paper, the business owner paid to be there. However, when you have a legitimate news story that features you or your practice, it's called third party endorsement. This means that the editor thought your story was so important that you didn't have to pay to be in their publication. This gives you instant credibility as an expert in your field. This is free press, and it's priceless.

Is it news?

As business professionals who want publicity for our companies, we must come to understand how the news industry works. We need to 'go to the other side.' We have to be fully aware of where our firms, people, and activities fit within the newscasts and printed pages. We have to understand why some stories get covered, but most don't. The news is not what you've seen on *Frasier*, *Murphy Brown*.



or *WKRP in Cincinnati*.

Publicizing your business through news stories and releases, and positioning yourself as an authority in your field, means that you have to create news, not just stories. Quality news releases and newsworthy stories will get the attention of the reporters, editors, and producers. At one of my recent workshops, a marketing assistant told me that her company sends out 12 press releases a month. I asked her if she thought that they must generate a lot of stories to put out eight releases a month. She responded, "Not really, my boss just wants us to send out eight releases a month." Filling press release quotas is a sure way to ensure that any real news will quickly become a newsroom pest.

Here's the bottom line — knowing how news decisions are made and what reporters are looking for when covering stories will help you to increase your company's name recognition and your own bottom line.

The overriding question of any reporter or editor that receives a press release is, "Why should I cover

this? Who cares?" You must be able to answer this prevailing question and overcome objections. Newsrooms receive dozens and dozens of faxes, e-mails and telephone calls every day from people pitching 'important' news and 'great' stories.

"Choose your words carefully and creatively."

The reporters and editors have a huge responsibility to decide what is news and what isn't. If you remember this every time you consider drafting a press release, it will help you to weed out the stories that may not be newsworthy. Think of how your story affects the general public.

Here are three essential tips to help you leverage the newsroom decision makers:

1) **Deliver your message with clarity.** Clarity is key. When writing a press release or calling a reporter or newsroom to pitch your story, you have to be able to express yourself with a clear, concise, and targeted message. A press release should

always be one page (and if it's clearly understood and well written this should not be a problem). As a former reporter and radio news director, the cardinal sin in my book is a press release with a staple. In other words, fine-tune your writing. If there are empty words that don't add anything to your story, hit the delete button. Choose your words carefully and creatively. Even the most

complicated policies, issues, legislation, grants or programs can be articulated in one page. Trust me, I do it every day.

2) **Tell a fabulous story.** News is about people. People love great stories. Develop the art of personalizing, packaging, and framing your story with the right elements. Print and TV need visuals and action; radio needs a voice and audio. If you're pitching a story about a company expansion or new service that your practice is offering, find a person directly involved and impacted by your news. Arrange for the reporter to visit the program or client and see things firsthand. Comments from the boss or executive director may be adequate, but reporters almost always prefer to spend time with and speak to peo-



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ple who have actually experienced something. The key here is the emotional and human angle of your story, not the administrative or operational end of it. It always comes down to — how does this affect the public? Put a face on your story.

3) Develop relationships with reporters. People tend to like and appreciate others who are helpful, whether it's on the job or at home. We typically don't do favors like shovel the snow off of a neighbor's driveway if we don't have some kind of relationship with the people involved. Reporters need help and are grateful for it because they are typically underpaid, underappreciated, and overworked. Ask the right questions. Leave nothing to chance or assumption. Ask reporters for the best way to send story ideas (fax,

e-mail, are attachments okay). Also, ask them about their deadlines and actually adhere to them.

During one of my recent public relations group coaching phone calls, someone expressed frustration that reporters weren't returning her phone calls and pitches when left on voicemail. After a brief exchange about the details on the wording of her message and how it was delivered, the coaching participant experienced one of those "A-ha!" breakthrough moments. A slight change in the wording of the voicemail prompted reporters to return the message. Her words got their attention.

Writing and pitching clear stories that are concise and helping reporters to get their job done, are key ways for you to cultivate relationships with

Top 10 Tips to Pitching Your Story

- Don't bury the lead
- Be clear, concise, and compelling
- Avoid rhetoric and jargon
- Speak to the audience
- Prepare, Prepare, Prepare!
- Know where you fit in
- Pitch with passion!
- Build relationships with reporters
- Respect and meet deadlines
- Make news, not news releases

the media and get the free press that coaches and entrepreneurs need to survive. When you master this, it's a win-win. •

Susan Young is the president of Susan Young Media Relations Inc.



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The Role of the Unconscious

Author Malcolm Gladwell looks at how we make decisions

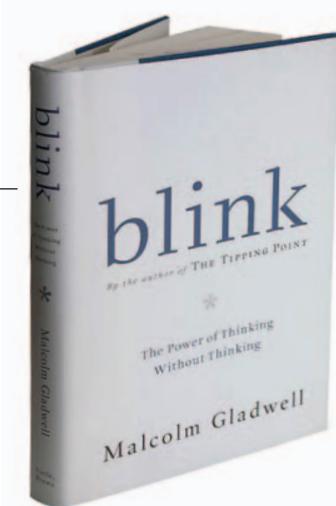
Blink by Malcolm Gladwell was not the book I intended to review this month. I had three really great books all lined up when I absent-mindedly asked my husband for his suggestions. *Blink*, he said, and without further thought I decided "okay."

I made this decision without so much as a glance at the book's content, which is exactly what *Blink* is all about, how we make important and complex decisions in the blink of an

endless analysis were dead wrong; the experts who took one look and went with their gut feelings were right.

Gladwell cites experiments that show how we know something internally before our minds can make sense of what it is. Our bodies guide us well using signals like sweaty palms and increased heart rates.

The book meanders through an eclectic mix of subjects from 'thin slicing' marital happiness, successful

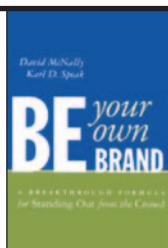


As I read the book, my awareness around every choice I made was heightened. It gave me great appreciation for the power and complexity of my decision-making abilities, and how they usually go unnoticed.

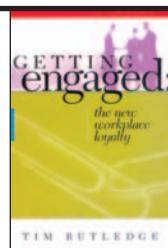
My initial excitement was tempered as I reached the half-way mark. Every time I thought I had a handle on 'thin slicing,' Gladwell would take a turn and reveal another facet.

The roller coaster ride this book took me on was well worth it. My 'blink' choice to review this book was rewarded with fresh insight into the art of making excellent decisions using a balance between considered and intuitive thinking. •

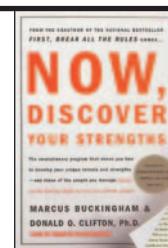
Kat Kehres, CPCC, is an author and a relationship coach working with couples and business partners in Hollywood, CA.



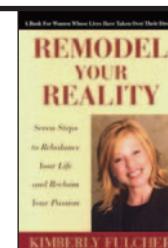
This standard read will help you create a strong personal brand that gives you more freedom to be yourself. (Berrett-Koehler)



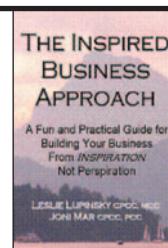
Dr. Tim Rutledge unlocks myths about workplace loyalty and writes about building teams that stay engaged in their work. (Mattanis Press)



This groundbreaking book and program helps you discover and focus on your strengths. An online assessment is included. (The Free Press)



A simple, seven step process for women to reinvent themselves and take control of their lives. (River Rock Press)



The authors teach success "from inspiration not perspiration" in this self-published practical guide for entrepreneurs. (Design for Living)

NEWS TO **UPDATE** YOUR COACHING WORLD

Coaching awareness grows

By Janet Carlisle

International Coaching Awareness Week was held in February and Toronto coaches honored the occasion with a special day set aside for a workshop. And what a workshop it was!

More than 200 members of the Greater Toronto Area Chapter, public and media attended the workshop. *Leadership That Matters/Powerful Strategies for Challenging Times* was presented by Dr. Margaret Wheatley and Adria Trowhill, MCC. Margaret Wheatley is an accomplished and gifted speaker who presents radically new practices and ideas for organizing in chaotic



Adria Trowhill, MCC and Dr. Margaret Wheatley, the featured co-presenters at the leadership workshop.



Michael Bungay Stanier and Colin Holbrow take a moment to catch up.



Laura Macro, CPCC and her guest Janet Mairs, enjoy the event.

times. Wheatley's most recently published book is titled *Finding Our Way: Leadership for an Uncertain Time*. Trowhill has been heavily involved in leadership and team coaching in Canada. She is truly a leader's coach and an innovative creator of tools and processes for high performance teams and corporate coaches.

Attendees, many of whom were new to the coaching game, seemed exceptionally pleased with the workshop as it evolved. The event was designed to be experiential which kept people on the move, meeting new people, asking some very tough questions and working as teams. As an observer I was impressed at how easily the concept of working together with different perspectives was accepted, under the leadership of Wheatley and Trowhill.

Some media were in attendance at the event including *Report on Business* TV and *HR Professional* magazine. The people behind the scenes who were responsible for coordinating the event included: Janet Tisdall, Eileen Chadwick, Carol Ford, Adria Trowhill and Nancy Wallack. •

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Conferences

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www.resourceralizations.com

The Edges Coaching Community

Edges 2006

Community Gathering

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Vail, Colorado, USA

www.edgescommunity.com

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Conference

May 10-12, 2006

Chicago, Illinois, USA

www.coachville.com

ICF European Coaching Conference 2006

May 18-20, 2006

Brussels, Belgium

www.coachfederation.org
www.icf-ecc.org

ICF 11th Annual International Conference

November 1-4, 2006

St. Louis, Missouri, USA

www.coachfederation.org

sticky situations

How much should you tell a client's family if the client passes away?

the situation

“I just had a client pass away suddenly. He is survived by his wife and child. They both knew we were in a coaching relationship. I feel compelled to tell his wife and daughter how much they meant to him and how he talked a lot about his dreams for them and what he wanted them to have.

I knew some of this outside of our coaching relationship, but obviously know more details because of coaching. Would I still be breaking confidentiality if I shared some things with his family that I learned in coaching? Of course, I would only share positive, encouraging, loving, helpful, caring thoughts.”

Do you have a sticky situation that you want help with or a different perspective on? You don't have to go it alone. Let our senior coaches give you a hand. Please send your situations to: letters@choice-online.com



Laura Berman Fortgang MCC, says, “From where I stand, it's okay to share his dreams and good wishes for his family.”

STICKY SITUATIONS GIVES US A WINDOW INTO CRITICAL COACHING MOMENTS. THIS SITUATION QUESTIONS COACH/CLIENT CONFIDENTIALITY.

I'm sorry to hear about your client's passing. It's hard when our coaching relationships are tainted by a close up view of loss and hardship.

I can tell you are a person of great integrity by how concerned you are about breaking confidentiality as you sit with information your client gave you. From where I stand, it's okay to share his dreams and good wishes for his family. In my opinion, he'd want them to know. What if he did not get a chance to tell them? What if he was sharing it with you to get clear and had not yet been able to communicate it with those that mattered most?

How do you know if you should ‘tell’? Ask yourself: Will it enhance the family's capacity to heal? Will it leave them with love in their heart or fear? Will it improve on the silence? If your answer is yes to all of

these, confidentiality or not, your steps are on a path to do good. Your instincts and your intention are right.

That is not to say that confidentiality is not important. It is. But the man has passed away. His family has a right to know. You, of course, will be done sharing any of his news or information as soon as the family is informed, so you are doing no harm.

Before you call, write or visit the family, do some research on their cultural and religious background if you are aware that it is different from your own. Be sensitive to anything you may learn and be sure to deliver your message without editorializing. What I mean is, do not assume your beliefs about death and dying are welcomed. Do what you came to do, which is simply to infuse this family with the inspiration of their loved one's dreams.

“Be sure to deliver your message without editorializing.”

This is Laura's final installment as one of our 'Sticky Situations Coaches.' She is close to graduation from seminary and becoming a licensed and ordained interfaith minister dealing with questions just like the one above on a more regular basis. We thank her for her contribution.

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Craig Carr, PCC, business and personal coach states, "Breaking that trust, even if it appears to be telling good news, results in harm if there is not explicit permission to speak it outside the relationship."

The question of what to hold confidentially is 90% black and white and 10% grey, so I'm glad you brought up the question. The 10% is what we can always debate, argue and massage with our personal ethics and choices. The 90% is the distinct content that is no one else's business and to reveal it would clearly be a breach of trust. Breaking that trust, even if it appears to be telling good news, results in harm if there is not explicit permission to speak it outside the relationship. In a case of sudden death, I don't believe you have that permission.

Before getting to the 10% in which you may find yourself, I'd like to say a few words about *anonymity*, a close cousin to confidentiality that often gets confused. When training new coaches and in furthering our professional development we will find ourselves sharing content—like in this Sticky Situations column—but we remain fiercely committed to not connecting the content to an identity. If there is ever a shadow of a doubt that identity might

be breached, *don't do it!* And please don't engage in gossip or small talk in the name of anonymity, either. If there is going to be conversation about client stuff, have it be focused and count for something.

Now, back to your specific situation—which brings up the personal assessment of how much to say is too much. The answer lies in the details versus the 'space.' As far as the specific dreams and goals your client had that were never fulfilled, but that he shared with you, leave them alone—they are bittersweet, tragic and confidential. Speaking of them to his wife and daughter may seem important to you, but could likely be a seduction into the drama of the moment, and more about your pain than theirs. The context of his love and caring for his family, presumably being part of the motive he had for coaching in the first place, is perfectly appropriate to share. Generally, it sounds like you have a good handle on the situation. It might just take some extra self-management to not get caught up in the emotions of the family.



Carol Adrienne, PhD says, "My rule of thumb would be not to communicate with them unless they asked you specifically about his sessions with you."

Confidentiality is determined on a state-by-state basis. Some states protect the client-therapist relationship in court cases; others demand disclosure in court cases. Of course, here there is no official request for information. You are personally feeling an urge to communicate your client's thoughts and emotions to his family.

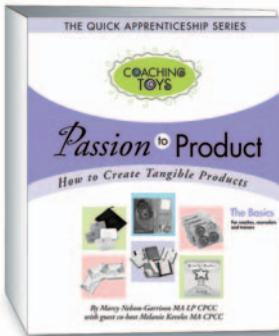
Even if your state allows disclosure after death, my rule of thumb would be not to communicate with them unless they asked you specifically about his sessions with you. Even then, it might be best to respond with generalized positive memories of what he said without disclosing anything that was not meant to leave the session. Be sure to establish the fact that you are not comfortable breaking confidentiality about your client's work with you. Then perhaps you

could say something such as, "I will say that your husband was devoted to you and to your daughter, and spoke about you both only in the best of terms." If you talk about anything specific, for example, about what he had wanted for them in the future, you are only opening up a conversation that you cannot professionally continue.

Taking it upon yourself to speak with the family, and intentionally breaking confidentiality, sends the message that you are opening the door for a discussion. The wife may decide that she wants to know other sorts of things. Then you would find it difficult to make a judgment call about what to say or not say. Despite your desire to pass along your client's good feelings and hopes for his family, this might be a time to let things go and keep silent.

coaching tools

DISCOVER CREATIVE AND INNOVATIVE WAYS TO ENLIVEN AND **REFRESH** YOUR COACHING BUSINESS.



Passion to Product—The Basics

It's a hot trend—coaches are bringing a coach approach to product development. If the whole idea of creating products gets your creative juices flowing, you will want to know about *Passion to Product—The Basics*. This 'how to' program will help turn those creative urges into something real. You will learn from other product entrepreneurs and from experts. Here is just a sampling of topics covered: prototypes, product pricing, cost analysis, toy and game licensing pros and cons, marketing and unique distribution channels.

The quality of information is exceptional and the process for creating your product is mapped out for you. You get four audio recordings and a 65-page e-book. The three pages of resources alone are worth their weight in gold. If you are serious about creating products—this is a must have. Who knows—I may be reviewing your product in a future column. An affiliate program is available.

Elevations

This is a great resource for clients seeking career direction. *Elevations* is a unique online career discovery tool that uses a card sort method to match up interests, skills and personality style. The guided process helps the user explore values, integrate personal and professional needs and identify their personality style. Knowing whether you are an Organizer, a Liberator, an Innovator or a Facilitator is useful. Knowing which careers fit your style facilitates better choices.

One of the cool things about *Elevations* is that it offers a significant research component. Each career card in the sorting process gives you the option to click for more information. A new window pops up with a description of the skills needed for that career and there is a link to a website related to that career. For example the graphic artist career card links to gag.org, the Graphic Artists Guild. This is truly the advantage of an online tool. There are also helpful tips for further research and even step-by-step instructions on how to conduct an informational interview—including what questions to ask.

You definitely get your money's worth. Your client will receive a 30+page personalized career report. It not only provides great information, it helps the user put it to good use. Contact *Elevations* directly for their affiliate program.



Envision Your Dreams

—Flying Pink Pig

You've heard the phrase "when pigs fly" meaning that it—whatever it is—will never happen. Well, Kimberly Smith Martinez of *Envision Your Dreams* is taking the stand that when it comes to your dreams, pigs can indeed fly. She has created an adorable pink flying pig, a plush toy that has "envision your dreams" embroidered on its side. What a fun structure to support your client's dreams and remind them that anything is possible. It's the perfect size to perch on top of your computer or sit on your desk. She has also created a line of note cards and t-shirts with the flying pig theme. There are two t-shirt options. One says, "When you believe you can—you can" and the other says "It's kind of fun to do the impossible."





Design Your Dream Life

Walt Disney said, "If you can dream it, you can do it" and there is no more passionate advocate of that belief than Dream Coach Marcia Weider. *Design Your Dream Life*, a four-CD set, invites the listener to cultivate the belief that anything is possible.

Marcia's enthusiasm is infectious. You can't help but begin to dream when you listen to her. Clear simple strategies, lots of exercises and inspirational stories are sprinkled throughout these recordings. You'll learn the dream formula, a shortcut strategy, ideas about how to build a dream team, ways to work with limiting beliefs and a system for regular action.

Design Your Dream Life is one of those products that can re-invigorate your client and ramp up the coaching. Consider offering it as part of your initial coaching package. At the very least it belongs on your client resource list. An affiliate program is available.

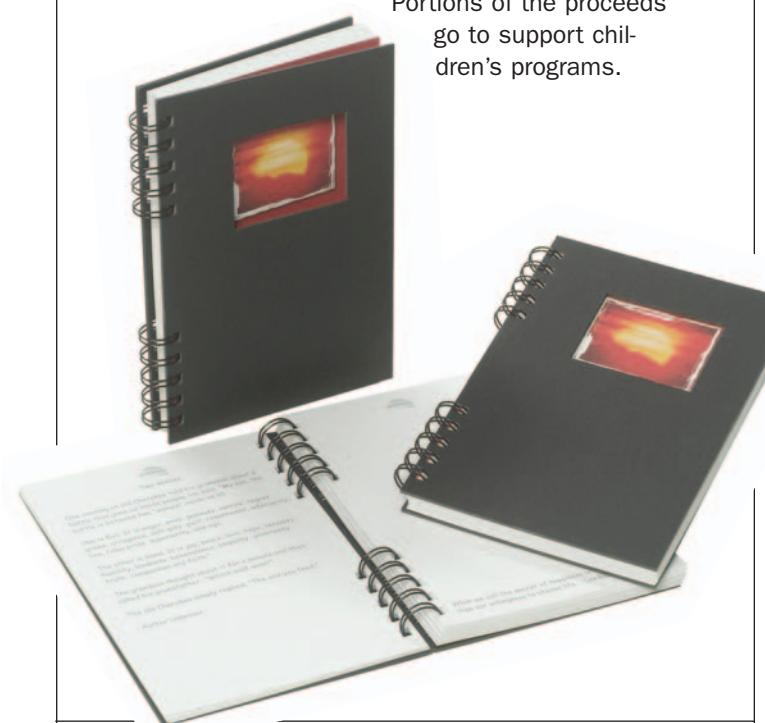
By Marcy Nelson-Garrison, MA, CPCC

Sun Journal

The *Sun Journal* by Jeanne Bullock is a wonderful little journal created from a coach approach. Sprinkled throughout are thought-provoking quotes, a few well-chosen personal journal entries and short inspirational stories. Each journal entry is followed by an inquiry that addresses universal themes. For example: "When are you invisible?" or "What do you see when you look in the mirror? Is it a friend?"

The tone Jeanne sets is quiet, intimate, gentle and permission giving. She creates the kind of 'space' that encourages the writer to dive a little deeper, be a little more honest and allow their true voice onto the page. What a meaningful gift for a new client and one that will generate thoughtful content for your coaching sessions.

Portions of the proceeds go to support children's programs.



As a courtesy, links to all of these products and services are listed on the home page of www.coachingtoys.com

Marcy Nelson-Garrison, MA, CPCC, is a coach and the president of Coaching Toys Inc.

Internal Coaching: **ONE VIEW**

CORPORATE COACHING IS ON THE RISE!

There is no doubt that coaching is becoming an important component of leadership development in high performing organizations.

In this issue we take a close-up view of internal coaching, a broad view of coaching trends, and a look at how authenticity in leadership contributes to the bottom line.

Beverley Alridge Wright reveals how she started a coaching program at IBM and talks about her experience as an internal coach in a large company, including the impact of coaching on organizational performance.

The latest trends in corporate coaching are revealed by Brian Underhill and John Koriath in the results of a unique study that looks at parallel views of leaders, organizations and coaches.

And Lance Secretan looks at how coaches can help corporate leaders be more authentic, and how authenticity can lead to organizational transformation.

We hope you enjoy this issue and find inspiration for your own coaching practice.

— The Editors

FROM WITHIN

The impact of internal coaching at IBM

choice interviews Beverley Alridge Wright, PCC

Corporate coaching is alive and well at IBM. At the 10th Annual International Coach Federation Conference in San Jose, the choice team was delighted to meet a few internal coaches from IBM and other corporations. Beverley Alridge Wright is a coaching leader at IBM and has been at the organization for 30 years. She has held a wide variety of managerial positions in administration, marketing, sales and human resources and has started various coaching programs. This experience and tenure has given her a unique perspective from which to offer coaching services to IBM's employees. We recently had an opportunity to hear from Beverley about her internal coaching experience.

choice: What drew you to coaching?

BW: I heard about the coaching industry seven years ago at a luncheon that was sponsored by a local company. Our instructions were to introduce ourselves to our luncheon partners by sharing our names and what we did as an occupation. A woman at our table said she was a coach. I was intrigued when she shared more about what she did. That one conversation planted the seed of curiosity about this thing called coaching. I continued to seek information about coaching. I have always believed that developing the people in any business endeavor is one of the smartest things a company can do for long-term success.

How did you introduce coaching at IBM?

Luckily, I work for a company that executes on its belief that investing in development is essential to satisfied employees. I thought coaching might be a tool that would yield results if I could find a way to use it appro-

priately. I started formal coach training with an accredited training school and began coaching some internal managers, executives and a sales team.

Our pilot program included an agreement to have candid two-way communication about the effectiveness of the coaching experience — what worked well and what didn't. The coaching pilot was enough of a success that our leadership team decided to expand coaching for sales managers and teams. As a result, we trained more coaches and were able to offer internal coaching to more employees. As we expanded our coaching program, we added more structure, measurements and analysis. We continually looked for ways to have a greater impact on organizational performance.

What would convince a company to hire internal coaches?

Companies usually ask, "What's in it for us?" They know they need to find innovative ways to stay competitive in a global marketplace. They face increasing financial pressure from customers and competitors. Internal coaches are usually less costly than a contracted external resource. And, they can reach more broadly across and more deeply down in the organization. Rather than offering coaching to only very senior executives, internal coaches can impact a larger number of employees. And, the use of internal coaches allows a company to sustain the results achieved from a coaching initiative. The coaches can reinforce coaching behaviors in leaders and

One View

integrate coaching into other learning programs in the organization on an ongoing basis.

What do you see as some of the advantages of being an internal coach?

Some specific advantages to being an internal coach are:

- You know the company values, culture, business strategy, goals, HR practices, issues and challenges. This can also appear on the con list as a potential blind spot for internal coaches so we must be vigilant about self-management around this one.
- You can observe first hand the changes in your clients and give feedback on progress. For me, this is one of the most fulfilling aspects of being an internal coach.
- You may be more accessible to clients and flexible in your availability to clients.
- You have access to other tools, programs, assessments and methodologies that the company offers to support your clients. Internal coaches can assist in knowing how to integrate the variety of tools. The number of tools can sometimes be overwhelming to leaders to a degree that they don't use them at all or don't receive the full benefit of them.
- You can use your internal network in support of the client's goals.



“ We continually looked for ways to have a greater impact on organizational performance. ”

- Clients are plentiful.
- Some companies sell coaching services to their customers as a services offering thus creating an additional revenue source.

What are some of the challenges?

Some of the challenges I and my colleagues have experienced are:

- Concern about confidentiality since you work for the same company and know some of the same people.
- Focusing on the client's agenda and maintaining objectivity.

• Your credibility to coach executives and others that may be at a higher level within the company hierarchy. This is another really important factor to consider when developing internal coaching initiatives and determining who will be trained as coaches. Credibility is the currency of all coaches and is important not only to internal coaches.

• Coaching may not be seen as part of the core services required in sustaining a business and therefore more susceptible to budget reductions or elimination. This is another factor that is the same for external or internal coaching programs. Having an executive sponsor that is high enough in the organization to champion the value of coaching is essential for the continuity of the program.

• You can be so internally focused that you cannot offer your clients an expansive view of external resources.

What gives you the greatest satisfaction in your role as an internal coach?

I am privileged to work with some extremely passionate, smart leaders and professionals who are united in their goals of helping our company innovate to serve our customers while achieving personal and professional growth for themselves.

I enjoy supporting employees in becoming the best that they can be in reaching their professional and personal goals. My bigger game is to heal the world of work, which encompasses all companies and all industries.

When I weighed the pros and cons of being an internal coach, the pros tipped the scale. I always say to my internal coach colleagues that being an internal coach is the hardest job you will ever LOVE! To be supporting others achieve really big goals that make your company more successful is one of the best ways to contribute inside the corporation. I can't conclude the article without saying that the partnership between external and internal coaches is a win/win deal. There will always be someone in the company that might feel more comfortable with an external coach. By all means, they should have that option if available. At the end of the day, all coaches share the most important objective...giving the client what they need to take action and keep moving forward. •

Top Trends in EXECUTIVE Coaching

A recent study examines what's important to organizations, leaders and coaches

By Brian O. Underhill, PhD and John J. Koriath, PhD

Since 1983, *Executive Development Associates* has conducted various research projects related to their goal of advancing the field of executive development. Every two years they carry out a large-scale survey on trends in the field of executive leadership. Their recent study *High-Impact Executive Coaching* shows that corporate coaching is definitely on the rise.

Coaching in the corporate world has gained widespread acceptance over the past decade. The 2004 *Executive Development Associates' High-Impact Executive Coaching* study of over 100 global Fortune 500 companies identified coaching as the fifth most prevalent executive

learning method (out of 25 possibilities). Interestingly, executive coaching represented a top five learning method for the first time since the study's inception in 1984. Fifty-five percent of corporations used external coaching as a learning methodology for developing their executives.

Study methodology

High-Impact Executive Coaching is among the first studies to examine the coaching industry from a 'three dimensional' perspective, surveying organizations, leaders being coached, and executive coaches. This affords a closer examination of some of the similarities and differences among the key players in coaching relationships. Leaders studied were of executive level in their organizations, generally high-potentials, directors, vice presidents or above.

Forty-five detailed interviews were conducted across the three perspec-

tives. A web-based survey was completed by 48 organizations, 86 leaders and 152 coaches. In-depth case studies explored practices at four organizations. A workshop analyzed and interpreted findings with approximately 20 Leadership Development practitioners (those most commonly responsible for coaching activities) from the study's sponsoring organizations. Most of the organizations were Fortune 500 size, including such household names

“Sixty two percent of coaches did not hold a certification.”

as General Mills, IBM, Johnson & Johnson, Sony and Wal-Mart.

The timing of this study is right. Sixty three percent of organizations expect to increase their use of coaching over the next five years (only two percent plan to decrease). Ninety two percent of leaders indicate they would use a coach again in the future.

The basics

Coaching in the corporate world has been around approximately eight

years, with companies spending an average of \$15,000 per executive. Vice presidents and executive vice presidents receive the most coaching attention (88% of respondents), followed by directors (71%), high potentials – leaders likely to replace current executives (67%) and 'C-level' (i.e., CEO, COO, CFO, etc.) (63%). Seventy-four percent of coaches are working with executives at least half the time, with about a third working with executives at least 90% of the time.

Organizations, leaders and coaches are in close agreement about the primary purpose of coaching: leadership development (Figure 1). While organizations/coaches next selected transition coaching (helping leaders taking on new/expanded responsibilities) and high potential retention, leaders placed a higher value on career coaching.

While the perception of coaching to 'fix problem children' is shifting more towards helping successful leaders get better, we found an interesting gap between executive leaders who receive coaching (71%) and those who are willing to publicly endorse coaching (49%).

Typical assignments

The majority of executive coaching assignments were six to twelve months in length, with shorter frames specified by organizations, and longer times indicated by coaches. While face-to-face coaching was most commonplace, leaders reported more activity occurring by phone and email than coaches.

We found the match between leader and coach to be much more critical than expected, with many leaders speaking highly about the chemistry. While Human Resources or Leadership Development departments most often make 'educated' matches, it is preferred to give leaders two to four coaches from which to select. Several leaders also pointed out the value in selecting a coach that can challenge them effectively. Says one leader, "My advice is make sure the chemistry is right and don't waste time. It shouldn't be a chore to relate to your coach. If it is, stop, reset and pick another."

Leaders and coaches had differing views on the activities conducted during coaching (Figure 2). While both agree on "action plan

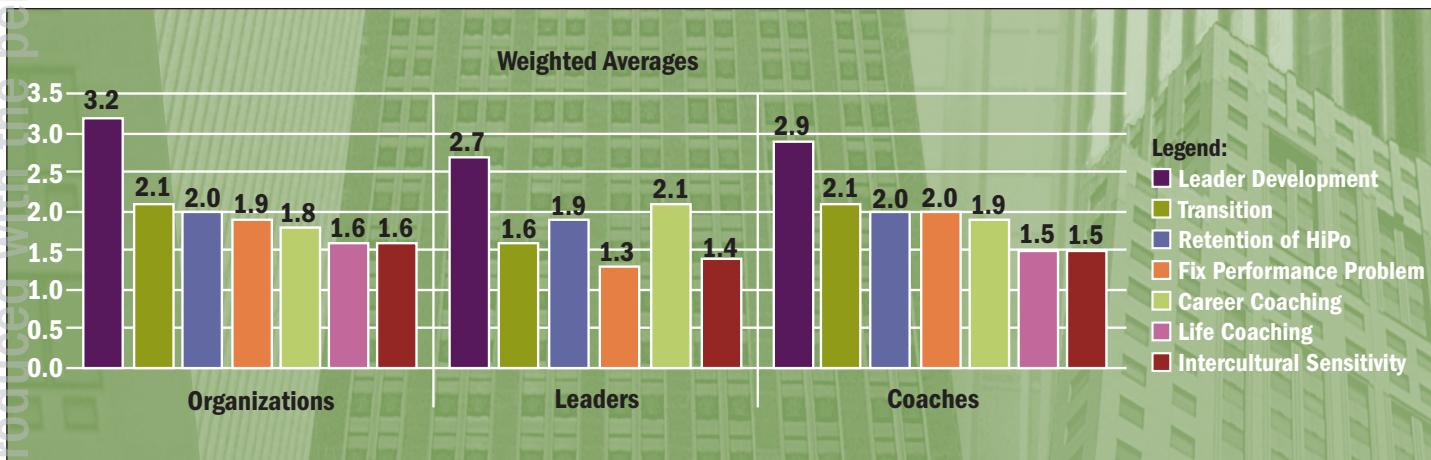


Figure 1: Purpose of Coaching: Organization, Leader, Coach Perspective. Five point scale (1—not at all used for this purpose; 5—always used for this purpose) Unfortunately, leaders were not offered "life coaching" as an option on their survey.

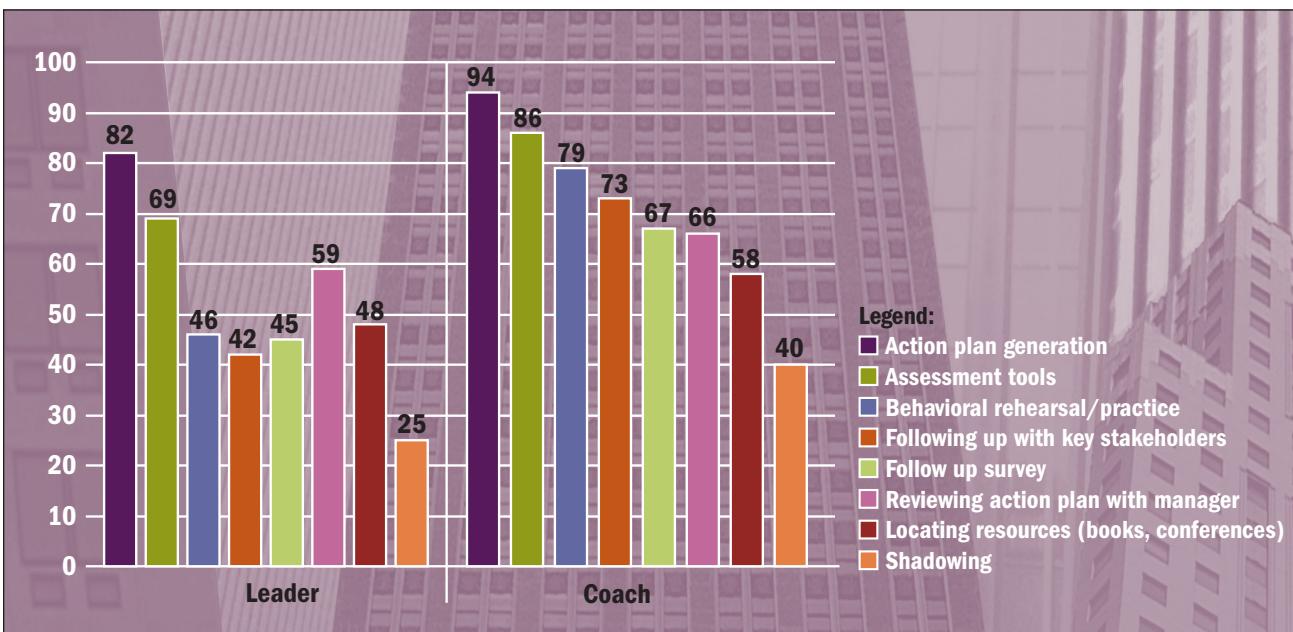


Figure 2: Activities in Coaching: Leader, Coach Perspective

generation" and "assessment tools" as #1 and #2, coaches selected "behavioral rehearsal/practice" and "following up with key stakeholders" next, while leaders indicated "reviewing action plan with manager" and "locating resources (books, conferences)" instead.

Measuring impact

Research findings revealed most current impact measurement methods are subjective in nature — the leader's self-perception (69% of organizations), or the view of their manager (61% of organizations). Fewer organizations were using other methods, such as a repeat 360 scoring or multi-rater mini-survey. In general, participants expressed concern with the difficulty in measuring the impact of coaching, but acknowledged more could be done.

The Return on Investment (ROI) chase remains the elusive goal of the executive coaching

industry. Because measurement of coaching outcomes is so challenging, it is even more difficult to link outcomes to business metrics. Seventy three percent of organizations do not measure ROI but would like to find a link. However, 21% of organizations do not believe a link is possible.

Coach qualifications

While many organizations expressed worry regarding the difficulties in screening coaches, they generally had identified suitable and relatively consistent key criteria. Survey results revealed "business experience" and "match with our culture" as most critical (Figure 3). Of lesser importance was "experience in our industry," "advanced degree" and "cost." "Specific certification" was least important to organization survey raters. Leaders favored "ability to build rapport" and "business experience" most, with "cost" being least important.

Finding coaches

There were interesting perception differences in how organizations and coaches find each other. Nearly 80% of organizations said they source coaches from their existing vendors (through their HR and Leadership Development departments), compared to 57% of coaches. Coaches believe they are being located more often on the web (16% coaches vs. 2% organizations), and by contacting companies (45% coaches vs. 27% organizations) or their leaders directly (44% coaches vs. 35% organizations). Organizations and coaches agree (55%, 51%) they are finding each other through the recommendations of other organizations.

Certification

In the corporate coaching marketplace, this research found certification was of little concern for organizations and coaches, and of virtually no concern for leaders. Six percent of organizations use

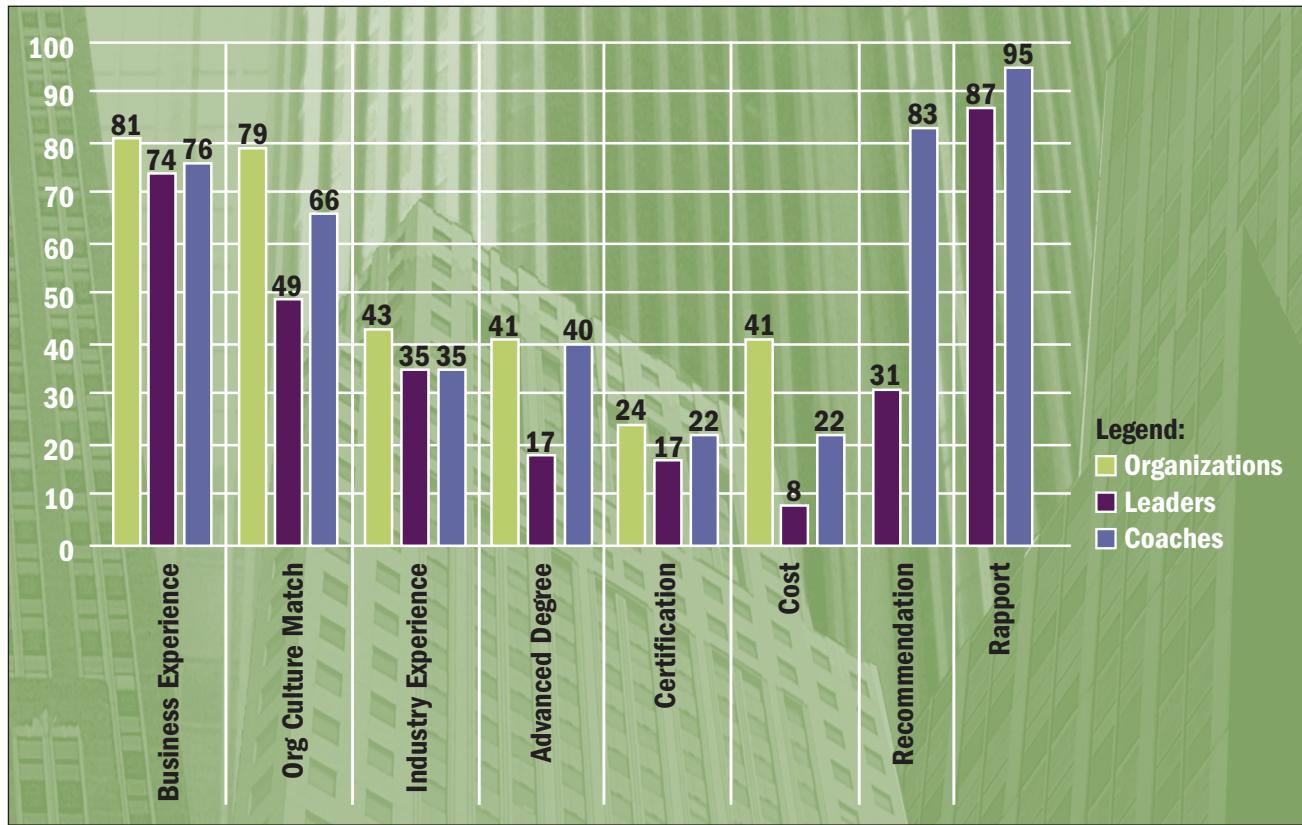


Figure 3: Qualifications Desired in Coaches: Organization, Leader, Coach Perspective. Note: Organizations were not asked "Recommendation from colleague" or "Personal rapport."

only certified coaches, and just 29% "would be more likely to use a certified coach." Sixty three percent of leaders did not know if their coaches held certification. Sixty two percent of coaches did not hold a certification. Only 26% of organizations and 32% of coaches predict mandatory certification of coaches in the future. Nonetheless, ICF and advanced university-level degree were the two most commonly identified certification options as the "most credible" in the marketplace.

The issue regarding certification may be more about coach qualification and standardization of practice. There is definitely a desire to "know

what you are buying," whether or not certification is the answer.

Conclusion

The executive coaching industry is maturing. Like many other nascent industries, there will continue to be further definition of the practice, standardization of procedures and a culling of providers. It will become clearer what hiring a coach represents. Just like the current consulting marketplace, successful providers will likely be a mixture of individual practitioners, virtual networks, boutique shops and major firms.

Leadership development will likely continue the trend toward on-the-job development, rather than pulling

executives away from their daily responsibilities. At a recent learning forum, retiring Agilent Technologies' CEO Ned Barnholdt indicated he did not have time to leave his posts during his career (he hadn't been to an offsite leadership development exercise in 20+ years). Learning will need to be more on-the-fly, and executive coaching will likely continue to play a role in this effort, often replacing other more traditional methods along the way. ●

Brian O. Underhill, PhD, is founder of CoachSource. He was the engagement manager for the study. John J. Koriath, PhD, is a vice president at Executive Development Associates.

Coaching's Greatest Gift: AUTHENTICITY

By Lance Secretan, PhD

Understanding the source of great leadership

The Winter issue of choice Magazine left you with a coaching challenge: to use courage to jump and live and lead as you truly yearn. I asked that you consider the lack of potential in a broken paradigm and the possibilities in choosing a new one — in moving from separateness to oneness and valuing what people are yearning for — fulfillment of their spiritual needs and the recognition of the sacredness in us all. I encouraged you to use the principles of Courage, Authenticity, Service, Truthfulness, Love and Effectiveness (CASTLE) to become conscious leaders and the way-finders for yourself and others on this journey of transformation.

One of the greatest gifts that coaches bring to leaders and their organizations is the encouragement and wisdom to bring our authentic selves into the world.

I want you to travel further, to broaden this coaching journey and explore the impact that coaches make when guiding leaders to claim

their authenticity. Authenticity is not possible without courage, and it is not until we reclaim our courage that we can become real. Being real, in turn, requires us to be brave enough to reveal, own, and often share our truth, our fears, our emotions, and our vulnerabilities. This is how we become authentic — and from this

Coaching Questions for Reclaiming Our Authenticity

- Ask, “Is it true?” In a CFO Magazine survey of senior finance executives, 24 percent said that not contributing cash to their company’s political action committee could be detrimental to their jobs. Another 16 percent were not sure. There is likely as much speculation as fact in these data—they are often not true because sometimes, when we are inauthentic, we simply make things up. Then, based on this fiction, we indulge in separateness thinking, pursuing policies that are out of alignment with our personal values. Check in with your mind and heart: “Do you project your beliefs onto people or situations?”
- Are you listening to your own inner voice? Authenticity means listening to your conscience, and acting on it, even when many voices around you are offering conflicting guidance. Becoming authentic is another step in ending the practice of trading wholeness for approval. This is how we become whole again and one with each other.
- Have you removed your personal filters and shields in order to listen authentically?
- Have you checked in with your head, mouth, heart, and feet by asking yourself, “Is what I am thinking, saying, feeling, and doing aligned as one?”
- Are you practicing the necessary courage to act authentically, pursuing what is true for you, according to your inner alignment, so that you can become one?
- Do you enjoy a reputation for authenticity?

authenticity comes great coaching and leadership.

What is authenticity?

Many recent corporate failures have stemmed from a lack of authenticity. The high-water mark for inauthentic

leadership in corporations was reached with Arthur Andersen, Enron, Adelphia, and WorldCom, and others that followed. Evidently the pressure to perform has caused businesses to take risks of integrity and prudence that have compromised

Why are we surprised when fig trees bear figs?

Margaret Titze

their authenticity and principles and therefore their future. Even the bluest of blue-chip companies came under scrutiny for their business practices. People want to know whether organizations made their numbers legitimately or did so by buying back stock or withdrawing funds from employees’ pension funds or capitalizing expenses or engineering bankruptcy in order to avoid liabilities. There are genuine concerns about the viability of what were once thought of as pillars of business and society—the kind of companies whose shares we recommended to our mothers. What is happening is that the custodians of the message, upon whom we used to rely as keepers of the truth, are practicing something different from what they preach—a lack of authenticity.

In fact, it is the deliberate lack of authenticity in a leader that is so especially resented by followers. If I tell you, “I will vote for this proposition at the next board meeting,” and then vote differently when that day comes, I am being inauthentic. My words and my deeds are not one. Yet this is the behavior that too frequently characterizes modern organizations at many levels. When the thoughts, words, feelings, and deeds of those we trust become separated, we lose faith, and ask, “Why would I believe you or listen to you if what you say and what

you do are different?" The loss we experience is the loss of authenticity, which leads to a loss of trust.

The embodiment of authenticity

Authenticity, then, is complete oneness in our thinking, speaking, feeling, and doing. It is the root of trust and value and the mark of greatness. When we are authentic, our minds, mouths, hearts, and our feet are one. This means that we consciously think, say, feel, and do the same thing in all aspects of our lives — as leaders, of course, but also as parents, children, friends, and spouses.

Being authentic sometimes requires us to be humble, to reveal our foibles or imperfections.

mother to return with her son in a week.

When mother and son returned, Gandhi asked the son to stop eating sugar, and the child agreed. Observing this, the mother said to Gandhi, 'My child has agreed to what you asked. Why could you not have given him the same advice the first time I came?'

"Madam," said Gandhi, "A week ago, I was still eating sugar."

Any relationship is enhanced, and often made whole, through authenticity. Indeed, it is the alignment of all these aspects that enables us to experience this longed-for sense of oneness.

Seeing someone else displaying compassion, love, and grace gives our hearts permission to open, and we embrace that authentic person for

personality. In fact, we might ask ourselves, "How can I be a great coach if I am not authentic?"

The impact of authenticity

As coaches we have a timely responsibility to shine light on the potential of authenticity and guide our clients to recognize the impact they can make when they claim their own authenticity.

In today's labor market people don't work for a company — they work for a leader. We have great connection when we work for those leaders we love and we love authentic people.

Similarly, as informed and savvy consumers, we can demand to contract with, purchase from, or frequent a company that is guided by the values and consistency of an authentic leader. We can choose our clients accordingly, too. When our employees, our customers, our vendors, our stakeholders and our citizens have trust in the leader, they will always be clear on the relationship with that company. There is no need to read the fine print. There is no need for anyone to talk about it. In authenticity — the trust simply exists. An authentic leader (to paraphrase St. Francis of Assisi) *"always preaches the gospel and when necessary, uses words."*

We yearn to trust people. Friendships, marriages, family relationships, teams, customer and vendor relationships and international relations all depend on trust. And trust is the result of consistency. We trust those whom, over time, we have observed to be consistent

“One of the greatest gifts that coaches bring to leaders and their organizations is the encouragement and wisdom to bring our authentic selves into the world.”

Happiness is when what you think, what you say, and what you do are in harmony.

Mahatma Gandhi

A mother brought her son to Gandhi, explaining to him that he ate too much sugar, and she asked Gandhi to convince her son to stop. She had tried herself, but thought the message might be more effectively delivered by Gandhi. Gandhi, known as Mahatma (great soul), asked the

their courage. This is the practice of the conscious leader — and the conscious coach. Authenticity, as much as anything, generates love in the hearts of others because it fills such a deep human need. Our souls cry out for authenticity. With it, we can build relationships and inspire one another and our communities, families, friends, customers, colleagues, and suppliers. The opportunities for increased revenues are obvious. What a gift — a 'technique' for both nourishing the soul and inspiring the

in the oneness of what they think, say, feel, and do. It is the consistency of repeated authenticity that forms the basis of our relationship, which is built on trust. This too, is the heart of a great coaching partnership.

Coaches who seize this opportunity to work with leaders and organiza-

their soul *and* their personality. The coach becomes the client's advocate and helps them to hear their own inner wisdom, see their different perspectives and feel their dedication to the areas being addressed.

Consider a hockey player wanting to bring forward his (or her) best skills and contribution to the team. I

“In today's labor market, people don't work for a company — they work for a leader.”

tions and guide this realignment of words and deeds, will build their coaching relationships and inspire their clients to lead organizations where trust can grow and thrive.

The coaching role

The coaching model I've adapted to support this development of authenticity is a holistic and experiential approach that I call Higher Ground Coaching. It's an 'inside out' rather than 'outside in' mentoring approach with a primary focus on the soul and a secondary focus on how the personality may serve the soul.

One of the prevalent thoughts in the coaching world is that the 'wisdom' is in the coach-ee. It's simply the coach's job to pull that wisdom out. I see this as only part of the truth. The intention of every Higher Ground Coach is to inspire the client beyond the ordinary, to help enhance the effectiveness of the client and to elicit the very best from

see the role of the coach as the teacher of the skills required to be a masterful player — to be a mentor to the player — by sharing the wisdom he's acquired with age and time, in his knowing of the game. And finally, all this is joined in concert with the player's inner wisdom.

One of my callings is to coach CEOs and drawing on my own experience as a CEO provides me with some knowledge and wisdom to support this. At this level, whether I'm working with the CEO of a health-care system, an industry association or a financial corporation, I believe there is added importance to supporting the whole person, and integrating coaching not just as a business or a functional performance-improving technique. Our lives speak to the fullness of our experiences so I choose to engage at that level. As I mentioned earlier, it's vital that a leader's multidimensionality becomes fully alive.

Over the years, I've seen how this approach inspires leaders to free up their thinking, envision possibilities, make wise decisions, nurture creativity and imagination, clarify paths that lead to resolution and support the transference of learning into effective behaviors and actions that lead to enhanced personal and organizational results. In other words — using encouragement and wisdom to help birth authentic selves into the world!

The authenticity challenge

So, I will now leave you with another coaching challenge. It will require courage, but it can make the single greatest impact in the lives of our leaders, the people who work each day in our organizations, and the customers we serve. Bring your mastery and passion to your clients. Encourage and share your wisdom as it relates to authenticity. Spend time observing and listening for alignment of thought, word, feeling and deed and finally spend some time in authentic learning with your client — as he or she teaches you something that you might most need to learn, and therefore teach themselves. Together, you will grow in your authenticity. And as one, in that strengthened place of trust and service, you will see in the other, the reflection of conscious leadership. •

Lance Secretan, PhD, is an author, teacher, public speaker, strategist and leadership advisor.

Kellie Krug on:

It's All About the People

Kellie Krug talks about taking employees through a major change initiative

By Andrea Bauer, CPCC

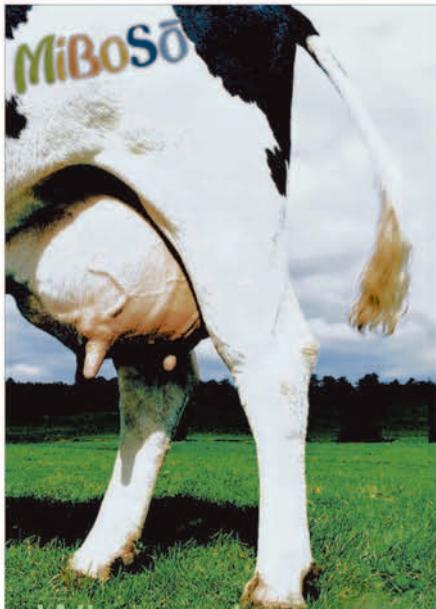


Ask any leader in Visa USA Marketing to name the senior executives in the company whom they most aspire to lead like, and you will invariably hear the name Kellie Krug, Senior Vice President of Marketing Communications, among their top three choices. When asked, "Why Kellie?" they'll marvel at her creative and innovative thinking, her ability to quickly move the business forward, and her easy going, collaborative and fun style. On top of all this, they'll add, she's a working mom, manages a group of fifty-five employees, and still finds a way to balance her work and home life. Ask Kellie how she describes herself, and you'll most likely be met with a self-deprecating smile, a chuckle, and a conversation that moves rapidly to an acknowledgement of her team and their successes — especially since undergoing a recent reorganization of the entire Visa USA Marketing division of one hundred forty employees. The reorganization, the goal of which was to create an integrated marketing group, began in 2005 and is in its final phases of completion.

To find out more about the reorganization and this leader whom so many respect, I met with Kellie on a sunny but cold Friday afternoon in her office overlooking the Foster City lagoon in California.

AB: One of the goals of the Visa Marketing reorganization was to create an integrated cohesive marketing group. How did Marketing look in the past, and what does Marketing at Visa USA look like now that the group is integrated?

KK: Let's use the Visa Signature Product as an example. It's a new premium card product under the Consumer Credit Product Group that is targeted to upscale high-income card holders. Historically, we might have gone to market to either the consumers or the issuers (of the cards) in a way that was very discrete and targeted to one group. The advertising group might have created their advertising plan separately from any materials being produced by marketing communications. Messaging, the creative



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corporate leadership

“As soon as the word gets out is the moment to harness communication and build credibility with your team to make the change effective.”

look and feel, the style and design of all the pieces could have been different from one another.

Now we are organized in a way that is a lot more collaborative. We have a Visa Signature Marketing Plan. Everybody in marketing (Advertising, Marketing Communications, Events and Sponsorship, Marketing Strategy and Brand) knows what the goals and objectives are. We know who the target audience is, and more importantly, what the calendar of activities and programs looks like over the course of the year and ultimately how effective we've been. As an integrated group, we can now utilize our resources much more effectively; we can capitalize on an integrated and consolidated look and impact and, bottom line, we can move the business forward.

What did you enjoy most about going through the change?

The change allowed me to be part of the team that got to design and build, soup to nuts, an organization that is going to be a lot more relevant to our business moving forward. That and leading people through the change was certainly rewarding.

Naturally there was a lot of anxiety and hesitation and every kind of emotion you can imagine throughout the change. Helping people feel positive about it and comfortable with not knowing everything and with exploring the fringes that make a lot of people uncomfortable was also truly exciting for me.

How did you personally grow and change through this process?

Probably a lot like my team. I think that I explored the fringes of my capabilities. There were moments when I was probably as anxious and scared as they were. When the going got rough, I felt a lot of people were counting on me. I had to persevere and say, "It is going to be okay." It also gave me an opportunity to identify the way I communicate; it certainly gave me an opportunity to define myself as a manager and to understand the importance of leading people through change.

What advice would you give a leader who is planning to make a large scale change?

One would be to look outside your core areas of business. There's been so much written about organiza-

corporate leadership

Agency Speed Dating

KOWN FOR HER FRESH and innovative thinking, I asked Kellie to define innovation and to give examples of how she encourages her employees to stretch. To Kellie, innovation is all about approaching your work in a new way. She believes that everybody has the capacity to be innovative, and that people shouldn't get too hung up trying to find the next big revolutionary event or idea — as those are so far and few between. Rather, innovation might be as simple as looking at the way you work and fine tuning an internal process or system. Kellie offers Marketing Communication's 'Agency Speed Dating' event as an example. After the reorganization, Kellie was faced with the business problem of how to quickly, effectively and in a fun way, show her group—some of whom were either new to Visa or had worked in old departments in Visa marketing—the capabilities of the 25 agencies who had previously worked in various silos in the old structure. What she didn't want was three days of dry boring presentations. While watching a news program on social speed dating one night, an idea popped into her head. Why not apply the speed-dating model to meeting the agencies? She and her team ran with the concept and created an event where all 55 of her employees, armed with 'dance cards' created prior to the day, met with various agencies set up at tables for quick 20 minute conversations before cycling to the next at the sound of the bell. The event was a huge success, from both Visa's and the agencies' perspective.

“Everybody has the capacity to be innovative.”

Joanne Dunleavy & Associates



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corporate leadership

“The process gave me an opportunity to define myself as a manager and to understand the importance of leading people through change.”

tions and organizational change. Make sure that you explore best practices and success stories — because that's where I think the innovative solutions are. Second, remember that it's all about the people. What we learned in going through a big reorganization is that you need to create it with a broad group of people. You need to get the buy in and collaboration because it's your people who are going to make it work or not work. Third is communication. As soon as word gets out — and that hallway chatter is pretty powerful long before you ever planned for the news to get out — that's the moment to harness communication and build credibility with your team to make the change effective. Fourth, from a leadership perspective, honest open and direct communication is also important. I think it was really effective for me to tell people, “I don't know either, I'm scared too. Let's figure this out together. We don't know and that's really fun. Let's explore that and build on that sense of excitement and newness.” Finally, I'd recommend putting the focus on the business and the marketplace and what it will take to propel your

business into the future. I think putting the focus on the business along with the human factor is a good combination.

When it comes to her own professional development, Kellie is less concerned with what her title and reporting structure are. Instead, she consistently looks for new ways to apply her marketing knowledge and experience to better understand and move the business forward. She says she's been fortunate to work with some great people who have helped her stretch by trusting her with new opportunities. Having also worked with Executive Coaches to further her own growth throughout her career, Kellie knows how effective coaching can be. As innovative and eager to try on new things as she is, she'll be the first to admit that a good coach is one who will help push you over the edge — farther perhaps than even your boss or your company might push you — and she says that's always going to be good, not only for the employee, but for the company and the bottom line. •

Andrea Bauer, CPCC, is a leadership development coach, writer and the creator of Soul Surveys.

A NEW TOOL FOR BUSINESS COACHING

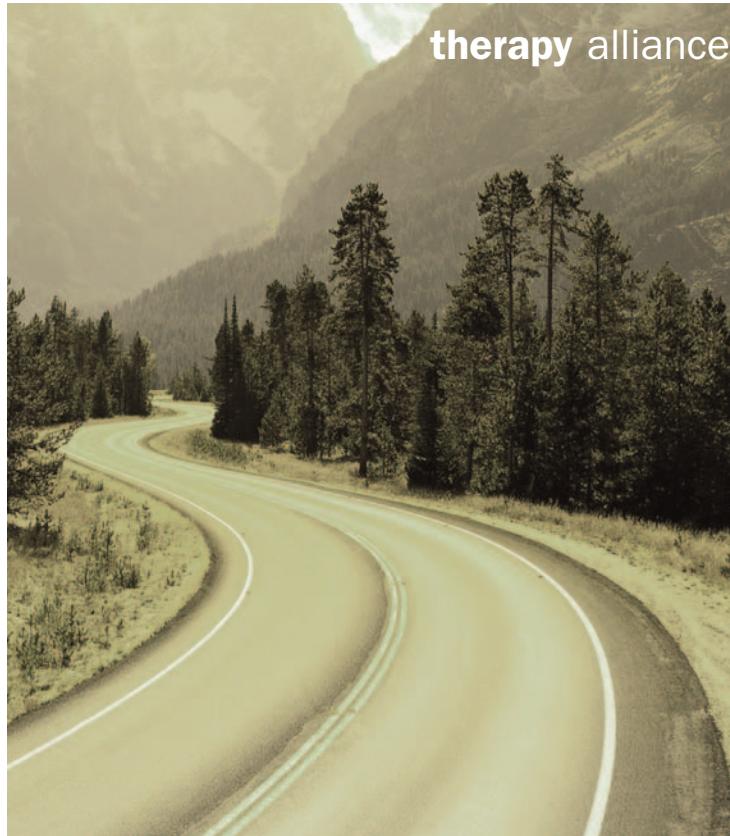
Helping managers and teams understand personality differences

By **Patrick Williams, EdD, MCC**

As a psychologist who has fully transitioned into life coaching, I work with people who are more interested in designing a future rather than getting over a past. Clients who want to live their life more fully, both personally and professionally, value having a personal coach. Because of this, many coaches are hired by corporate clients, professionals, and entrepreneurial small business owners who want to be more purposeful in living their life in balance, and who want their job to reflect their values.

In the corporate or professional business life, there is always the need to improve upon communication with staff and customers. There is also a growing recognition that relationships within the workplace are important to the overall success of the company or business. The emphasis on 'emotional intelligence' (from Daniel Goleman) in the work environment shows how the bottom line of a company or business is improved if the employees communicate and function as a team that works well together and resolves conflict early.

A large part of working well together requires working with different personalities and styles within the work place. These different styles often lead to conflict rather than an appreciation of the unique gifts and skills that each personality might bring to a collaborative work environment. Psychologists and counselors have for



therapy alliance

decades used various personality assessments to give them added information on the general tendencies and communication strategies of the clients they worked with. I have especially enjoyed utilizing the more positive and less clinical assessments such as the Fundamental Interpersonal Relations Orientation-Behavior™ (FIRO-B®), Meyers-Briggs, and the Personal DISCernment Inventory (DISC) behavioral assessment.

Why personality matters

Dr. Mike Lillibridge has developed an even more user friendly and powerful personality assessment in the Peoplemap™ Personality Type Program. The Peoplemap™ System of Training and Development is an integrated series of interpersonal effectiveness tools designed to develop people at every level of an organization. The personality tool is quick and easy to complete (only 14 questions!). For that reason alone, it offers less opportunity for confusion with jargon and labels than the aforementioned assessments.

This instrument allows the client to comprehend and recognize their general personality type and how it reveals itself in work, family, and social environments. Imagine how useful it would be to quickly assess your personality tendencies, and your 'Achilles heels' as well as gathering the same information for those you work and live with?

The tool lets you quickly understand yourself and others and how each personality style or tendency has its unique strengths and necessary attributes. When we become aware of both our strengths and areas of potential conflict, then we can be more sensitive to the ways that other people view and respond to the environment. And we can use the understanding of the different personality tendencies to create harmony and understanding with the people in our work and personal lives.

The Peoplemap™ is a very useful and powerful tool for helping individuals and companies understand the various personalities that comprise their company or business. It is also a fun way to understand your own strengths and areas for improvement, in both your professional and personal lives.

“An effective team is like a family and relationships can sometimes manifest personality conflicts.”

Helping teams succeed

Here is an example of how I used the Peoplemap™ with an executive coaching client. Carol came to me for coaching to improve in her role as vice president of a department with a major international bank. She was very happy with her work but was having difficulty with her team. Specifically she was getting word that they often saw her as a tyrant and that at times she appeared aloof. That was not her intention, so she wanted some coaching that would help her be a better manager.

I, of course, told her to be a better manager she would also need to learn to coach her employees more than supervise or manage them. A good manager brings out the best in the individual members so that the team works efficiently and smoothly. I suggested Carol try the Peoplemap™. She was very willing and had already completed the Myers-Briggs assessment recently as well as a 360-degree assessment with her staff. I sent her the questionnaire and she was amazed at the report generated from her data. Carol's profile showed her

general tendencies to be Leader-Task, the most common combination for managers. As we reviewed the strengths and the Achilles heels of her personality type, she was amazed at how accurate it was and how similar to her Myers-Briggs profile.

As a Leader-Task, Carol had many strengths that made her a great manager. However, to improve on her stated goals, she had to learn how to more effectively communicate with the other types on her team. She also had to learn to appreciate each of their unique contributions to the team as well as potential conflicts. As for her own style, she affirmed that she was results oriented and worked with an attitude of 'get the job done.' Because of this tendency, she sometimes could appear overly driven and resistant to change or unwilling to let go of control. She also learned that one of the weaknesses of a strong Leader-Task personality is that she might have difficulty relaxing and loosening up. This struck her as a core understanding and we began using our coaching in the weeks to come to focus on:

- Delegating more responsibility to her staff.
- Coaching her team rather than managing them.
- Finding opportunities for her to lighten up and be more fun while maintaining her vision on the results she wanted the team to achieve.

Carol had also recently taken some training on emotional intelligence in the workplace and she was beginning to believe that managers today do need to care about the humanity of their team. With the Peoplemap™ results she became aware that she tends to overlook the feelings of others. As a manager/coach, she could treat her staff as responsible adults who also have some emotional needs in the workplace. An effective team is like a family and relationships can sometimes manifest personality conflicts. The results can help her whole team understand everyone's unique strengths, Achilles heels, and how to communicate and interact with that understanding. Carol eventually gave the assessment to her whole team and we had two conference calls to go over the results. They all felt acknowledged and empowered to work more effectively as a team, and they all appreciated Carol for her openness and her willingness to change. •

Patrick Williams, EdD, MCC, is an ICF board member and CEO of the Institute for Life Coach Training.

By Stephen Kraus, PhD

impact

Turning Goals into Lasting Life Changes

Five proven strategies for helping clients keep their commitments



Making resolutions has become a national pastime. Surveys show that each year, 40–50% of Americans plan to make resolutions — a figure that has roughly doubled over the past half-century.

Unfortunately, breaking resolutions has become a pastime as well. Over 80% of resolutions are broken, often quickly. For example, nearly half of Americans have made a commitment to lose weight; of those, 20% broke their commitment within a week, and over two-

To be more attractive to potential mates? To feel better about themselves? Regardless of what kind of change clients want to make, they will be more successful if you help them focus on what they really *want*, rather than on what they feel they *should* try to accomplish.

Clarifying their ultimate objectives will help clients stay motivated, and will help you keep them on track after setbacks. Research confirms the many benefits of visioning. People with a clear long-term

Olympic athletes face a similar challenge — the long-term ambition to win a gold medal is necessary but daunting. Sports psychologists have found that greater effort, confidence and persistence result when their clients focus on more near-term goals, such as performing well in their next practice session or an upcoming competition.

Help clients leverage this principle by helping them set, and mentally focus on, goals that are specific, challenging and relatively short-term. For clients striving to lose weight, for example, encourage them to focus less on their long-term resolution, and more on goals such as doing 100 minutes of cardio-vascular exercise each week, eating fruits or vegetables at least five times a day, and so on.

“Help clients set and focus on goals that are specific, challenging and short-term.”

thirds broke it within three months.

Fortunately, new research has revealed a wealth of practical techniques that coaches can use to help resolution-makers from becoming resolution-breakers.

1) Focus on the big question: Why?

Most goals are ambitious, such as “losing 50 pounds in the next year,” but they aren’t particularly motivating or inspiring. Lasting weight loss is more likely if clients focus on *why* they want to lose weight. To have more energy to play with their kids?

vision of what they want to accomplish are psychologically and physically healthier than others, and are up to six times more likely to successfully make life changes.

2) Help clients supplement their long-term vision with near-term goals

A compelling long-term vision is a great start toward keeping commitments, but it’s not enough. Annual resolutions are typically too far in the future to be truly motivating, and so ambitious that they leave clients thinking, “How will I get there from here?”

3) Encourage clients to measure progress toward their goals

Measuring progress toward goals is a simple but powerful tool for success. Psychologists call it *self-monitoring*, and it has proven effective in enhancing performance in many areas of life.

Self-monitoring enhances performance for a variety of reasons, including the fact that it helps

“Measuring progress toward goals is a simple but powerful tool for success.”

clients avoid all-or-nothing thinking. Moving toward goals is a process that ebbs and flows, yet at times we all fall into this counterproductive habit. Thinking in black-or-white, success-or-failure terms is one of the biggest causes of the ‘snowball effect’ — letting a minor lapse snowball into a total relapse and complete collapse. People often give up after breaking their resolution, but self-monitoring helps clients view a day of weak progress as just that — one bad day that can be overcome with more focus and effort on the next day.

Of course, simply recording behavior itself tends to have modest effects

that diminish over time. But it can be a powerful, performance-enhancing tool when combined with a clear sense of ultimate ambitions, motivating near-term goals, and rewards.

4) Help clients reward their progress

Perhaps the most fundamental law in all of psychology is the *law of effect*, which simply states that actions followed by rewards are strengthened and likely to recur. On the surface, it seems completely obvious, but in practice, most clients do just the opposite — overlooking their successes, and beating themselves up over minor setbacks.

The encouragement you provide

as a coach is a powerful reward that should not be underestimated. But you can help clients take this principle further by helping them set up more formal rewards for their success, a process known as *contingency management*. Again, the research is compelling. Those who accomplish their goals or successfully make life changes are significantly more likely than others to use some kind of self-reinforcement strategy. Indeed, it has been proven effective in aiding weight loss, smoking cessation, writing productivity, kicking addictions, battling depression, boosting self-efficacy, and adhering to prescribed medical regimens.

Self-rewards can be as simple as clients setting a goal to be accomplished before their next session with you, and then rewarding themselves

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For an even more powerful approach, try encouraging clients to take their reward systems to the next level with a more formal process known as the *deposit-and-refund* technique. Suppose a client wants to lose ten pounds. He or she could write a check to a friend for \$500 — that's the *deposit* part of the deposit-and-refund method. Then the friend agrees to *refund* the money at the rate of \$50 per pound lost. (Obviously the client needs to choose a good friend who will return the money!) Have the client commit to spending the money on something he or she would truly enjoy. That's it! It is simple but powerful, and research shows it can facilitate last-

ing weight loss, even after the formal reward period ends. (Be sure to avoid conflicts of interest by having a friend hold the money, not you! Clients should have no doubt that you want them to succeed).

5) Help clients create a plan for slips and setbacks

Those who keep their commitments for at least two years report an *average* of 14 slips or setbacks during that time. But they avoid the snowball effect, and view those setbacks as reasons to redouble their efforts rather than give up. Environmental cues often trigger setbacks. Encourage clients to cleanse their environments of tempting cues (e.g. encouraging a recovering alcoholic to remove all alcohol from his home, change his daily routine

so he avoids walking past the neighborhood bar, and so on).

Research shows that the setbacks triggered by environmental cues tend to be relatively small and temporary in nature. In contrast, the big setbacks tend to be triggered by stress and negative emotions, so encourage clients to create a stress response plan. Have them fill in the blank: When I feel sad or stressed, I will deal with it productively by _____ Examples might include exercising, going to a movie, calling a friend, or calling you! This stress response plan will help clients avoid setbacks, and minimize the chances of the snowball effect when they do occur. •

Stephen Kraus, PhD, is an author, educator and consultant.



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Staying Engaged Story: *Laura Lallone*

"I was on the phone coaching a client when I first discovered the mysterious and powerful gifts in the Staying Engaged card deck. This client was stuck in a confused state of mind about how she presents herself to the world. After going down a couple of roads I had an epiphany – grab the cards! I pulled a card, asked her a question then another card. It didn't matter that the questions didn't relate to each other – it actually helped to loosen up the knot. As the coach, pulling the cards and asking the questions felt something like driving a car. My brain, eyes and hands moved separately but worked together. After about three or four cards, I pulled the one question

Kat Kehres CPCC, and Curtis Knecht CPCC, MFT, are co-owners of the Relationship Coaching Company and creators of The Staying Engaged Coaching Program and Playing Cards.

that made the big shift. I asked the question: 'If you could be a character in a book or a movie, who would you be?' Silence. I couldn't explain it, but my intuition whispered 'Scarlet O'Hara.' More silence came through the phone. Then after a very long pause, my client said, 'Scarlet O'Hara.' Of course!"



Laura Lallone is a mentor coach and writer in Santa Monica, CA. She offers insight with empathy and humor and integrates storytelling, archetypes and personality assessments into her practice. Find out more about Laura at www.shickaboom.com

Eligibility: Anyone with Staying Engaged cards and a story. Send us as many stories as you like.

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From Lockdown to Legacy

Coaching the soul in bureaucratic environments

By Melanie DewBerry-Jones

Each person, regardless of their circumstances, has two legacies — an inherited one, and one to leave for others when they die. The inherited legacy must be brought to an end. It consists of thought and behavior patterns which do not support our happiness. The legacy to leave behind is the one we create, the one that brings joy. Yet the opposite is often rewarded. This is why worthwhile legacies take great courage.

We are a nation of people desperately wanting to connect beyond the banter of the last quarter sales and weather statistics. Many people in our current culture are experiencing a crime, no matter where they are, no matter who they are — the crime of not being able to engage beneficially and creatively with themselves and others. Working hard in our boxes, we don't notice that the box itself brings separation rather than belonging. Boxing ourselves in is the un-incarcerated person's version of being in lockdown. Our self imposed limits make us our own jailers.

Coaching training for lifers

I've worked in two of the largest corporations in the United States — the federal government and the prison system. One of my mentors, Laura Whitworth, saw a great prospect — to give each of these groups transformative coaching skills. She knew that individuals are transformed by coaching training as much as clients are by the coaching itself. Laura is a living legacy. Laura inspired me to go into these seemingly dissimilar environments, neither of which I knew much about, including one that scared me to the core.

The curriculum taken to each of these opportunities was coaching training. My goals were ambitious — to have them know themselves as leaders regardless of their title or number, to facilitate connection with others at a deep

level, and finally to commit to a life worth living, regardless of present circumstance or environment.

Oddly enough, my experience in the federal government with high-level executives was really not that different than working with inmates. In both places, there were people who didn't want to be there, who hadn't planned to spend so much time there, or felt victim to being there. Everyone I met was just trying to do the best job they could. There were lifers in both populations, and people who excelled in both environments. Most of the federal employees I met really were trying to make a difference in the world. In the prisons, most of the individuals I met really were trying to make a difference within themselves. Both were in bureaucratic systems and cultures that did not support individualism.

The government employees felt hopeful, the inmates hopeless — and both felt disconnected from an outside world that neither understood them nor cared about them. Government employees struggled with competitiveness between departments and social cliques, while inmates had gangs with which to contend. Both told stories of bearing witness to the demise of the human spirit, albeit in different forms, but with similar results. All this is not to say that government agencies are prisons; nor do I wish you to understand that inmates are not in prison due to their own hands. What is common in both arenas is their human experience.

Differences and commonalities aside, as I coached and trained in these environments I found something that sent me into a bit of shock. I realized that the problem did not

“We coach their highest potential, their human experience.”





exist only within these two populations but was epidemic throughout our country. Prevalent in both the prison system and the federal government was a basic lack of understanding of how to be in relationship beyond manipulation. To be honest, I expected that among the prisoners, even under-

assist in this creation by coaching the human and not the problem. Better yet, coaches can be success-oriented rather than issue-oriented. Don't look for a problem to coach — see the success waiting in the wings. We serve our clients best in coaching them out of being the killers of

“We are a nation of people desperately wanting to connect.”

stood it within the confines of the prison system. But I was deeply shaken by the lack of connection and the level of dealing with others encountered in the federal workplace.

An oppressive environment holds people in lockdown, where they are not free to experience being fully alive and human. While inmates are beaten physically for displaying the softer emotions, businesspeople must maintain a competitive edge, staying sharp and ahead of the game, or they will be bested. Win or lose, beating the competition or getting beat — the cost to spirit can be great.

The concept of legacy

Each coaching client has a legacy to uncover and to bring forward. Don't be intimidated by the idea of a legacy, as there are few requirements except these — it must be a gift to all and have a life beyond that of its creator. Easy, really! You've experienced the domino effect — someone is rude to you, which puts you in a foul mood, you then sneer at the driver going too slowly; or someone smiles at you just when you really need it, and you feel good inside and in turn open the door for five people behind you. This is how it begins. A legacy can be just that, an action or idea that moves forward, independent of its origin.

Clients can begin creating new legacies, legacies that will live on, that will further our human evolution. Coaches can

hope. We do this by giving them permission to recycle those boxes — and in encouraging them to aim for something larger, something sacred, and something grander than the systems in which they find themselves.

We expand by the legacies that inspire us or wither from the lack of them. Our collective and individual success is dependent on our willingness to dare, to be determined, to persevere. How do we know what we are willing to do, what we can become, until someone sees past our boxed, appropriate behavior, sees through to that beautiful brilliant spirit and stimulates its expression, along with coaching our goals, fears and day-to-day needs? It would be limiting to believe that as a profession we simply coach the client's agenda; we coach their highest potential, their human experience. And because that human experience is shared and has effects beyond our singular lives, our commitment to clients' larger, grander experiences is worthy of our own daring, courageous acts.

We are the teachers we are looking for; we are the deliverers of tomorrow's legacy, conscious or not. We all make an impact, and impact becomes legacy. Boxes should be for storage — not for our humanity.

And so it is! •

Melanie DewBerry-Jones is a speaker, writer and coach. She is a twice-certified coach and a member of the National Speakers Association.

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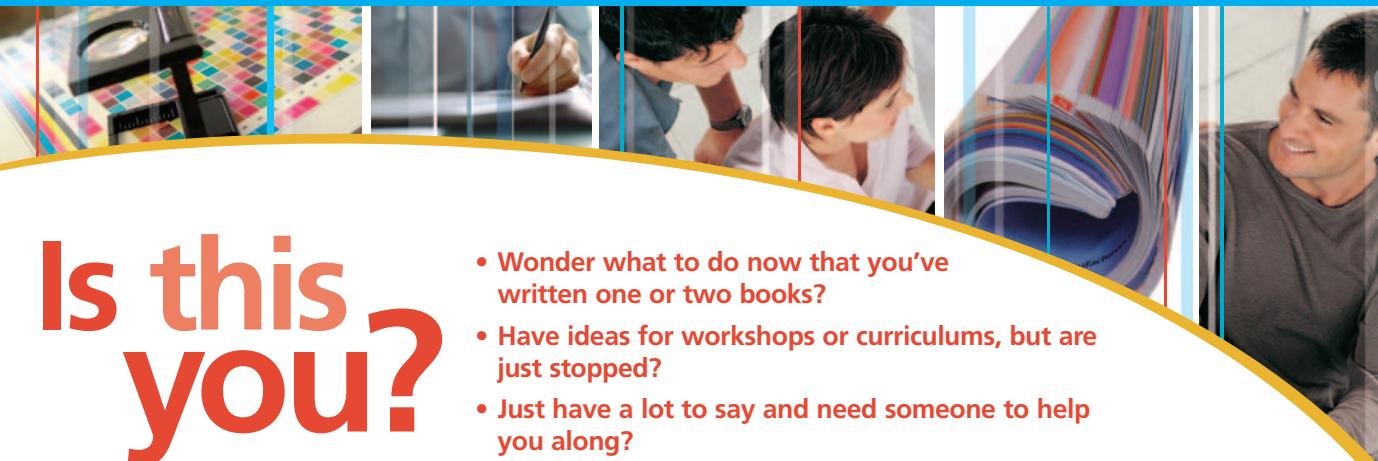
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Article Deadline: April 12, 2006 • Ad Close: May 10, 2006 • Mails: June 10, 2006

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Stephen Fairley

is the international best-selling author of *Getting Started in Personal and Executive Coaching*, the #1 best-selling book in the field of professional coaching. In 2004, he was named "America's Top Marketing Coach" by CoachVille.

His speaking, coaching and training has been featured in dozens of leading magazines including *choice*, *Harvard Management Update*, *Entrepreneur* and *Inc.*



Travis Greenlee

is a Master Business Design and Development Coach and Consultant who specializes in teaching professionals to dramatically increase their bottom line. He is a nationally-recognized expert in automated and on-line marketing systems for professionals and utilizes the most recent advancements in technology to help clients simplify and rapidly increase their practice development efforts.

