Into "the realm of emotions": Executive Coaching in Emotional Intelligence – Developing of Leadership Behaviours
by Yasen Dimitrov

Why executive coaching is imperative today
by Leann Naidoo

Executive Coaching – Learning From The Past and Emerging From The Future
by Noel Brady

FEATURE ARTICLE

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"Leadership today is demanding and requires honed skills and tools to drive collaboration, engagement and performance"
EDITOR’S NOTE

Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! For our 14th edition, our theme is 21st Century Leadership. This edition is loaded with content on a variety of relevant topics on the issues that come with the latest trends of executive coaching, career evolution, and developing in executive existence.

A few weeks back we have released the first volume of the 14th edition.

For the 2nd volume, iCN is proud to have collaborated with several renowned international columnists, expert coaches and best-selling authors to provide insights on 21st Century Leadership. In this edition look out for our feature article “Into the realm of emotions”: Executive Coaching in Emotional Intelligence – Developing of Leadership Behaviours’ by Yasen Dimitrov from Bulgaria. In this article, Yasen discusses the need of using Emotional Intelligence to support clients use emotions in leading people and to apply it, in managerial and guidance processes in the organisation and as a result to expect motivated, dedicated & inspired followers. Another noteworthy article ‘Why executive coaching is imperative today’ by our very own iCN Division Head Leean C. Naidoo from South Africa, explains the need of executives to consider the demands of the business along with the challenges that the environment poses, and how to stand out from the competition, dominate the market share in the sector in which the organisation operates, adopt ethical work practices, and build a solid brand. Another noteworthy article ‘Executive Coaching – Learning From The Past and Emerging From The Future’ by Noel Brady of United Kingdom, emphasizes the millennium generation is seeking more meaning and purpose to life in both work and play. He further states that executives want to explore and surface their deep internal motivations and higher purpose within a coaching conversation so that they can achieve greater fulfillment and enjoyment at work. Each of our columnists, too numerous to mention, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful coaching tools, personal development ideas and professional development techniques to grow your business.

We appreciate your support and look forward to your feedback!

Lovelia
Lovelia Caracut
Editor, iCN Magazine

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Being visible in business can be challenging. You might know it’s something you need to do, but knowing and doing can be two different ball games. I work with a lot of coaches and very often the fear of being visible can kick into place and stop them from showing up.

Let’s take Sally for example. She’s got her own coaching business, but she’s not attracting as many paying clients as she’d hoped for. It’s all become a bit deflating and she isn’t sure where the next client is coming from. She keeps reading about people that are doing amazing things with their coaching and has tried what they’re doing but can’t seem to find that secret to growing her business.

Sally knows she’s really good at what she does, the coaching, but marketing her business is really scary. She thought it would be a case of opening up her business and the clients would come running. She knows she needs to do more to promote her business but fear starts showing up and she ends up feeling overwhelmed and procrastinates any time she can.

What if she puts something out there and it’s not good enough? What if she doesn’t have the technical know-how to pull it all off? She knows that if she doesn’t do something she will end up going back into the 9-5 world, and her coaching dreams will be on the back burner again.

The thing is there are lots of other coaches out there running successful businesses so Sally wonders what needs to happen for her to get her business noticed.

The trouble with all of this fear, procrastination and overwhelm is that it stops you from being visible. If you don’t shout out about your business, who will?

This is where podcasting is an amazing tool for your business. It’s a way to build connections with people - that know, like and trust factor that everyone talks about. Connection with people is vital; especially where the whole driving force of what you do as a service-based solopreneur is about working with people.

Let me share with you just some of the amazing benefits of running your own podcast show…

- Your list size will grow and continue to grow on a daily basis
- You will attract more paying clients as they begin to know more about what you do, and build that rapport with you through listening to your show
- It helps to establish you as the go-to-expert in your specific chosen area of coaching
- It’s something great to talk about when you’re out networking, as it’s a free offering
- You can use it to repurpose content, for example as a post on your blog
- You can record interviews with guests, which adds even more value to your ideal clients
- It helps to build a better connection with your audience, and can be quicker than other routes
- People can listen to you on the go (we live in a busy digital world) Not everyone has the time to read blog posts

This all sounds great, doesn’t it? But where do you start? Well that’s where we come in. I’ve pulled together some online training for you that is going to take you step by step through the process.

The difference with this programme is that as I work with a lot of coaches, I know the kind of challenges you face in your business, some of the techie challenges that come up for you (you’re great at coaching but the thought of setting up a podcast show of your own fills you with dread). We’ll work together on that, what content to share and then how to actually get your podcast marketed so you have more than just your mum or best friend listening in!

Let me help you. We’ve made it easy for you. We have 3 different levels of programme, 1st, 2nd & 3rd modules.

My name is Ruby McGuire, aka Queen of Connection. I work with Solopreneurs helping them to rock their visibility in their business both on and offline.

I teach my clients how to be more confident and help them to put the business basics (i.e. niching, pricing, packaging, and marketing tools) in place to launch and grow their businesses.
In his book *The 7 Habits of Highly Effective People*, Stephen Covey eloquently stated that creating a habit of taking time out to “sharpen the saw” goes a long way to becoming a more effective leader. What executive coaching does is create exactly this time for leaders to reflect, consider alternatives, and obtain a different perspective on challenging situations – thus providing a measure of intelligence which may otherwise have been overlooked. What is most interesting about the experience of coaching is that the shift in mindset is often exponential in relation to the 90 minutes spent per month.

According to Bossons, Kourdi and Sartain, authors of *Coaching Essentials*, some of the challenges that executives face, and which may be fruitfully worked through with a coach, include:

- Leadership, communication and engagement styles
- Managing complexity, change and ambiguity
- Developing resilience
- Leading teams
- Delivering results quickly
- Managing transition – new role, new team, new portfolio

The reasons why working with a coach is helpful include:

- Coaching challenges typical ways of thinking.
- Coaching, when done well, encourages creative problem solving by considering various perspectives.
- While considering a potential solution to a problem, other solution options are also considered and evaluated, thereby creating a more objective view on the way forward.
- Being guided by a coach who is objective, but who is also supportive of one’s endeavours creates a space to explore alternatives that one may not otherwise have considered.

It sounds rosy, but this isn’t always the case. Coaching is a relatively new and yet to be regulated profession. Like with all new ventures, coaching standards range from excellent to poor. With that comes varied experiences of coaches: some swearing by the value gained, and others overtly ridiculing this so-called pseudo-profession. Attempts to regulate the profession are perceived in different lights – either negatively as an income-generating stream for the opportunist, or positively, where clear attempts to quality assure the standard of coaching are being made. Institutions like the International Coach Federation (ICF), International Institute of Coaching and Mentoring (IIC&M) (UK) and the English Coaching Management Committee (ECMC) (Europe) have put in place robust mechanisms to assess the quality of coaching offered, such as supervision of coaching, submission of academic papers (research papers, reflective assignments, studies), as well as the submission of coaching logs to demonstrate the experience gained, much like a trainee pilot logs flying hours.

Neuroscientists in recent years attest to the changes in brain function when one is challenged with self-discovery and taking ownership of a particular problem. Neuroimaging shows that brain cells in the cortices (where problem-solving, judgement, reasoning, analysis reside), rather than in the limbic brain (where sensory perception and the emotional centre that triggers fight or flight responses reside) exhibit electrical stimulation. Reasoning one’s course of action removes hindering emotions and makes for committed action, coaching being the enabling mechanism that enables this.

Coaching is not just for executives. It is for anyone looking to achieve a ground-breaking result in their careers or personal lives. We spend lots of money on houses, furniture, cars, and leisure activities, so why not invest in ourselves in a way that truly makes a marked difference?

In my book, *The Mind Age™: Mastering Your Infinite Mind for Success for 2040 and Beyond*, my research shows that, with the population growth expected to climb from 7.1 billion to
approximately 9 billion by the year 2040, we will have run out of natural food, fuel and water resources, and space on the planet will come at a premium. Business magnates such as Branson, Gates and Musk know this already and have begun venturing into alternative energy and space colonisation – with the appeal of mining near-earth asteroids catching the attention of progressive energy providers.

Business is also challenged by the impact that technology is having on business models – automation is streamlining business performance and expediting the route to market, but also reducing the need for people in many industries. This is driving the need for more entrepreneurial thinking about how households can afford the future cost of living. As organisations increasingly reduce salaried employees and the contracting market presents a compelling value proposition in eliminating costs, people need to think hard about their own market offering to organisations, buyers of their products and services, and how well they differentiate themselves in what is becoming a much larger labour market force.

With this as the backdrop, executives increasingly need to consider the demands of business along with the challenges that the environment poses, and how – with these constraints – to stand out from the competition, dominate the market share in the sector in which the organisation operates, adopt ethical work practices, and build a solid brand. What better way to achieve this than with a thinking partner in the form of an executive coach!

ABOUT LEEANN C. NAIDOO

Leeann is the Division Head of iCN, MBA qualified, with strong business acumen. Leeann is a Management Consultant – a specialist in Change – an Executive Coach, keynote speaker, and lecturer, with 20-years of international experience, the last 15 of which have been with blue-chip consulting firms such as Deloitte, Capgemini, PricewaterhouseCoopers and EY. Her recent client engagement experience spans major banking institutions, public and private sector organisations in the UK, Europe, the Middle East and South Africa.

Since her return to South Africa, Leeann has started her own company Concordia Goodspeeds & Coaching, where she consults on a variety of change programmes across large corporates and small businesses, she provides executive coaching, lectures and consults for and at 2 of South Africa’s top 3 Business Schools. She designs and delivers Leadership and Management Development programmes for corporates. As an internationally accredited coach with the IIC&M, with over 6,000 coaching hours, Leeann also specialises in neuroscience-based Executive Coaching.

Managerial Effectiveness

‘HALT!’ the need for stress, by ‘coaching-in-the-moment’

Martin Goodyer
(United Kingdom)

Stress all starts with a belief that ‘things are as they are, and that’s that!’ Often managers believe that stress is useful, and that it needs to be embraced because it helps the job get done quicker, better, or more efficiently. On the other hand, they may also accept that stress can be bad for you, that it’s better if you have less stress, or if you do get stressed, that you have a way of managing it. The difference between the two is usually that the first applies to the people who work for them, while the second is how they think about themselves.

It turns out that both are factually accurate, but only if they are actually believed: One of the most quoted studies into stress started just before the end of the last century; 30,000 adults in the United States were questioned about their stress experience and if they believed it was harmful to their health. 8 years later the 30,000 were analysed to establish how many had died, and how that might relate to their beliefs about stress; it appeared that those with high levels of stress may have increased their risk of dying by 43%, ouch! However, what’s interesting is that this increased risk of death was only reflected in those people who already believed that stress was bad for them. It may sound weird, but the research suggests that those who admitted having high levels of stress, but didn’t see it as harmful were not more likely to die than anyone else; even more strangely, their risk appeared lower that those who reported not being very stressed at all. It’s a disturbing piece of evidence for anyone who has bought into the idea that stress is the enemy; stress might not be the enemy at all, in fact, it could be that it’s the idea that stress is the enemy that’s causing people to have problems, and maybe even dying early. It’s clear, therefore, that if coaching in the workplace is to improve managerial effectiveness, it needs to do something about changing managerial beliefs about the causes and effects of stress. If they are to be more effective, and keep their employees from an early grave, then they must find a way to prevent stress getting in the way of performance.

If I have learned one thing in twenty-years of full time coaching it’s that trying to address a limiting belief is not easy; a belief may be at the heart of a problem, but the manager rarely sees their own situation clearly at first, and the time it takes to help them ‘get there’ can make the coaching intervention appear somewhat long-winded. I have therefore come to the conclusion that a simpler, faster, easier and instantly effective means of shifting behaviour will deliver better results. That’s not to say that more traditional approaches to coaching need replacing, merely that they are better supplemented by an ‘in-the-moment’ coaching approach; an approach that changes behaviours without any needing to engage with beliefs.

Coaching ‘in-the-moment’ happens when managers acquire tools to change the way they engage with difficult, often stressful, situations; the premise being that their current approach...
isn’t giving them the best results, and that if a quick and simple way of getting better results were available, they’d like to have it. This premise works because it’s grounded in reality, so when the question is posed; “Would you like to know how to do get better results more quickly?” the answer is almost inevitably “Yes, please!”

Now, acronyms are a useful way of communicating a simple idea, and in this instance my own is ‘HALT’, but let me be clear; it’s not a clever acronym that changes behaviour, but the way a coach engages with a manager or a team of managers, and helps them acquire an effective way of using it. The coaching ‘in-the-moment’ approach is simple; it is to change the way a manager deals with difficult situations, achieved by finding a way to hold back from rushing in, to hesitate and hold on for a moment before doing what they would usually do, and then having reflected, to take the opportunity to ask a good question rather than leaping in with an instruction. After asking the question, the manager must then listen not only for the reply, but also raise their awareness of the underlying meaning of that reply, before then taking some action that creates forward momentum. Hopefully leading to a better outcome; it’s coaching, but not necessarily as we know it, it’s ‘coaching-in-the-moment’. The acronym isn’t necessarily important; there are any number of potential clever memory triggers that could be made up, some of which are fabulous. However, as I said, it’s the concept that matters and not the hook that goes with it, so go ahead and knock yourself out if you want to make up your own. For me, HALT! pretty much says it all;

‘Coaching-in-the-moment’ and the use of acronyms like HALT!, intrinsically connect the needs and desires of the people involved in the conversation, and are exclusively focused on the task in hand; by breaking existing patterns of their own behaviour, the manager is learning how to achieve better results with what they have, and by deepening their engagement with employees they are likely to get better results from those employees as they utilise more of what they too already have. Like tuning a radio to a better station, they learn to adjust their behaviour in particular circumstances so that what was once their ‘normal’ response to a situation now is a trigger that reminds them of a better, more productive or more effective way to respond. When managers become ‘coaching managers’ then ‘management effectiveness’ improvements are pretty much guaranteed.

Stress often appears when the competing issues of process management and people management tug at each other, and ‘Coaching-in-the-moment’ is a brilliant tool for addressing this most common of problems. It’s normally stressful because neither one is more important than the other; the business can’t run properly without effective processes, yet the processes can’t be effective without properly managed people. It’s not one or the other it’s one and the other. When the tugging starts, ‘holding on for a sec’ and creating space to reflect, helps. It’s as simple as that; it helps, because the manager has time to breathe and think more clearly, and because they raise their awareness, they see more choices, and because it moves them from feeling their own emotions of being focused on a better outcome. By asking better questions, and genuinely listening to the answers, they more easily bring the two apparently opposing poles or ‘process’ or ‘people’ together without one pushing the other away. Processes and people both matter, and stress end up being either ‘creative tension’ or a ‘pain that won’t go away’ depending on how difficult conversations are managed. Taking action to move a problem closer to a resolution is far more effective when negative stress appears to have been removed.

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It’s Time to Rethink Leadership Development: Building Momentum for Leadership Culture

Dr. Gerhard van Rensburg (South Africa)

Abstract

For all who are interested in the development of the organisation’s leadership and leadership development are of fundamental importance. Fresh thinking about what effective leadership is in modern times means how such leaders can be developed is much needed as the organisation evolves further in the 21st century. Perceptions and expectations of leadership change over time and the approach to and process of leadership development. The article is a proposal to shift from a traditional thinking model about leadership and leadership development to what is more sustainable for the development of a leadership culture and for organisational health.

Leadership excellence is fundamental to the health and performance of an organisation. Leadership development, however, in most cases is a costly affair. It therefore warrants careful consideration of what organisations hope to achieve when they invest in leadership development. If the point of departure is to help people excel as highly competent individuals, then the criteria for a development programme would be different from one where the goal is to grow people in order to achieve more with and through others – in other words true leadership and teamwork.

Changing perceptions and expectations of leadership

Times change and so does the perceptions and expectations of leadership. If we lived in ancient times when progress meant territorial dominance and hard, hand-fought victories on the battlefield, we would be looking for strong, brave and imposing men with some ability to out-think the enemy. If we lived in the industrial age, we would be looking for superior scientific minds. As the world became more ordered, we would be looking for superior scientific minds. As the world became more well-ordered and hierarchically structured in governments, institutions, business and many other types of organisations; technical or functional ability and political astuteness (skilful in tactics and power play) allowed many to rise to the top and thus be recognised as leaders. In this scenario, leadership is typically exercised through command and control complimented by concomitant tactics of intimidation and manipulation. Unfortunately, there are far too many examples with this type of leadership and organisations may be stuck in this old mindset.

Instruments of power

Where command and control still delivers results, the people have resigned themselves to the idea that they are fundamentally either stronger or weaker instruments of power - in some cases, they paint themselves powerless in life, in others they believe they are untouchable and as a result often ruin their personal relationships. They fear or respect power for the sake of power. Where those at the top embrace the culture -- and why would they not if they were successful in and beneficiaries of it -- they will more likely than not, consciously or unconsciously, further entrench this culture through the choices they make on training and development. It does not bode well for the future in a world where optimum learning, flexibility and responsiveness are such important factors for success.

The cost

The cost for organisations, and more specifically, when the leadership is poorly aligned with societal changes is immeasurably higher. Today’s knowledge worker commits themselves when they experience the freedom to be creative and enterprising. In a command and control environment they feel inhibited and frustrated; the result being untapped potential. Moreover, people in such an environment often withhold critical information which ultimately comes at a cost to the organisation.

Another cost factor is that employees who are not intrinsically motivated, but prepared to submissively and passively ‘sit out’ their careers for the sake of a salary cheque, are nowadays difficult and expensive to get rid of. The longer we have command and control environments (as it is experienced by the common worker, since it is seldom acknowledged by the leadership), the more disengaged people will become. Progressive organisations, understand what is required of a modern-day leader, and are quickly pulling away from their counterparts who continue to practice the archaic command and control tactics.

The key shift

Who do we regard as good leaders? Who is climbing the ladder to higher positions of authority and power? Who gets the benefit of the doubt when it comes to filling leadership positions? Is it not those with a strong knowledge base as reflected in their academic qualifications and other certificates? Is it not those with technical know-how and management experience? And is it not those who have demonstrated the ability to use their positional power to get quick results? We believe these are the three criteria most people have in mind when they consider candidates
for leadership positions. Whoever fits the bill, can be forgiven if he or she feels superior to the rest. The combination of high intellect, know-how, tactical skill and a robust ego is a powerful one. It is almost inevitable that the leadership challenge ends up to be no more than a battle of wits and ego’s in budget, planning and strategy sessions. Teamwork, the key to success, suffers as a result.

How would leadership development programmes be of any use for the above? If it means another qualification to go on the manager’s CV, more ideas, theories, models and arguments for the meeting room, and perhaps some insights that could improve personal effectiveness, then it will fit the requirement well. But the question that needs to be asked above all is: what is the value to the organisation as a whole? What is the positive influence on those who work with the leader, their morale, energy, focus, productivity, willingness to take responsibility, innovativeness, and own leadership development? Furthermore, what are the ethical and governance values being driven by the organisation and its leaders, and do management support these? And then, what are the positive changes that others see in terms of the manager’s willingness to sacrifice for the cause, openness to feedback, team-orientation, his/her courage to name the real issues that prevent growth in the organisation, and work towards much needed transformation?

The observation is widespread that in spite of various leadership development initiatives, the change that matters most, invariably does not take place. In other words, a change of leadership culture is required and is not being done. More sophisticated strategies, better designs, and the latest performance management tools or tactics to out-maneuvre the opposition, can never achieve what a strong leadership culture can. What most people in ‘unhealthy organisations’ secretly or openly hope to see, is a change of heart in their leadership.

The reason for poor or inadequate performance in organisations very seldom is lack of knowledge, skills or experience. Rather, it is to be found in the leader’s lack of attention to behavioural aspects, the general climate, and the alignment in the organisation. When leaders really concern themselves with the character of their organisation, they forget about their ego concerns and personal agendas. To use an analogy from the sports world, we know that when we are in agreement that the team showed character, it also means they gave their hearts for the team and the greater cause. Poor character is when a team member puts his own interests before those of the team.

Leadership development for our times need to be in the areas of awareness, ‘inner work’ (self-mastery) and context-sensitive leadership responses.

It is to state the obvious that heightened levels of awareness are needed for real change in mindset, attitude and behaviour. As the emotional intelligence expert Daniel Goleman points out, self-awareness forms the cornerstone of awareness of others, self-regulation and regulation of interpersonal relationships. As obvious and simple as it seems, it is not a given. As a starting point it requires openness, vulnerability and humility to grow in self-awareness. With the ‘chips’ of knowledge, experience and positional power on one’s shoulder, the tendency is very high to filter out signals that might be damaging to the ego.

The three main areas of awareness are personal disposition and discipline, adaption to and need for change, and relationships. The defining, breakthrough moment that leads to heightened awareness and sets ‘inner work’ in motion, often is the understanding that the use of outside help -- typically from family members to friends, colleagues, books, coaches and mentors -- is not a sign of weakness, but of becoming more authentic and mature.

Key to leadership and leadership development is the ability to respond appropriately and more wisely to all kinds of situations. That is why awareness and inner work is so important. To think that reading textbooks will help the leader to do the right thing or minimise damage is short-sighted. Leadership in its proper sense is authentic, spontaneous and from within. Whatever knowledge the leader comes across, it needs to be internalised to make any real and meaningful difference. A leader that has grown out of the command and control style learns the critical importance of adjustment. For instance, to be forceful, courageous and bold is important in leadership. But the context determines when it is appropriate and most effective. Bright ideas at the wrong time or with an insensitive presentation in a particular context can be totally counter-productive. The key to becoming wiser is to consciously and intentionally keep all channels of feedback and learning open. When we are open and receptive to our environment and to others, our eyes ‘open’ to the wisdom that we have within but never allowed to guide us. It is at the point where we allow ourselves to be vulnerable, not all-knowing and self-important, that we rise to new levels of understanding and insight.

From a leadership development perspective, it is much more effective to explore leadership responses in conversation with others who share the same context (facing their ‘real world’) than...
listening to leadership theory in a lecture room. It is a common complaint that the good and lofty ideas in the lecture room come to nothing the moment a person is back at the office facing ‘the real world’. It is different when leaders in a development programme support each other by sharing their leadership thoughts and questions as they face the challenges before them.

For healthy workplace and social structures to thrive, leadership development should facilitate growth in the areas of awareness, ‘inner work’ and context-sensitive leadership responses. As illustrated below, in many cases a shift in thinking about leadership development from an outdated paradigm needs to take place.

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Less is more

The best way to grow a leadership culture is to further develop those who already have a positive influence in the organisation. The questions to ask in order to identify them are the following:

- Is the person clearly passionate about the cause and values of the organisation?
- Is it evident that he does not need and does not have to rely on the power of his position to be able to have significant influence?
- Does he genuinely want to become a better leader?
- Would he be keen to play a part in building a strong leadership culture in the organisation?
- Is he loyal to the organisation, and will he be part of the organisation for at least for the next two to three years?

Late last year, the world appeared to stand still and reflect on the remarkable life and example of Nelson Mandela. One of the most striking and powerful illustrations of his leadership influence is that so many people recalled that nobody could turn down his requests - a manager’s dream! It is the best possible illustration of the truth of John Maxwell’s axiom: a leader first gives his heart then asks for a hand. The belief that, particularly business leaders, need to hide their hearts from others (and themselves) in order to take hard, calculated decisions and remain resolute in negotiation, is wrong and in truth undermining of their leadership. Passion for and dedication to the cause, is a matter of the heart. And so respect for others, the will to serve -- humility -- the willingness to ask forgiveness, care, trust, compassion, moral conviction, resilience and perseverance are indeed matters of the heart.

Surely, if we recognise leadership excellence in the person of Nelson Mandela, we should endeavour to look for and grow the qualities he lived and demonstrated. For organisations it is not a call to become more ‘touchy or feely’, but to responsibly address the context within which business decisions are taken and to ensure that these decisions accurately reflect the organisation’s heart, mind and soul, be this in its strategy, finance, marketing, technology and corporate social values.

The example of Nelson Mandela

In my country we go to prison first and then become President

Gerhard is an experienced leadership and executive coach and consultant in the field of organisational development. He has vast experience in individual and team coaching. He is a member of Comensa (The representative body for coaching and mentoring in South Africa) and an academic supervisor and associate at The Da Vinci Institute of Technology Management. He is also a certified PDA Analyst and MyPDA Coach.

Gerhard passionately believes in the potential of the people in South Africa and the African continent to grow and develop their unique qualities and cultures in such a way that they will live proudly, prosperously and be respected by the rest of the world -- as envisaged in the idea of an African Renaissance.
Speaking of Business Coaching we have to narrow some of these benefits. More than that, as coaching professionals we have to stay focused on the specific goals and outcomes determined by the business perspective. This applies even stronger speaking of Executive Coaching - approach often viewed as the “crown jewel” of Business Coaching.

INTRODUCTION

The growing popularity of Coaching can be explained in different ways. Some clients find that it helps them to overcome and “tackle” their fears. Others share that through coaching they unlock some parts of their potential, or find a way to experience happiness of living- building up relationships. For many Coaching paradigms such as Life Coaching or Confidence Coaching that could be enough – goal achieved, mission completed.

The change of Leadership models used within the organisation can be a very big determinant of both strategy (effectiveness), and organisational culture. That’s why developing leadership behaviours is often the “cornerstone” of the Executive Coaching.

The topic of leadership can be limitless. There are many books, and even more studies focused on different leadership models. Starting from Gordon Allport’s “Trait theory”, followed by many psychology based theories such as Hersey & Blanchard’s “Situational Leadership” and Lewin’s “Participative leadership” in addition to the ones based on financial results and statistics such as level 5 leadership of J. C. Collins. Yet, after all that big work and data the leadership phenomenon seems to be far from complete understanding.

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3. You’re too close. There’s a lot to be said for having a fresh pair of eyes on your business and business objectives. When you’ve been working on something solidly for a long time, there is a tendency to lose the trees in the forest. There’s also a tendency to get bogged down in details that you find fascinating but which are actually of no interest to potential customers. A professional copywriter restores objectivity, hones in on what makes you special and communicates it clearly.

4. You need expertise. Different types of writing require different skills. Even if you consider yourself a competent writer, you may not have the experience or the know-how to produce persuasive press releases, white papers, SEO copy or advertorial. Therefore you need someone who can bring the copywriter’s arsenal of strategies - captivating headlines and bullet points, alluring benefits and irresistible calls to action - to whichever specific kinds of copy you need to build your business.

5. You can’t afford to make mistakes. There will be, on occasions, times when the stakes are high and you absolutely need to make exactly the right impression. It could be that you’re about to launch a new product, a new website or a new marketing campaign, or it could simply be the latest incarnation of the most important project you’ve ever been involved with. If you want to eliminate the fear of making mistakes and make absolutely sure your copy is pristine and as effective as it can be, then do the right thing. Hire a professional copywriter.

One final point to remember is that a truly great copywriter actually loves writing copy, and that love of words always shines through. There are a million bad-to-mediocre copywriters out there and frankly, you can spot them a mile off. Their lack of passion for the language they’re using rises up out of their words like a bad smell.

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All of those paradigms as different as they are having some similarities, and that is the missing ingredient – the emotional part of the leader. That part can be irrational, impulsive, and unpredictable as only a human being can be!

Owing to the developing concept of Emotional Intelligence (EI) for the last 20 years the emotions are getting its place among on the Academic shelves in the book stores. More and more authors and practitioners are attracted to use this paradigm in their work. Today we all know how important is the synchrony between two main determinants of human behaviour- the cognitions (the thinking) and the emotions. Now one argues anymore that in order to achieve mature, inspirational leadership the leader should operate and lead with both- the emotional reactions, and the logical thinking. This is the main premise for the increasing need of coaching practices developing Emotional Intelligence and all associated with it behaviours, within the framework of Execute Coaching.

Very often the Executive has no place to speak or share the emotional part in a business context. He is doing so only by relatives or friends, but because of their reactions very soon he accepts the principle “Do not speak of his work at home”.

The type of leadership model that suppresses emotions and focuses only on tasks, numbers, targets, this type of leader cold and “stone faced” proves to be highly unproductive in long term perspective. Unfortunately for some managers this is the only behavioural model they’ve seen and they know, and because Executive is a role, a position loaded with so much power- it changes the whole organisational culture. Changes it towards fear, demotivation, ignorance of the employees.

Executive Coaching in Emotional Intelligence is one of the ways to support such clients in their attempt to use emotions in leading people. To apply some of it, in managerial and guidance processes in the organisation and as a result to expect motivated, dedicated, inspired followers.

Working on the balance and integrity of emotional expressions, or building empathy and trust are areas that easily become the focus of the Coaching process. Viewing work experiences in that context, integrating the emotional part of the personality in the whole “Self – Image” and his professional identity as Executive could open a space for whole new set of roles”. Could aloud more spontaneous, authentic, “human” behaviours for the “stone faced CEO”.

Overcoming hastiness, changing permanent petulance, or edgy/severe style of communication can be the working area on the other spectrum of emotional imbalance. Getting control over emotion and impulsiveness is yet another challenge for Executive Coaching. Supporting the client to learn and find some control techniques, or even to change his, habits, attitudes, values. Changing that models of irrational behaviour can encourage the followers in the organisation to more participative, to share ideas, to engage in constructive discussions, why not even in constructive conflicts. That could be the escape from the “false harmony” and the dysfunctions of the teams in many organisations.

Only for the last couple of years respected experts conducted many surveys proving the importance of Emotional Intelligence for successful leadership. Finding the importance of EI of the leader for feelings of engagement, or the ability to motivate and inspire their subordinates to work towards common goals, or even for Increasing performance in sales teams. Not so many are the solutions or techniques that develop the EI level. But of course that is going to change – that is the marked principle “The demand determines supply.

CONCLUSION

In the world of increasing need I think the Executive Coaching can be the one solution that is suitable for the organisations and Executives- both, because as any Coaching method, it nourishes the constructive parts of the client’s personality, supporting him towards the development of leadership behaviours. Behaviours that have all the needed aspects of both – the client’s comfort in Executive role, and creating an organisational culture that leads to increased effectiveness and higher work motivation. In case of Executive Coaching – This should be “mission completed.”

References:
Fifteen years into the new century, we live and work in a faster changing business environment than ever before. The business leadership landscape is changing constantly and not only is it moving fast, but it is complex, uncertain and ambiguous for many leaders today.

Ways to Double Your Turnover and Dominate your Sector
Moira Hanley (United Kingdom)

I have worked for quite a few small to medium size businesses, some of whom went on to become big businesses. The ones that went on to bigger success all had one thing in common; they had the right blend of skills and experience at the top level of the business. So how do you do that when your hiring plan won’t allow that kind of growth yet?

It’s the typical Catch-22 of the business world. You need those key people to fill in the gaps in the business to increase your business, but you can’t afford them until you increase your business.

An example of this might be a scenario I have seen a few times. You are the owner, the Managing Director, the Marketing Director and the Chief Operations Officer. You also know that, while you don’t really want to relinquish control, you cannot continue like this much longer or something is going to snap.

You’re in your own way. And, on top of that, you are not a marketing or operations expert. You have learned on the job, but you don’t have time to really learn all the new information that’s out there. Your marketing, for example, is behind the times and you know you need to get on the online marketing bandwagon.

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A peer to peer advisory board consists of senior people in non-competing businesses who have a wealth of experience and knowledge, learning, sharing and growing together. Imagine a board with 10 people from 10 different businesses, all SMEs, each at a different stage of their business with different issues to resolve. Each person brings their own key skills to the table. You might have someone with a marketing background, someone who’s a killer salesperson, another who’s brilliant with numbers and so on. Put those minds and that experience in one room and, guess what, big things start to happen.

Meetings are once a month in the morning so don’t take a lot of time out of your business, but that time can be the difference between failure and success.

Here are 5 advantages of doing this:

1. You are able to put your current issue to the group, work with a Mastermind session where the problem is picked apart and solutions are proposed for your issue. You walk away with potential ideas and ways of making changes in your business.

2. You are held to account. Yes, you have to implement the solution that works best for you and report back to the board on how it’s going. The rest of the group will want to know what you did, how it’s going and perhaps if you need more in-depth help.

3. You learn new tools with the monthly Workshop, you share your experience and knowledge with the others. Maybe you come up with the killer solution for another business. How good would that feel? You become a contributor. You fill the gaps in your business with the expertise of the board. Now you can learn new techniques, build a strategy based on your future plans and expedite it with the support of your group.

4. You can start to dominate your sector. With the additional income generated, now you can start to hire for those key roles.

5. You can double your revenue in a couple of years. Yes, you can. By implementing the changes and the solutions that you learn with your board, you can change and improve your business so much it is totally realistic to expect a doubling of turnover in a couple of years. In fact, I’ve seen the results myself.

So, what’s stopping you? To find out more, check out The Alpha Group.

About Moira Hanley
Moira is the Regional Director of Alpha Group International - East & South East England.

She started her own business helping SMEs around the world to understand and use social media and online marketing as well as business coaching and creating marketing plans and business plans. She also ran a training series for Public and University Libraries in Ireland. Moira loves seeing people being successful and find it very rewarding to share her experience and knowledge. She also speaks at conferences on marketing and social media.
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Unintended consequences of new rules

Paul Smith (USA)

Sometimes rules lead to unintended consequences that cause more damage than the problem they were designed to prevent. Here’s a classic example, and advice on what to do about it.

Phil Renshaw is a consultant and coach for financial executives at Circulus in Buckinghamshire, England. Having spent seventeen years in corporate finance himself, he’s personally seen the downside of relying too heavily on rules. One of his favourite examples is escalating the level of manager authorised to approve expenses, thinking it’s a good way to reduce spending. It may succeed in reducing spending. But that doesn’t mean it was a good idea.

According to Phil, here’s how that typically plays out. A company has just entered the final quarter of the fiscal year, and is woefully behind its earnings target. In order to save money, a temporary rule is put in place for the rest of the year. A senior executive, such as a vice president, must approve all expenses, no matter how small. The result is an absurd set of consequences.

Absurdity #1:

The first is a result of the fact that such a leader might have hundreds, or even thousands, of people working for them. Personally approving all those expenses could take several hours a day, distracting the V.P. from more important duties. He or she tries to keep up for a few days or weeks, but their work suffers because of it.

Eventually they delegate the task to their administrator, which is the second absurdity. Expense approval has now been delegated to an administrator less qualified to review them than the original managers that would have done so in the absence of the new rule.

Absurdity #2:

Eventually they delegate the task to their administrator, which is the second absurdity. Expense approval has now been delegated to an administrator less qualified to review them than the original managers that would have done so in the absence of the new rule.

Absurdity #3:

The third and most malicious absurdity is that this rule robs mid-level managers of their ability to keep the organisation productive and motivated. For example, let’s say for the last week, three employees have worked fifteen-hour days on an urgent project, and complete it in record time.

At ten o’clock in the evening on the last night, when the project is finalised and submitted, the manager wants to take the employees out to dinner in appreciation. But then she remembers the new rule. Only the V.P. can approve this meal expense now. It would require a lengthy explanation to justify, and the V.P. may not approve it. She decides not to take the risk, and just thanks them for their hard work, and sends them home.

The Lesson

Yes, money was saved. But at what cost? Demoralising the employees, and emasculating the manager.

Phil’s advice is that if you can’t trust your managers to make good decisions, you shouldn’t have them. Instead, he advises companies to embed the quarterly cost or profit requirements in performance incentives like bonuses, or options, or even extra days off work. Then let individual managers decide which expenses are worth spending anyway and which are not. You’ll have just as good a chance at hitting your earnings target, but without the absurd set of unintended consequences.

If you ever find yourself considering instituting a new rule, consider the unintended consequences first. Ask yourself what Phil Renshaw would make of your rule. And if you happen to be one of the innocent victims of an equally toxic rule from upper management, tell them Phil’s story. You might just get them to reconsider.

[Adapted from Lead with a Story: A Guide to Crafting Business Narratives that Captivate, Convince, and Inspire by Paul Smith]

ABOUT PAUL SMITH

Paul Smith is the bestselling author of Lead with a Story and Parenting with a Story. You can find him at www.leadwithastory.com and follow him on Facebook, LinkedIn, and Twitter.
The Appreciative Inquiry (AI) Model for Coaching

Interview with Michelle McQuaid

Julia Mines – iCN Journalist (USA)

Appreciative Inquiry (AI), developed by researcher David Cooperrider, is a strength-based approach to sustainable organisational change. It can also be applied to facilitating workshops and coaching one-on-one, known as Appreciative Coaching.

It’s premise and framework is simple: look for prior successes to discover future steps. Particularly unique to AI are the 4-D’s: Discover (the best of the past), Dream (of what’s possible), Design (at least three pathways to get there), and Destiny (deliver the outcome). The process begins by creating an “Appreciative Topic.”

Because the brain has a negativity bias (rooted, evolutionarily, in our need for daily survival), individuals and organisations typically ask, “what are the problems that need fixing?” In AI, this question gets flipped, “why do our top women stay?” that we made any progress. Once we had an Appreciative Topic, “retaining top women,” we were finally able to get a shift in those numbers.

ICN: Tell me about AI’s “Appreciative Topic.”

MM: In AI we begin by asking, “what are we inquiring about?” I’ve now seen this called the “Define” step. (So it’s sometimes also called the “5-D model.”) Either way, we start with a topic. I worked with Price Waterhouse Coopers, a big accounting firm, where like many big companies, we had a challenge in keeping our best senior women. For years we studied why top women leave. We knew all the reasons for that, but we made very little progress in changing things, because inherently, those weaknesses in our systems are weaknesses for good reasons. It wasn’t until we asked, “why do our top women stay?” that we made any progress. Once we had an Appreciative Topic, “retaining top women,” we were finally able to get a shift in those numbers.

ICN: And then what happens?

MM: We make space to imagine the future, “Dream.” But it needs to be grounded in reality, not a fairy tale. I’ll ask, “If you could use this strength and do it consistently, based on what really worked, what would that look like 12 months from now?”

MM: Yes. We call it “doing the flip.” It requires us to flip our consciousness, to take a different point of view, sometimes the polar opposite. Einstein said,

“we cannot solve a problem from the same level of consciousness that created it, we must learn to see the world anew.”

It sounds easy when Einstein says it! Our brains are wired to be great at spotting the problems, but we can also be great at spotting when things work. It requires asking, “what do we want to grow?”

ICN: Tell me about the first step, “Discover.”

MM: This step is about telling the stories of past successes that can be built on in the future. In Appreciative Coaching, I usually have people take the VIA Strengths Survey or the Gallup Strengths Finder beforehand—to give us a common language. In “Discover,” we’ll look at the strengths results. I’ll say, “I want you to tell me about a time when you felt really energised and engaged and enjoyed your work or life. What were you doing, how were these strengths into play?”

ICN: And then what happens?

MM: In individual coaching, I will also have them do some journaling around a lovely exercise called, “Best Possible Future Self,” by Professor Laura King, at the University of Missouri. They write for 15-minutes a day, at least three days in a row. “Imagine in the future that everything went as well as possible in your life, what would life look like for you?” And then I’ll ask, “Which of your strengths would you need to get there?” This can help in getting the dream clearly. Then we’ll look at the dream again and I’ll ask, “Well, what excites you about that? What do you feel pulled by? What’s the true goal in that?”

ICN: Then you can “Design” the pathways.

MM: Yes, I will have them identify at least three. The goal-setting research tells us that people who are most likely to achieve their goals don’t just have one plan, they have multiple pathways forward so if something goes wrong with one, there are other options. This is a place to explore possible obstacles, if they come up, and how to maintain their motivation and willpower.

ICN: And, “Destiny”?

Michelle McQuaid

My Future
I’ll ask, “If there were small actions you could take, which could you commit to?” By shrinking the actions, they feel more confident to take them and realise the desired outcome. I’ll often help them create 10-minute habits, utilising their personal strengths, to keep them progressing toward their goals. Strengths are reflective of how our brain is naturally wired to perform at its best. When we use them, we are more naturally engaged, energised, and motivated.

ICN: How’s this different from other forms of coaching?

Intuitively, coaches may already do some of this in other coaching models. If, for example, you’re using the GROW model, you set the goal, then, reflect on the strengths you have to draw on. The back end of GROW looks the same in AI, but in GROW you almost do the Dream step first. In Appreciative Coaching, you flip that. Goals comes out of the “Discovery.” It’s a little more amorphous, but I like this flow because I find that the Discovery piece is critical for building a people’s sense of confidence and self-efficacy. So often, we don’t feel like we have the ability to create the changes we want in our lives. I like the Dream to be grounded in the reality of the strengths somebody already has, rather than plucking a wish from the air.

ICN: Can coaches train in AI?

The gold-star way is to get a certificate at places like Case Western University where David Cooperrider developed this. (And now, at Champlain College in Vermont.) This program travels around the world: to Australia, New Zealand, into Europe, and some of the Arab states. You can do it in various master’s programs around the world that have units on change. There are online programs. I find that once you start practicing it’s really intuitive. The framework is as simple as what we’ve talked about. Different facilitators will have different levels of expertise, but it’s just having the confidence to do it.

ICN: Some final thoughts on using AI?

Remember to do the flip. To find the Appreciative Topic. And, be aware of the questions you’re asking. David rocked my world the first class I took with him. He said every action we take is preceded by a question. We’re often not aware of this, because we’re so busy doing. But if we can just slow down, even just enough to become aware before we jump into that next priority or next strategy, and ask, what questions will take us to the outcomes we want?

Appreciative questions, like, “Why has this worked in the past?” “If we could do more of that what would it look like?” “What would it look like to get from here to there?” “What are the first steps we could use?” These are really simple questions, but if we can ask them, it becomes a very intuitive process to apply every day.

Want to learn more?

Michelle McQuaid has wonderful free tools and resources on her website, including a short e-book, with follow-up questions for using AI in one-on-one coaching, workshops, and summits: www.michellemcquaid.com/

Appreciative Inquiry: A Positive Revolution in Change, David Cooperrider and Diane Whitney

The Appreciative Inquiry Handbook: For Leaders of Change, by David Cooperrider and Diane Whitney
The Millennial generations have entered the workplace and it will never be the same again. With their rucksacks, big headphones and eyes glued to the smart phones, they are digital natives completely unaware of what life was like before the Internet. Now they are setting the pace and the standard for working life and generations before have to rethink how to engage with, and lead, the newcomers.

And maybe leading is not even the right word for what the « always on » generation requires. Our new, constantly communicating colleagues, demand something else that most leaders are neither familiar with, nor recognise the need for. Key words are genuine engagement, connection, involvement and feedback. Born between 1980 and 1999 the Millennial generation have been supported, encouraged and carried from crib to college, resulting in a self-awareness and confidence that leaves the rest of us by the wayside. They expect to be listened to- always-and bargaining with parents in everything from bedtimes to holidays became an integrated skill from an early age.

Do not mistake this for laziness or ego-drive just because it does not fit with the standards of the baby boomers of the 1960s. Quite contrary. The Millennials are used to embracing diversity, using social media to make new, and stay in touch with old friends and contacts across the globe. Networking takes on a different meaning with no division between private and business spheres. Whereas the children of the 60 and 70s thought Inter-railing in Europe was pushing the envelope, the Millennials travel the whole world in three months collecting experiences and life skills as they go. An increasing number of charities have caught on and promise the eager adventurers work at everything from orphanages to animal sanctuaries in places we have hardly heard of before. In pursuit of a better world, and a true belief that their efforts matter, the Millennials engage themselves in idealistic causes, which give gap year a new meaning.

In the work place, the Millennials know how to make connections that create new approaches and ways of thinking that severely challenges the belief system of the seniors (which is classified as anyone over 45 years). To add to our pain, they don’t take no for an answer and are happy to leave to set up own shop in pursuit of their ideas. Their need to be valued, and eagerness to grow, means that concrete, specific and honest feedback, delivered skillfully, needs to become a regular feature, not twice a year in appraisals. They refuse to be limited in space and thought and view the need for freedom and fun as a natural part of life. Command and control is out. Millennials believe in talking, not being off initiative and ambition? Which edges do leaders themselves have to cross to lead in ways that inspires the Millennials?

By changing the focus from directive leadership, often carried out on a 1:1 basis, leaders can engage the creative powers of their teams and organisation as human systems. In order to do so, they need to set aside fear and need to control, and lean into the collective intelligence and creativity of their systems.

Are you ready to do that?

Leading the
MILLENNIAL GENERATION

Anne Rød (Norway)

The Millennials are used to embracing diversity, acting with the larger community in mind. This means that the emerging generations will (and some have already) adopt a new mindset shifting their focus from ego to eco, from “my needs” to what is needed in the larger system, and lastly to harness the latent potential of diversity.

Millennials love collaboration; they seek diversity and master connectivity. These are all central skills much needed to create the innovation culture required in the business world today. They have even become crucial for survival. The questions leaders have to closely examine are how to lead and engage with this new generation of workers to really harness the potential of these capabilities many of us are new to. How can leaders tap into the idealism and willingness to make a difference, and not kill off initiative and ambition? Which edges do leaders themselves have to cross to lead in ways that inspires the Millennials?

By changing the focus from directive leadership, often carried out on a 1:1 basis, leaders can engage the creative powers of their teams and organisation as human systems. In order to do so, they need to set aside fear and need to control, and lean into the collective intelligence and creativity of their systems.

Are you ready to do that?

ABOUT ANNE RØD

Anne Rød, BA, MA, MCC is an Intercultural management consultant and executive team coach based in Oslo, Norway. 20 years in international PR and marketing before entering the field of intercultural coaching and facilitation, has given Anne a broad understanding of international business with all its rewards and challenges. A very experienced facilitator, her main niche is intercultural teams and organisations, having written several internationally published articles on the subject.
Today executive coaching is widely used by a broad spectrum of businesses across the world. Many of the original concepts came from the field of sports coaching aimed at improving individual and team performance. Good sports coaching focuses as much on mindset as on technique and peak physical fitness. Sports coaches such as Timothy Gallway started to focus on the corporate sector from the early 80’s in order to help business executives develop the mindset of a peak performer.

In the past coaching has often been used in a remedial way to help executives that are failing. Today, coaching is usually used when business leaders transition into a new role or face a new challenge. It can help leaders quickly develop the right mindset and behaviours to ensure success. A good coach creates an environment for their client to deepen self-awareness, stretch thinking and form sustainable breakthroughs in work performance for themselves and their teams. Although there is general consensus that good executive coaching can really accelerate personal growth and performance, it is not uncommon for the board to question whether this type of investment actually delivers worthwhile results. Unfortunately, this is because sometimes coaching just doesn’t deliver what’s promised or expected. Here are some of the very common causal factors:

**COACH**
The coach is just not suitable for the organisation or the executive’s needs. All too often coaches are chosen following a chemistry session because “I liked them”. I make no apology for saying that this is simply not good enough. Executive coaches should be selected more objectively, using criteria such as – fit with the organisation; breadth of coaching skills; business experience; credibility; quality of references, track record of results etc. Chemistry is important, but should not be the primary deciding factor. Only once in 12 years of coaching has anyone actually checked my references. My advice is to set and demand high standards in both selection and outcomes of coaching.

**CLIENT**
The client has six or seven great conversations, but by the end of the programme there is little or no real evidence of change. Who wouldn’t enjoy talking about themselves to an attentive listener? It’s really important that the client has a clear vision of the change they seek, are fully bought into it and commit to take the often uncomfortable actions required to achieve change. Holding oneself accountable and being able to measure progress is very important. The role of the coach is to question, observe and feedback evidence of change (or lack of it) and challenge any limiting beliefs or blockages that are getting in the way. Change is hard and it takes courage and determination on behalf of both client and coach.

**ORGANISATIONAL**
A coaching programme undertaken in isolation of any organisational input can sometimes work well, but often the client can find their organisation is resistant or indifferent to the behavioural changes they have worked hard to make. This can be frustrating and demotivating causing the client to revert back to type. The best practice is to create a defined coaching process and to introduce an internal coaching sponsor, who will agree tangible outcomes at the start and also be available to provide support and challenge acting as the organisational representative.

**THE EMERGING FUTURE**
Having been involved in corporate, team and individual change for 20 years, I believe that we are now starting to see a revolution in the approach to executive development. We are learning the inner detail of how the brain actually works and this is being put to good use in coaching. Some of the important developments in executive coaching that we will see in 2016 and beyond are:

**NEUROSCIENCE**
Neuroscience tells us the brain is made up of arrays of brain cells interconnected by synapses through which electrical signals transverse. This structure has a plastic like quality with new interconnections being made and degraded all the time. By taking advantage of this knowledge we can accelerate positive changes in unconscious habits of thinking, feeling and behaving. Consciously engaging areas of the brain that develop to support our behavioural goals in a focused way is now becoming possible.
The latest research and understanding of how the creative process of the brain works is being incorporated into the executive development and leadership programmes of our most prestigious universities. We are also now starting to see how the illusive process of innovation and creativity can be encouraged in individuals and teams. Leading academics such as Dr Otto Scharmer, a senior lecturer at MIT, are doing pioneering work in this field. Scharmer’s work on learning from the ‘emerging future’ is helping executives and organisations transform in exciting ways.

MEANING AND PURPOSE

In the modern business world work has changed more rapidly in the last 10 years than in the previous thousand. Technology and globalisation have dramatically increased the round the clock demands on the human brain and body. Work is often highly stressful, relentless and unfulfilling. Today, however, the millennium generation is seeking more meaning and purpose to life in both work and play. Increasingly, executives want to explore and surface their deep internal motivations and higher purpose within a coaching conversation so that they can achieve greater fulfilment and enjoyment at work. The accumulation of wealth and power is rarely found to be truly motivating. Rather, finding alignment between personal, business and global motivations can be personally rewarding on many levels.

Implementation Management – Challenges, Change, and Conflict

Gary R. Gasaway (USA)

With any implementation, there is change. Many of the challenges with change brings about conflict. There are many issues concerning conflict with employees, none more than change. Unfortunately, many supervisors, managers, and especially executives are not equipped to handle conflict as it relates to change in the workplace. They need help! Therefore, there is an emergence of what I refer to as Conflict Coaches.

Conflict can cause many issues with employees. Although there are effective ways for employees to bounce back from these types of setbacks. Even with conflict from ineffective management, some employees seem to recover from negative events more easily than others. The key is resilience. With an effective Conflict Coach, the employees can accept the major changes. An effective Conflict Coach can influence employees to appreciate that change is a part of life and to go with it instead of fighting it. If a good vision is communicated; then looking ahead can be beneficial. In other words, the current situation might be difficult, but it won’t last forever. The Conflict Coach can influence employees to see beyond the change to the strong possibility of happier times.

Even with an effective Conflict Coach in place, these resilient employees will still experience some setbacks in the change process, but they will have the ability to accept these setbacks and move on. The key is their attitude. A Conflict Coach can help shape these positive attitudes early on in the change process. One of the most important factors that a Conflict Coach can do is encourage connecting with others. Forging strong relationships can help in tough times. With a ‘people first’ concept in place, the Conflict Coach can help employees by recognising their own self-worth. Understanding and knowing that they have the ability to bounce back is the confidence they need. No matter how bad they may feel today, they will feel better if they just believe in themselves.

To add to the conflict, the inexperience or ineffectiveness of the manager can leave the employee teams lost, with no direction or guidance. Without proper guidance from management, conflict can be a norm on the teams of employees that are going through change. To address this issue of team conflict; we really need to look at conflicts as an opportunity to transform and move from assuming negative outcomes to expecting positive ones. Thus, creating possibilities for learning, growing, and improving relationships on the team. The key here is that the team takes their work very seriously and
wants to improve the teams’ operations during
and after any implementation.

On the other hand, most members want to
participate in debates regarding the issues,
but not all members feel listened to. Therefore,
empathic listening requires focus on the
awareness of not just merely on the words
being used, but on what the Conflict Coach
may be thinking or feeling without words.

The point is to keep awareness that when
team members bicker, everyone suffers.
Minor disputes over process or tactics can
cause major distractions in the workplace.
Work gets interrupted and an unpleasant
tension hangs in the air. There are advantages
for the Conflict Coach in using curiosity in
asking open-ended questions, and active,
empathic and responsive listening as probes
to initiate in getting beneath the surface of
the disputes. The key is can they work the
conflict out themselves? It really depends on
the relationships of team members. In other
words, when team members hide behind
masks or sends distorted, double messages
to others, it can damage relationships. There
is a need to be openness with each other.
Workplace relationships often mirror family
relationships: people argue and disagree,
sometimes heatedly, but they usually figure
it out themselves with the relationship
intact. This may be the case at work too. The
Conflict Coach has the ability to influence
team members to work it out themselves—and
encourage them to do so building stronger
relationships than before.

If the behaviour is difficult, it may be a
problem. At times, it’s best for the Conflict
Coach to hold on to a sense of humour, irony,
and play. Most conflicts are not as important
as they may seem. Let them work it out for
themselves is to remain neutral. Attempt to
learn the facts surrounding the disagreement.
Speak with the employees on both sides of the
disagreement and ask them to think about the
situation and how ‘they’ can resolve it.

The key for the Conflict Coach is understanding
the team as it relates to separating the positions
from interests. In change efforts there will be
conflict in regards to different positions of these
employees from their interests. Positions are
what you want, while interests are indicators
of why you want it (needs, desires, and
feelings) or think the way you do about it. The
role as a Conflict Coach includes responsibility
for maintaining a positive environment in
which teamwork can thrive. Throughout the
resolution process, ensure other team members
are seeking the input of others. Then again,
decide to whether or not to intervene, and make
a decision that is always focused on the greater
good of the team. In separating the positions
from interests, this is possible even through the
most difficult implementations.

In summary, it is my own experience that conflict
can be healthy at its best. Conflict fosters creative
thinking and opportunities to improve. Healthy
conflict is evident by the ability to disagree on one
issue while working collaboratively with others.
Sometimes it’s best to convince team members
they sometimes may have to admit they’re
wrong. Help them save face by convincing them
that changing a position shows strength and not
weakness.

It’s best to create self-managed teams that can
create guidelines for positive and productive
conflict during a change. Self-managed teams
work best with decision-making authority for
their team. In addition; with the well-balanced
contributions from all members, it creates a
synergy within the team. Another positive or
as functional conflict; it can force members to
articulate team views and positions (other than
JUST individual input) which usually results
in a greater clarification and understanding.
Through an experienced Conflict Coach, self-
managed teams would be very effective. With
the assistance of a Conflict Coach, managers
can be more effective in communication to their
work teams and deal much more efficiently and
effectively with any work implementation.

ABOUT GARY R. GASAWAY
Conflict Coaching Solutions, LLC
Certified Professional Life Coach, Coach
Training Alliance (CTA), accredited with the
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As a retired manager from Southern
California Edison, Gary used his natural
talent for coaching and became a “corporate
coach.” During his over 31 years with the
company, he designed and developed
several coaching courses and workshops
that he facilitated to hundreds of supervisors
and managers throughout the company.
Gary also authored weekly coaching articles:
The Coach’s Notes that were distributed
throughout the company. He has published
his first book: THE COACH’S CHRONICLES:
A JOURNEY THROUGH LIFE’S TRIALS
AND TRIUMPHS.
5 Keys to Effectively Communicating Appreciation

Paul White, Ph.D. (USA)

The mission of professional coaches is to increase productivity by assisting businesses and leaders to address deficit areas and to build new skills. One key area is in helping managers grow in the skills that help make the work environment more positive. With so many leaders and employees experiencing burnout, high turnover and increasing negativity, this mission is more important than ever. Coaches can help organisations by helping them understand that showing authentic appreciation in the workplace can be foundational to improving the culture.

Most Americans don’t feel valued at work, regardless of their job. While almost 90% of all organisations and businesses in the U.S. have some form of employee recognition program, job satisfaction and employee engagement are actually declining. A Gallup poll completed in 2012 found that only 30% of U.S. employees are actively involved in and emotionally committed to their place of employment. This is the highest level of disengagement found since the research began in 2000.

In another poll conducted by Gallup, 65% of North American workers report not having received any recognition for doing a good job in the past 12 months. Additionally, individuals who voluntarily leave their employment cite not feeling appreciated as the top reason they are leaving. While 51% of supervisors believe they are doing a good job of recognising employees to do a good job, only 17% of the employees report feeling that their supervisors do a good job of recognising them.

In fact, the most common responses by employees when discussing employee recognition typically ranges from apathy to cynicism. The workplace environment can change for the better. Unfortunately, many recognition efforts by managers are misguided and wind up being a waste of time and effort. Why? Because they are not built upon the core principles needed for appreciation to be communicated effectively.

### Core Principles for Effectively Communicating Appreciation

- **Make sure your praise is specific and personal.** The most common mistake organisations and supervisors make is that their communication is general and impersonal. They send blast emails: “Good job. Way to go team.” But they have no specific meaning to the individual who stayed late to get the project completed. Use your colleague’s name and tell specifically what they do that makes your job easier.

- **Realise that other types of actions can be more impactful than words for many people.** Some employees do not value verbal praise (the “words are cheap” mentality). For many people, they have grown to not believe compliments from others, expecting them primarily to be an act of manipulation. Other actions can be more impactful for these individuals, like spending time with them or helping them get a task done.

- **Use the language of appreciation valued by the recipient.** Not everyone likes public recognition or social events. One leader stated, “You can give me an award, but you’ll have to shoot me first before I’ll go up and get it in front of a crowd.” And for many introverts, going to a “staff appreciation dinner” is more like torture than a reward for doing a good job. They may prefer getting a gift card for a bookstore and staying at home and reading. Find out what they value and communicate in that language.

- **Separate affirmation from constructive criticism or instruction.** If you want the positive message to be heard “loud and clear”, don’t follow your affirmation with a “Now, if you would only…” message. Don’t give them a criticism or instruction. The most common mistake supervisors and colleagues make is that their policies and procedures are followed more, staff turnover decreases, and managers report enjoying their work more. Clearly, when supervisors and colleagues begin to communicate authentic appreciation in the ways that are important to the recipients, positive results are not far away.

### Appreciationatwork.com/toxicworkplaces

**ABOUT DR. PAUL WHITE**

Dr. Paul White is a licensed psychologist who has worked with individuals, businesses and families in a variety of settings for over 20 years. He received his B.A. from Wheaton, his Masters from Arizona State, and his PhD in Counseling Psychology from Georgia State University. He consults with successful businesses and high net worth families, dealing with the relational issues intertwined with business and financial wealth. In addition to serving businesses, families and organisations across the U.S., Dr. White has also spoken and consulted in Europe, Central Asia, the Caribbean, and South America. For more information, please visit his website at www.drpaulwhite.com.

Paul White, Ph.D., is a speaker, trainer, author and psychologist who “makes work relationships work”. Dr. White is co-author of Rising Above a Toxic Workplace, and has recently released training resources to help businesses avoid becoming toxic. For more information, go to appreciationatwork.com/toxicworkplaces
Develop the Capacity to Coach Senior Teams and Become a Change Agent in 2016
Bernard Chanliau (Ireland)

In a recent survey from PwC (2013) on Why Culture matters and how it makes Change Stick, 84% of the respondent believe culture is critical to the business with only 35% thinking their company's culture is effectively managed. The top barriers to change are the usual culprits of competing commitments creating change fatigue and inadequate systems, processes…to support change with only 48% agreeing that critical capabilities aren't in place to sustain change.

I believe one of most efficient way to sustain change is to upgrade your own internal capabilities, your unique integral Operating System, mostly with internal change agents using (Systemic) Team Coaching as a conversational leadership tool to bring about the desired result. This work is not for the faint… team coaches must be people who can gain the trust of intelligent, sceptical leaders and be able to engage the individuals and the whole group immediately.

A way of looking at the Systemic Team Coaching through the connections of different fields and their relationships is to look at the work of Gregory Bateson.

We know culture eats strategy, structure and others for breakfast – it's very hungry….So it seems really appropriate at the start of a new year to learn how best you can deal with culture change because in this VUCA world it is part of the norm in order to innovate, creating value for your customers and removing 'waste' from all processes.

He developed his theory of 'the difference that makes a difference' as a way of understanding something according to the relationships it has to other things, rather than seeing things as separate parts. He explained that the whole world is connected by the relationships between things.

Throughout his lifetime, he never settled into working in one field and worked across a wide spectrum of areas believing that how we understand the world isn't separable into specific components, so different fields shouldn’t and cannot exist separately.

Everything is interconnected; every system is part of a network, individually and collectively starting with you and the interactions between your mind- body meaning your thoughts, feelings, beliefs, and attitudes can positively or negatively affect your biological functioning.

For example, from an OD perspective, the pace of leadership development within an organisation, individually and collectively, must match or exceed the pace of change in its market. Linking the external pace of change and your
own internal capabilities is one connection in this system, meaning you cannot treat L&D with just the sum of individual learning needs analysis within it.

Organisations are not separate machines that can be controlled, monitored, prescribed in a confined environment within functional silos. They aren’t just one network, it is several and they each have their own culture and identity.

The challenges and complexities of the interconnections of all these networks require culture stewards to change not “what they know”, but “how they know”. This requires a different kind of change, one which is more complex than simply adding more information (i.e. skills) to the way we may currently see the world.

The ways organisations usually react to these challenges and complexities of interconnections is by bringing about change in behaviours or processes. In other words they usually treat the symptoms for quick fixes in order to satisfy the shortermism of their financial ego-system. This has never been so true today as the general rule seems to be that the level of consciousness of an organisation cannot exceed the level of consciousness of its leaders.

**The greatest danger in times of turbulence is not the turbulence - it is to Act with yesterday’s logic**

- Peter Drucker

Dialogic OD practices differ along a continuum from episodic to continuous change practices that overtime accumulate into a transformed state of being. Those sponsoring STC do not know exactly what changes are needed, wanted or how to achieve them outside of structural or behavioural symptoms such as lack of communication, trust...etc. – defined as horizontal learning. This has been best described by Heifetz (1998) as the difference between technical problems and adaptive challenges. This means that application of ‘best practices’ or pre-existing knowledge to identify and then implement change is unlikely to be successful.

Fredric Laloux’s recent book ‘Reinventing Organisations’ is a reminder to leaders that there is a horizontal and vertical developmental journey to take in order to create the kind of organisations that will be fit for purpose in the 21st century.

- **‘Horizontal Learning’** means improving and consolidating current competencies to continue to effectively meet the demands and expectations of the developmental stage we are at right now.

- **‘Vertical Learning’** means increasing our capability and capacity to include and integrate new competencies and qualities from a level above our current ‘meaning making’ stage.

This kind of developmental journey calls us to study our natural state and how we have become disconnected from our visceral sense of purpose, and to question why we may no longer be having the impact we once had. No better place to reconnect to your nature, your source, than in nature itself.

Just like the study of nature from Bateson and his interest in systems theory we incorporate nature into our learning journeys with our STC students and have the privilege of using the Irish west coast landscape as a laboratory.
Do we end up saying yes when we want to say no

Deepak Sawhney (India)

There is nothing in this world which can make us say “Yes” when we want to say “No”. Yet when someone approaches us with a request, some of us end up saying yes only to regret it later.

What is it that we regret and why do we really regret it later? There are multiple reasons for it. Let us not go there, as yet. It is simply because we will regret, fret and resolve not to do it again but yet again go back to saying yes when we want to say no.

We should rather be looking at the solution to this challenge through reflection & a series of questions. These questions and some more insights came to me after observing a coaching session. This coaching session happened in one of my coach training programs at an IT healthcare company. I am sharing a part of the conversation. Some questions have not been documented here for the sake of keeping it short and highlighting the point.

Coach: What would happen if you said no?

Coachee: Firstly, my family would be very happy as most often my habit of saying yes to people at work keeps me working till late at the office. However, it may upset people at work because they are used to me usually saying yes to any request for help and support.

Coach: What would happen if you said no?

Coachee: Firstly, my family would be very happy as most often my habit of saying yes to people at work keeps me working till late at the office. However, it may upset people at work because they are used to me usually saying yes to any request for help and support.

Coachee: In what ways does this work for you?

Coachee: It works in many ways. I am able to build better relationships with people. It helps me to get support from them too, wherever and whenever I need it. I feel that it has helped me build peer level support and built my credibility too.

Coach: If that seems to be your reason. How successful do you think you have been in achieving that? On a scale of 1-10; 1 being failure & 10 being highly successful.

Coachee: I would say 7.5.

Coach: At this level / rating, how do you feel?

Coachee: I would say pretty happy and I don’t wish to take it up further (Laughs).

Coach: (Laughing) So, if you don’t wish to take it up further, how much are you willing to let it slide back?

Coachee: I would be quite concerned about any slide downwards as it will not be good for my professional career at this stage.
The action plan created by Coachee further in the conversation was to begin by saying “no” to subordinates. She felt it would not impact her professional credibility with peers and seniors. Her reflections made her realise that most situations were coming from subordinates and very rarely from peers and seniors.

Let me go back to an earlier point where I said that this challenge requires us to ask some questions. So, which are those questions?

What prompts us to say yes?

Multiple reasons prompt us; to be agreeable and liked, perceived and seen as supportive and not selfish, be seen as the most in demand person. What is your prompt?

What are our motives to say yes?

Let me begin by asking how one felt after having said yes, does one feel excited or guilty? We will know it soon enough after we have said the word. Reflecting on our response could lead to our motives.

Many a times, like in the coaching conversation example, the lady seemed to suggest that she says yes as she fears falling out of favor with seniors and peers. Our sense of what others expect from us could be the reason for us to say yes when we want to say no.

I recall that this fear of not meeting or rather not falling short of expectations people had of me made me say yes. In many ways it helped me. I prepared better, learnt better and gained more in the process.

Instead of fear one may have the desire to do the ask that which is expected of him/her.

Sometimes saying yes is part of a strategy to survive. It is fine if one has no choice in the matter and such situations are few and far between. However, if this strategy is being adopted very often, it requires reflection on what makes us feel that there is no other choice and it is a question of survival. What is your motive?

So what can be done, if we wish to improve in this area? The prompt and motives may apply to most and yet the approach to correct the situation may be different and unique.

Unlike the conversations referred ABOVE, one may not have an opportunity to have a coach to one self. So if we too struggle with this challenge, let us begin by asking these questions. We know the answers ourselves. The answers hold the keys to change.

ABOUT DEEPAK SAWHNEY

Deepak Sawhney is an Executive Coach & Co-Founder of Anaptyxi People Consult Pvt. Limited – A Coaching, Consulting & Training Company. Deepak is a senior professional with the background of rich experience of 25+ years in profit centre & national roles in Sales, Marketing & Training, learning & development. He has been trained by Dr Marshall Goldsmith, considered world’s no. 1 Executive Coach, which motivated and inspired him to take up coaching. He started off, while working in one the leading BFSI Company, as an Internal Coach in 2010 to CXOs & Business & Departmental heads. Later Deepak took up successfully a Coach Certification program with the Results Coaches System. Since 2013 he has been operating as an independent coach. He has worked on assignments with Directors/CXOs, VPs & Senior Professionals from BFSI, Manufacturing, Services, Consulting & BPO industry. He has coached people on Leadership competencies, executive presence, Conflict management, Interpersonal Relationships, Work Life Balance, Business & revenue growth.

Passion without reason...

Martha Graham once said “Great dancers are not great because of their technique, they are great because of their passion”. I agree profoundly with this sentiment. Passion enables us to transcend ourselves, to excel, to go beyond our own limits. Passion is the ultimate ingredient, one over which we have no control but which fills us with an immeasurable and necessary energy. In the right dose, it is an inexhaustible, fuel - sustainable, economic and well-balanced. Passion lets us live rather than just survive. Integrated into professional life, it resolves the conflicting worry of balance with the private aspect of life by way of harmonious integration.

Nevertheless, we are forced to accept that passion alone is not enough. The dream can conjure an unobtainable Grail. The desire to excel, to live our passion to the point of rejecting any unassociated activity can engender a utopia especially in a world where competition carries more weight than benevolence. And while some advocate that work, energy and astuteness are the means to all ends, I would add that the risk that they lead to deception is also great without the accompaniment of lucidity, honesty and a little bit of focus. Returning to the sentiment expressed by Martha Graham, if a dancer’s greatness depends on passion, this cannot be at the exclusion of technique, certainly fruits of their labour but also of their talent.

In fact, whatever the passion may be, whether it comes to the surface in during childhood or it is fortuitously revealed in adulthood, it is by resting it upon our strengths that it truly becomes possible to excel and thus to grow. These strengths make up our identity, they are an integral part of our essence and can make the difference between two individuals.
How does one discover one’s strengths?

A study by Strategy& from carried out in 2013 with the participation of hundreds of executive from diverse sectors shows that companies find it harder to identify their strengths than to understand their customers. So how can we as individuals identify our own strengths or how can the coach help a client with this search? How can we find that which allows us to incorporate passion in our personal expression of leadership? How can we awaken an area in which passion in our personal expression of leadership?

Basically, there is no perfect tool or miracle recipe even though we are spoilt for choice. Actually, several strategies are possible and these can be even though we are spoilt for choice. Actually, several strategies are possible and these can be integrated in a realistic and effective way in regard to development? Simply put, which are the tools available to us?

The simple application of the principle of introspection, it requires honesty, reflection and courage as well as and especially the intention not to allow oneself to be duped by one’s ego. Analysis of past successes and failures and how these have been overcome, echoes of our past life, it takes time to distinguish what we know from what we want to believe, to accept what our interior voice is telling us, perhaps in dissonance with what we want to understand. Alone or accompanied, extremely enriching, it can serve as a primer for a beautiful exploration while also evidencing the difficulty of us becoming judge and jury as we know full well that we will remain deaf to the things we don’t want to hear if we ourselves lead the discussion. Introspection is an enriching game if we follow the rules, rules that none but ourselves can define.

From a diametrically opposed point of view, we can look for our strengths in the way we are perceived by others. Here, we encounter the arsenal used habitually in the professional environment: from annual evaluations to less formal meetings, by way of the mid-year review. There is also the more structured 360° formalised by companies (or the informal self-assessment) that gives a more complete view of the whole because – as their names suggest – this type of feedback recalls an image of eccentric subjectivity, circularity (N+1, pairs, subordinates, relationships) and forcibly different from that which the individual possesses of themselves. It is exactly the subjectivity of this type of approach that makes it interesting – whether the feedback be given in a professional or private context – but at the same time reflects its intrinsic weakness as the strengths that come to light will now be the mirror image of others’ weaknesses.

Furthermore, even if the feedback is delivered within the necessary climate of trust, it cannot guarantee an exhaustive assessment, no matter how educational it may be.

Test (from the Latin Testis, witness) is an instrument, a controlled and calibrated tool, that allows directly address a specific question. Several tests have been developed to determine an individual’s strengths and some of these have entered into the public domain where they are free to access, such as the VIA Survey of Character Strengths developed by the University of Pennsylvania or the one developed by the Université de Kent. One is composed of 240 questions in the full version and the other only of 52 but both come in the wake of positive psychology, which proposes that we all possess innate strengths but that few of us know what they are. The advantage of these tests is that they can – like feedback – send us an unexpected echo of ourselves.

In conclusion

Passion without reason and reason without passion are two of the pitfalls we should aim to avoid. If one enables us to realise ourselves, the other anchors us in reality and both provide a source of mutual nourishment. Both can be (re-) discovered, explored, revisited using various techniques. This is especially true for our strengths, often escaping the scrutiny of our conscious minds and being labelled as banal, at the same time denying that which should be imposed on us as a piece of evidence.

Also, keeping in mind, we are travellers: coaching is the compass, passion indicates the direction, reason shows the way.

ABOUT CEDRIC LEFEBVRE

Cedric Lefebvre is a Business and Career Coach with a proven track record of delivering a range of complex projects covering business and leadership development. He approaches coaching with 25 years of experience within leading international organisations as an executive, team leader and independent consultant. Today he supports companies’ and individuals’ growth and flourishing, aligned with their own values and mission.

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Learn more at www.insightandcoaching.com
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- I am part of a growing global community of coaches who are all committed to creating excellence in the coaching profession.
- I am able to demonstrate my own personal and professional development and growing experience by moving through the higher levels of accreditation.
- I can choose to demonstrate my Continuing Professional Development through gaining my Professional Coach status.

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Section: Other Languages

Vállalati egészségfejlesztő programok promóciója

Krisztina Csurgo – iCN Journalist (Hungary/Egypt)

A vállalati egészségfejlesztéshez kapcsolódó szolgáltatások már Magyarországon sem ismeretlenek, sőt egyre több szereplő az a piac, amely különböző fitnesz és wellness megközelítésű csomagokat ajánl cégek számára.

Az, hogy ezek az igénybe vehető szolgáltatások egyértelműen pozitívan befolyásolják a munkavállalói elkötelezettséget ma már kézzel fogható tendencia. Ez a tény nem csak az X és Y generáció újszerű dolgozói hozzáállásának köszönhető, a hasonló kezdeményezések az idősebb korosztály számára is pozitívan hatnak.

A vállalati wellbeing megoldások tehát úgy tűnik, hogy jól képesek illeszkedni bármely munkavállalói megtartást célzó stratégiahoz.

Azonban, ahogy minden egészségfejlesztő program adaptációs előkészületének esetében előre látható, a promócióra erős hangsúlyt kell fektetni.

Vajon mi a biztosíték arra, hogy a dolgozók által kiválasztott és a legnagyobb érdeklődéssel fogadott program panelek végül tényleg beváltják a hozzájuk fizetett reményeket? Hogyan lehet a programban résztvevők számát megtartani és növelni? Mi a titka a program iránti érdeklődés hosszútávú fenntartásának?

Bár nem létezik egy bizonyos aranyszabály, hiszen minden cég teljesen egyedi eset – mégis vannak a folyamat során olyan mérőford kövek, melyeket követve jó úton járhatunk a tervezéssel. Ismertterjesztés

A hasznos, érdekes információk kommunikálása elengedhetetlen a program bevezetésének szakaszában, hiszen megfelelő tudás nélkül, nem következik be motiváció a változás felé. Más szóval, ha a munkavállalók nagy részének nem egyértelmű, hogy miért káros például az inaktiv életmód egészségtelen és tápanyagokat nélkülöző étrenddel kombinálva és mindez milyen egészségügyi problémákhoz vezethet hosszútávon, akkor ebben közelebbütöz és főleg érdekesen, kreatív megoldásokat alkalmazva bele kell mélyülni.

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A kommunikációs csatornák megválasztása szintén fontos, hiszen ha nem ér célba az üzenet vagy nem képes az érdeklődést felkelteni, akkor már a kezdeti szakaszban gyenge pontokat kreálunk a stratégiánkba.

**MOTIVÁCIÓ**

Ahhoz, hogy résztvevőket toborozzunk- mert gyakorlatilag erről van szó- a motiváció szerepe őrzi. Az erre épülő megoldások bevezetését meg kell, hogy előzze a munkaerő igényének feltérképezése. Amint látjuk a top rekreációs igényeket logikusan illeszthetjük hozzá a motivációs stratégiát.

A legnépszerűbb megoldások között szerepel:

- A hosszabbított ebéd idő, mely során akár egy séta is belefér a dolgozók idejébe.
- On site egészségügyi és rekreációs megoldások, mint pl. az aktív pihenő szoba ping pong asztallal vagy éppen babzsákokkal, házán belül elérhető orvosval, diatetikussal.
- Egészségesebb ételeket és snack-et árusitó büfé
- Jutalmazás a programban való részvételéért

**ELKÖZTELEZŐDÉS**

Sok esetben a well-being célzó programok a szervezet egy kisebb egységére terjednek csak ki, majd a kezdeti sikerek után, a tapasztalatokat leszűrve a cég kiterjeszti a megvalósítást és nagyobb egységeket is bevon.

Ilyen esetekben sokat segít a promócióban, ha a már elkötelezett kollégák is részt vállalnak a munkálatokban. Az elköteleződés akkor lesz kézzel fogható, amikor a munkavállalók életminőségében pozitív változás áll be. Ez lehet csupán egy sokkal kellemesebb és élvezhetőbb munkakörnyezet, de akár komoly egészségügyi javulás is, ahogyan például sokan egy-egy program hatására kezdenek el sportolni vagy értékesebb étrendet követni.

Ezek a meghatározó promóciós pillérek egy folyamatos körforráshoz hozhatók, bár megvalósitsanak, hiszen még az elköteleződés stádiumában is szükséges az új ismeretek szolgáltatása és a motiváció folyamatos fenntartása.

A sikeres egészségfejlesztő programok optimális esetben a vállalati kultúrát is formálják és, így hosszútávon beépülnek a cég mindennapjaiba és hitvallásába.

A sikeres egészségfejlesztő programok optimális