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choice

the magazine of professional coaching

Team & Group Coaching

The landscape of coaching many



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choice

the magazine of professional coaching

VOLUME 16 NUMBER 4

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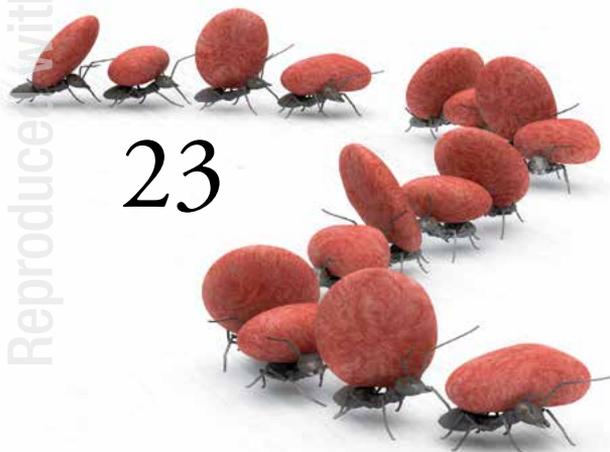
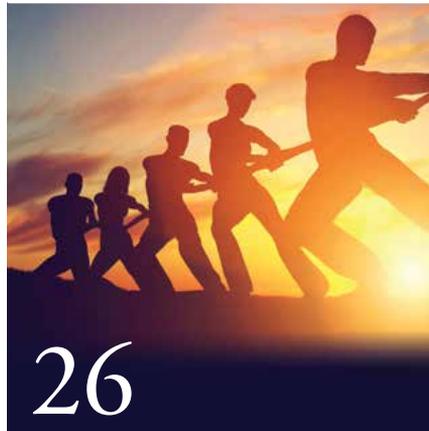
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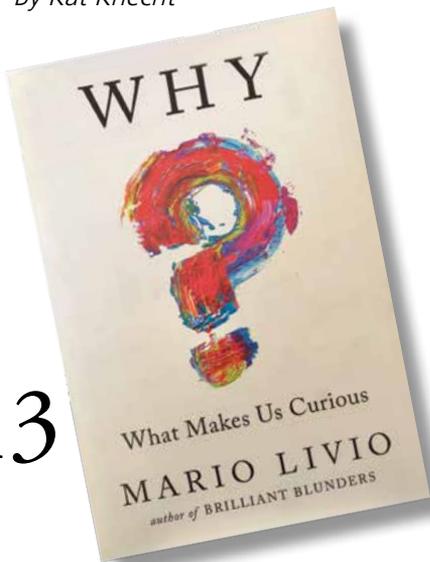
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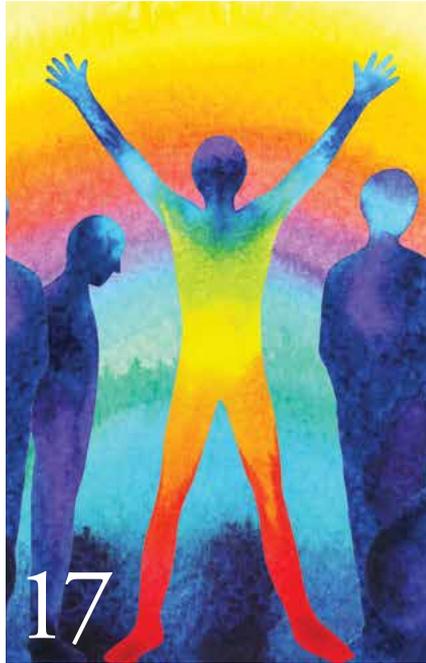
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VOLUME 16 NUMBER 4

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“

I hope you enjoy this issue of *choice*, which will live on in the National Library and Archives.

”



Above & Right:
The National Library
and Archives in
Ottawa, Ontario,
Canada.



From The Publisher

This issue is bittersweet for us at *choice* and in the global coaching community. As we prepared for this edition focusing on the theme of team and group coaching, we learned that an original thought leader in the area of team and group coaching had passed away late last year.

Ginger Cockerham was an absolute delight, a complete fireball (like her hair), and extremely loving. She is the person from whom I first learned about group coaching. She was featured in *choice* in past issues on this theme and our readers delighted in her wisdom. I served with her on the International Coach Federation Global board of directors.

She will truly be missed. And her leadership lives on with us here at *choice* as we share this revival of a very popular topic, Team & Group Coaching.

This issue shows how much this sector of professional coaching is having an impact, with a larger ripple than traditional 1:1 coaching. The articles on the following pages continue to teach us that team and group coaching can reach more people by leveraging our skills, influencing more business people and subsequently the personal lives of coaching recipients.

Speaking of writers, we would like to thank our regular contributors, Kat Knecht (*choice* books); Suzi Pomerantz, Craig Carr and Vicky Trabosh (*sticky situations*); and Janet Harvey (*coaching mastery*). And let's



Ginger Cockerham

not forget the person we share company anniversaries with, Marcy Nelson-Garrison (*coaching tools*) of Coaching Toys Company, who has co-authored with many associates. Starting with this issue, we welcome two new co-authors for *coaching tools*, Jennifer Gallagher and Bethany Wilson of Intentional Fate. Take a look and see the amazing tools they and Marcy are presenting in this issue. We thank you all for your excellent contributions and wisdom.

On a truly personal note, I was delighted to visit my nation's capital, Ottawa, Canada recently and while on a city bus tour, passed the Library and Archives building, which I realized is where I ship copies of each issue of *choice*, the magazine of professional coaching, for historical purposes. A truly touching moment when I made the connection.

I hope you enjoy this issue of *choice*, which will live on in the National Library and Archives as a testament to team and group coaching. ●

GARRY SCHLEIFER, PCC, CMC
CEO & PUBLISHER

P.S. As this issue of choice was going to press, we received news of the passing of another giant in our community, Kay Cannon. Watch for our next issue with highlights of Kay's contributions.



From The Managing Editor

As I was editing this issue, I realized that this marks 10 full years for me as Managing Editor of *choice*. It has been a wonderful experience, both professionally and personally, to be involved with such a high-quality magazine and such a great group of people, from Publisher Garry Schleifer to Art Director Suzanne Lacorte, Proofreader Ally Gaynor, and all the amazing writers whose articles I've had the pleasure to edit over the past 10 years.

To mark the occasion, I took a little trip down memory lane and looked back at the 44 issues I've edited over the past decade. Coincidentally, the third issue I edited, way back in September 2008, focused on team coaching. We've revisited both team and group coaching several times since then, both separately and together. In fact, I can safely say we've covered team and group coaching more than any other aspect of coaching over the past 10 years.

This issue is without a doubt our most extensive exploration of team and group coaching, with 10 feature articles on the subject – more features than we've ever published in a single issue of *choice*.

The depth and scope of the articles are a testament to the expertise of the writers: Jennifer Britton, Terry Hildebrandt, Phillip Sandahl, Laura Hauser, DJ Mitsch, Ann Deaton, Pam Boney, Michelle Schubnel, Philip LeNir, and Renee Freedman. Truly the "A" Team of coaches with insights to share about team and group coaching.

I hope you enjoy this very "meaty" issue of *choice*, and I look forward to another 10 years of celebrating coaches and coaching as Managing Editor of *your* magazine! •

JANET LEES, B.JOURN.

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The Best Use of Coaching in Your Organization

Where is your organization with your coaching program? What best practices are you employing? How effective is the coaching and how efficient are your processes and programs?

choice, the magazine of professional coaching and ThoughtAction have joined forces to help you assess where your organization is on your coaching program journey and how to get to where you'd like it to be. Our new consultancy can give you the answers that will take coaching in your organization to a whole new level.

Principals Jonathan 'Jeb' Bates and Garry Schleifer bring a wealth of experience not only to coaching but how coaching fits into your overall organization development.

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departments



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JENNIFER GALLAGHER & BETHANY WILSON bring over 20 years of combined experience in digital marketing and managing online businesses to help clients create the business of their dreams. Together they've managed million-dollar launches, created businesses from the ground up, and shown thousands of entrepreneurs how to start and magnetize their online business. Jennifer and Bethany created *Intentional Fate* so they can be intentional with their future and live their dream of inspiring one million women to get their businesses out of their mind and into the world.
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“
 Want to get people to come to life again? Find ways to blend their aspirations, avocations and creativity with their work.
 ”

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features



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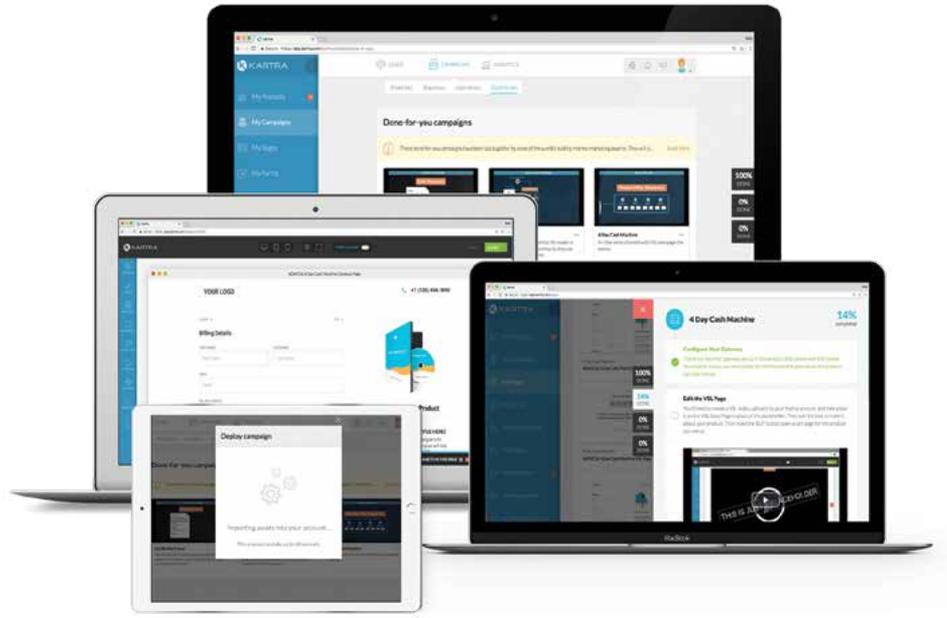
Kartra

By Jennifer Gallagher & Bethany Wilson

Your next online marketing solution is finally here – a software tool that does all the marketing automation you need and won't break the bank. Kartra is an all-in-one business platform that gives you just about every tool you need for your coaching business; sales pages, shopping cart, email marketing, affiliate marketing, video hosting and even a membership site!

Yep, with just one software package, you can manage all of your marketing in one place. Plus you can do some amazing things like split-testing, create campaigns to nurture your leads into paying clients, offer upsells and downsells and get some great analytics.

Kartra was built by a team of experienced digital marketers, so



they've built-in marketing-proven templates and images and made the system very user-friendly. If you're ready to propel your coaching business while saving money on all those other monthly subscriptions, Kartra is a great solution.

PRO-D

By Marcy Nelson-Garrison, MA, LP, CPCC

If you could get to the heart of the matter faster with your executive clients, would that be a selling point for the company hiring you? You bet it! PRO-D is a hot new assessment that will give you that advantage.

PRO-D is unique in that it covers three core arenas: Mission (what motivates you), Competency (where you naturally excel) and Style (perceptions, beliefs and behaviors that make you unique.) It looks at the intersection between these three core areas and nine career value areas. The result describes how you are wired and how that plays out personally, in your current role and with the organizational culture.

You and your client will get a full picture of both the strengths and the disconnects. If your client is feeling frustrated or unfulfilled in a current role, the assessment will show you exactly why. That is often an a-ha moment! If your client wants to transition to a new role, PRO-D offers insight about ideal roles, strengths to leverage and areas to develop for optimum success. It really lays the foundation for professional development.

PRO-D's creators believe the best leaders are self-aware leaders and this is the perfect development tool to create self-aware leaders. Definitely recommended for those working with leadership development, executive coaching, team or career transition.



zoom

By Jennifer Gallagher & Bethany Wilson

Looking for a great solution to conduct your group coaching calls? Zoom is the answer for easy video conferencing. With amazing calling features like video conferencing, screen sharing, breakout rooms, meeting recordings, active speaker view, telephone call in, group messaging, and more, you can't go wrong here. You can even use it for your webinars!

You can sign-up for Zoom for free to test it out. The free plan gives you 40 minutes of video calling, but the pro plan is very affordable and has no time limits. With both the basic and pro plan you can host up to 100 interactive participants and up to 10,000 view-only participants.

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SOULFUL CONNECTIONS

By Marcy Nelson-Garrison,
MA, LP, CPCC

If you are like most people, you know there are things you've never discussed with a partner, best friend or sibling. Not because they are a secret; it's just that the topic never came up. Get ready for that to change.

Soulful Connections is a new deck by peaceandpear.com. The packaging is beautiful and the deck is packed with 120 questions – powerful, thought provoking questions, either/or choice questions, relational questions and a few quirky ones, too.

Here's a sampling of some of the questions: What's the #1 truth you know for certain to be true? What advice would you give your younger self? Is it ever too late to try? To what degree have you actually controlled the course your life has taken? All of these are sure to spark some very interesting conversation.

This deck is a great resource for client inquiries between sessions, as a prompt for groups and a cool tool for relationship coaches (offer a question per session as a way for partners to learn something new about each other).

Try it! Take one of the questions above and go have a conversation with someone close to you.

Spirit Cats

By Marcy Nelson-Garrison,
MA, LP, CPCC

Cats are a great metaphor for independence, connection and intuition, and Nicole Piar's Spirit Cat Deck captures all that rich wisdom in a way that will inspire and delight you.

The illustrations are exquisite: soft, captivating and often whimsical. Each cat has a name and a message for reflection on the back. I just chose the spirit cat "Sage." The theme of the card is "Threshold" and here is an excerpt: "Find peace at the threshold but don't surrender

to the turn-back-now gargoyles that guard the gateway. When you are ready, you will stride boldly into your new world."

As always, an uncannily perfect fit for me.

Use the cards for daily inspiration, as a journaling prompt or in a group or retreat setting. Play with pairing the Spirit Cats with open-ended questions, like; Which Spirit Cat reflects your natural instinct? Your relationship style? How you lead? Where you draw the line?, etc.

You don't need to be a 'cat person' to love this deck, but if you are, this will become your number one go-to source for inspiration.



Links to products reviewed by Marcy are available at coachingtoys.com/choice.htm

Links to products reviewed by Jennifer & Bethany are available at intentionalfate.com

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Curiosity

Unlocking our clients' creativity

By Kat Knecht, PCC, CPCC

Whether we are coaching a group, a team or an individual client, I know how essential it is for coaches to help those we work with tap into their own creative power.

There are many books that focus on the importance of using this creative power to succeed at achieving a goal or a dream. When choosing the book for this review, I looked for one that would bring something relevant and perhaps a new perspective for the coaches reading this magazine.

The title of the book I chose, "WHY," is definitely NOT the beginning of a powerful question! The subtitle "What Makes Us Curious," however, gives a clue to the heart of this book, as curiosity is the essential ingredient in unlocking our clients' creativity.

By the end of this book, you will realize that curiosity is an essential ingredient of being human as well.

The author, astrophysicist Mario Livio, interviewed scientists in several fields to explore the nature of curiosity. He also has a sense of humor – look at the first three chapter titles that roll out as one: "Curious," "Curiouser," "And Curiouser." From there the titles continue to intrigue with subjects like, "Curious about Intrinsic Love of Knowledge" and "A Brief Account of the Rise of Curiosity."

Don't you want to know what that's about?

The chapter I found particularly fascinating was the one titled, "Curious about Neuroscience." In this chapter I learned how central the forces we call curiosity are in motivating our

lives, whether to respond to a surprising stimulus or to express our love of knowledge.

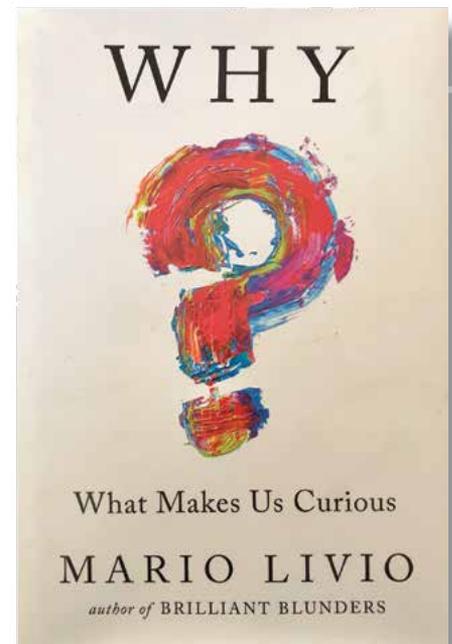
Though I found the whole book interesting, there is a direct connection to coaching in the stories and research, where the author gives us a deeper understanding of WHY coaching works. In the chapter on "Why Curiosity?", he explores how Curiosity is the best remedy for fear, revealing how both novelists and neuroscientists concur with this.

When we are curious about something new it overrides the fear that can stop us. Helping clients overcome fear so they can access their own power is a big part of a coaching relationship.

“ Livio presents the compelling hypothesis that curiosity has evolved the human species and is, in fact, a central force in all our behaviors. ”

Reading this book will deepen your ability to support clients as they move into the unknown areas of their lives.

The author shares the words of the Irish novelist James Stephens to illustrate the power of this quality: "Curiosity will conquer fear even more than bravery will; indeed, it has led many people into dangers which mere

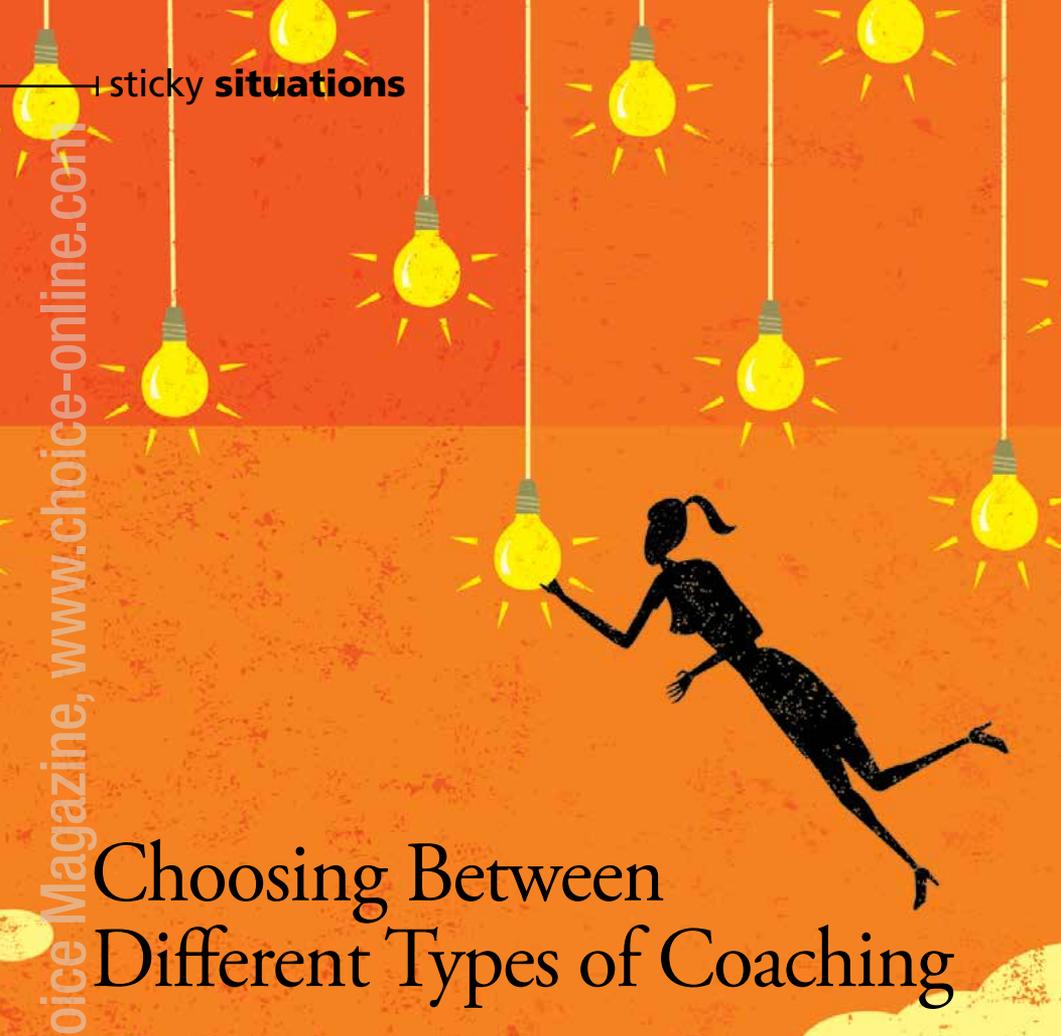


physical courage would shudder away from, for hunger and love and curiosity are the great impelling forces of life."

Livio presents the compelling hypothesis that curiosity has evolved the human species and is, in fact, a central force in all our behaviors.

What I loved the most as I finished reading this book was how it taught me the centrality of powerful questions in our coaching relationships. Until I read this, I didn't fully understand the power that's packed in the questions that trigger our curiosity. I don't think I'll underestimate this power ever again.

In his final chapter, the author suggests ways that each of us can cultivate our own curiosity. That is just sweet talk for coaches. We love practical suggestions that will help us transform lives. •



Choosing Between Different Types of Coaching

THE SITUATION

“ I work with a client who wants to bring coaching into her organization, especially to the top three tiers of leadership. She’s told me her budget is limited and from my point of view there is a lot of work to be done. How do I help her choose between 1:1 coaching, group coaching, team coaching, or a combination, without sacrificing any of the impact we both know is possible? ”

THE EXPERTS WEIGH IN

By Craig Carr, BCC, PCC, CPCC

In this instance, let’s assume that because you’ve coached your client well, she’s learned to negotiate everything! She wants leaders in her company to experience the same transformational benefit that she’s had with coaching (congratulations, by the way), and she wants to do well for her company and structure a good deal for her bottom line, too. Good for her!

It should be obvious, but make sure you keep any business talk well away from a coaching call with your client. Arrange a time when she and any other decision-makers or stakeholders involved in green-lighting a project can be in a meeting or on a call with you. Hear them out the way you would an individual client. What do they see as the issues? What is the result they want? How quickly do they think they can get it?

Remember, this is not a money conversation: It’s about calibrating the work that needs to be done and articulating the consequences if they don’t do it.

Assuming they see their dilemma and that you are the solution, you must confidently describe how problems will be addressed (your menu of services), how progress will be measured, how long it will take, and how much it will cost. As best you can, link the work you do to ROI, but ask your client to affirm the subjective value of coaching, as well. All this is then put into the form of a proposal, which then becomes Exhibit A to a basic contract. Easy.

Perhaps the most important point I want to make is that their choice is NOT between different kinds of coaching; it’s about different kinds of outcome. For instance, a comprehensive program with

individual, group, team, and on-site events is top-of-the-line and promises a broad impact. Coaching individual leaders privately, meanwhile, derives a different outcome and creates a different kind of leverage for change in the organization.

Finally, your language with them should rarely be about sacrificing impact. Let them deduce that for themselves through the manner in which you present options. Your concern is to focus on a well-designed outcome that is congruent with the amount of time, money, and energy the organization determines they are able to invest in themselves.

There’s a lot to work on here. You *can* “build the plane while you’re flying,” but ask for help. A coach can work you through a first-time multi-layered project like this. This is a GREAT problem to have, so let it stretch you and your business!

By Suzi Pomerantz, MT, MCC

Several years ago, I had a client facing the same predicament; distrust had become entrenched throughout her large organization of 65 managers and thousands of employees, and she wanted to offer coaching to the top three tiers of leadership. Her original budget would only cover individual coaching for three or four executives.

We custom-designed a solution that included a combination of group coaching, team coaching and individual phone coaching to make coaching available to all 65 leaders without breaking the bank. The results were so dramatic across the organization, they expanded the program, immediately doubling their budget, and then expanded it again for a second year.

A massive, enterprise-wide project required multiple levels of management to work together to produce results, but an obvious disconnect between and amongst leadership was making this impossible. Because the problem was systemic, we knew individual

coaching for select executives would only scratch the surface. In order to elicit real change, we needed to address multiple levels at once.

The answer was coordinated, tiered, synchronized, customized, horizontal executive coaching that provided a blended group, team and 1:1 solution. Each tier had one or more coaching discussions once a month for two-to-four hours:

1. Senior C-Suite Team Coaching

– six executives, senior-most decision-makers in an intact team, one coach. These executives had a strong commitment to become more of a team, but no declared aligned purpose. This group of individual leaders operating in separate silos became an effective, aligned, accountable, collaborative and transparent leadership team, able to mandate culture change as a priority.

2. Director Group Coaching

– 15 director-level senior leaders, one coach. The directors were sandwiched between the executives and the team leaders. They had never met together before and only knew one another peripherally. They collaborated to resolve emergent issues and common chal-

lenges unique to being in the middle leadership tier.

3. Team Leader Group Coaching

– 44 team leaders, two coaches the first year expanded to five coaches the second). Morale was low and they needed rules for engagement based on respect. Using accountability as a trust-building framework, they shifted from apathy to commitment, took ownership and improved their problem-solving abilities.

4. Individual Coaching

– one coach provided remote, ad hoc, 1:1 coaching via telephone. These calls provided an outside perspective and new actions for the dozens who scheduled one or more sessions.

The cost of providing 1:1 coaching for everyone would have been well over \$3 million per year. The blended, customized solution was less than six percent of this cost. While there are many approaches to shift the culture and create trust throughout an organization, coordinating a blended coaching solution across the horizontals and verticals of the organization can accelerate the impact while saving money.

By Victoria Trabosh, CDC®, CEC

It is so tempting to do what the client wants without pausing to consider what is best for them. However, you must provide the best level of coaching, at the best time, in the most effective way, for the most significant impact. Given the full range of approaches to affect the company, my advice might give you pause. My opinion is to first provide an assessment of what should be done. In the assessment, you will interview key stakeholders, get buy-in that coaching will bring significant value, come up with a proposal with an agreed upon plan at an agreed upon price, and then deliver the services.

Why is the budget limited? Is it because the company has no budget for development of its leaders? Does it invest in spending money on coaching

services? Financially, are they struggling? Or something else? Whatever the case, money should not drive the decision for them, or you. The value should drive the decision. Your first job is to find out what they need rather than come up with something that fits a budget, but not the company. Then calculate an ROI (return on investment) from the coaching they should expect to receive that will leave them wondering why it took so long to bring in coaching to elevate their organization and its success.

There is an African proverb that says, “If you want to go fast, go alone. If you want to go far, go together.” It will be harder to go together if you have not assessed the entire scope and need.

Yes, you will charge for the assessment. You will prepare a written report of your findings and recommendations and meet with the decision makers to learn more and sell your services and strategy to them. Do not prematurely decide what the client needs until you know that what you deliver solves their most important problems effectively and efficiently.

As coaches, we are eager to please. However, a short-term assignment is not nearly as rewarding to them or you as a monthly retainer and strategy to execute. Stand for what you believe is necessary and do not be afraid to walk away if you cannot deliver the services you know are essential. And please, never sacrifice your profitability in the process. •

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Accountability Through Team Sovereignty

By Janet M. Harvey, MCC, CMC, CCS



How team members participate in terms of attitude and mood is contagious and generates a field of experience that is highly influential on the team's choices and actions. When anyone shows up unconsciously it is very easy to get seduced into an ineffective energy exchange. All of a sudden, the team realizes that forward movement is derailed. It only takes one person who's cranky and the next thing you know, everybody's cranky! When that person

shifts, by pausing to take a breath and notice the experience, the cycle of negative energy is broken. When a team engages a coach who is continuously perceiving the field and models this way of noticing, with time, this capacity to notice and invite naming occurs by any team member, e.g. "What's got us all in a spin here? Let's pause for a moment and see what wants to be tended here."

When a team coach chooses to be unconditionally curious by asking, "What's happening in this field? What's

happening in our exchange?", the members explore meaning as the basis of the exchange. This is a first step that assists the team members to transcend feelings as being personal in order to give more attention to what improves progress toward outcomes. The coach elicits members to make a connection between the meaning of experiences between members and the parallel process that occurs outside of team coaching sessions. Before finishing a session, it is essential to

connect meaning with practical, concrete, forward-moving choices.

Figure 1, Accountability Through Team Sovereignty (below), captures the flow of energy in a team that achieves high performance in a sustainable and psychologically safe fashion. Sovereignty means to be self-ruling, independent and in charge of the relationship with the conditions of our lives. When we each take our own life into our own hands, we also take it upon ourselves to act with integrity and response-agility.

When applied to teams, the principle of sovereignty strengthens self-management capacity. All work involves a request and a promise. In organizational life this comes in the form of granting authority to make decisions and take actions, the request. The promise comes in the form of accepting responsibility to fulfill the request.

By inviting the members of a group to craft agreements that declare what behaviors will generate the best work together, the team coach is free to notice, name and negotiate on behalf of the team.

These skills are focused upon the field of exchange the members generate, and that field is the coaching client, rather than the individual members. Four questions – simple on purpose – open up the dialogue very wide in order for the members to experience and perceive each other's point of view.

1. What brought you here?
2. What is this team expected to deliver?

3. What agreements are needed for you to accept responsibility?
4. How would you like to approach delivering the expectation while honoring your agreements?

When these questions are not posed and answered, the field of exchange is filled with assumptions and preferences that are invisible and yet operating as if they are agreed norms. Conflict most often erupts because of these invisible motivators of behavior and mindset. It's never too late to pause and invite members to establish an open and psychologically safe climate for being sovereign together.

“When applied to teams, the principle of sovereignty strengthens self-management capacity.”

BEYOND CREATIVE IMPASSE

Inherent in team conflict is a paradox between “stuckness” and movement. As with any paradox, the intention for effective work together is to exchange an “either/or” experience for a “yes/and” experience. Teams naturally seek to harness insight. Awareness and choice are available when members are coached to embrace the paradoxical experience.

This is a paradigm shift from a traditional approach to teamwork that emphasizes conflict resolution toward an approach that embraces conflict as the seed of creativity for new solutions. Breakthrough resides in the heart of the paradox.

When coaches explore new ground by inviting team members to consider multi-dimensional perceiving, the patterns of emotional response noticed in the collective field are brought into awareness for the team as a whole. When those invisible patterns are made visible by naming, the strength and resource within the pattern of behavior becomes available for everyone to see. The space is opened to negotiate for more conscious choice. Ultimately, awareness and clarity become a foundation for activating individual creativity and synergistic movement that will most fully align with the team and then what the organizational system values most.

Inside of organizations this paradox phenomenon is multiplied by the number of times individuals join and leave teams; even with learning, the impetus toward paradox is in the culture. A coaching approach emphasizes creating awareness and will accelerate the discovery of the unconscious paradoxes operating so that the team addresses the source of stuckness more quickly. Being generative as a team coach allows everyone to originate, create, learn and produce results in any context, with synergy and accelerated performance. ●

FIGURE 1: ACCOUNTABILITY THROUGH TEAM SOVEREIGNTY



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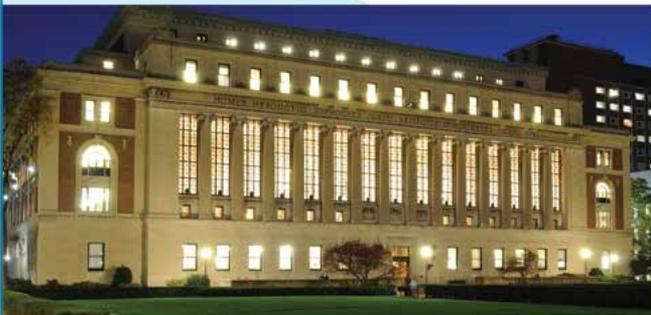


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GROUP & TEAM COACHING

The landscape of coaching many

What are the differences between team and group coaching? When and how do you introduce team or group coaching? How do you effectively measure the impact of team or group coaching? This issue uncovers the secrets of successful group and team coaching experiences for both coach and clients, including how to design and launch programs to create engagement, inspiration, motivation and accountability for participants.



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By Jennifer Britton, MES, PCC, CPCC, CHRL, CPT

As with individual coaching, the range of what group and team coaching looks and sounds like continues to expand in creative and innovative ways.

From team coaches who are working with virtual startups, to group coaches bringing together social entrepreneurs from across the globe, the realm of coaching many – group and team coaching – continues to expand.

Team coaches today support the building of collective capacity. With teams of all kinds being the engines of business, team coaches work with teams across time, creating a valuable “pause point” for teams to explore their relationships and results. Group coaches bring together usually disparate individuals from across an organization, geography or industry. The group coach usually taps into the individual capacity of each person, supporting their own individualized goals and aspirations.

Against the backdrop of ongoing change and complexity, team and group coaches are supporting others in shaping the conversations and culture in organizations and society.

One of the biggest questions asked by coaches and stakeholders alike is, “what does group and team coaching look like and sound like?” This article explores the landscape of both sub-disciplines, looking at:

- The landscape of the team and group coach
- The stance of the team and group coach
- What it looks like and sounds like
- Critical success factors for each modality

TEAM COACH LANDSCAPE

Teams today face a variety of challenges, from virtual and remote work, to teaming, to cross-cultural membership where team members may have different values, languages and working styles.

The stance of a team coach is usually “outside the team system.” Teams are together “24/7” and stakes are raised with team coaching given that the conversations impact people’s livelihoods.

Team coaches meet the team where they are at, diving with them into the murky waters of power, roles, and goals. Team coaches will regularly work across the domains of supporting a team in the **doing** and **being** realms, supporting the team to focus on **results** and **relationships**.

Team coaches work through the varying layers of history and relationships on the team. They help teams unpack assumptions. They support teams in identifying their beliefs, mindsets and habits. Work around roles is critical, and team coaches help team members explore the varying roles they inhabit: instigator, devil’s advocate, and social coordinator.

Team coaches explore with the team the foundations of team effectiveness. A variety of authors have pointed to these essential elements for team success:

1. Shared vision
2. Shared goals
3. Shared performance measures
4. Common team practices
5. Clear Roles
6. Shared commitment

Team coaches focus on **results** and **relationships**. Areas team coaches may find themselves coaching around with regard to **results**:

- Vision – Creating shared vision
- Goals – Exploration and alignment of individual goals, team and organizational goals
- Roles – Role clarity, role connection, role fatigue
- Measurement and Success Factors
- Habits and Mindsets

With teams of all kinds being the engines of business, team coaches work with teams across time, creating a valuable “pause point” for teams to explore their relationships and results.

In the realm of **relationships**, conversations may include a focus on:

- Exploring different styles (and how these relate to communication, working, feedback and conflict)
- Working across differences
- Identifying skills and strengths which exist across the team

The stance of the team coach includes a focus on the collective and helping individual team members connect to this. Team coaches will often move in and out of the team system, directing the team to talk to each other, challenging the team to consider how the coaching conversation gets integrated into everyday work and dialogue. The team coach also provides support for the team in ongoing integration of their learning through a variety of discussions.

Whereas, years ago, the standard team coaching engagement was six months with bi-weekly touch points, today with budget and team availability, the work may range from real-time embedded coaching where the team coach shadows a team for days, to one-year quarterly touchpoints.

Team Coaching Critical Success Factors

Two critical success factors which warrant attention are helping the team anchor the conversation in actionable behaviors for their every day work. Also, engagement of the team leader is key. Their involvement is fundamental in ensuring that the team has time and space to focus on the changes required.

GROUP COACH LANDSCAPE

The group coaching space continues to bring together individuals from a range of backgrounds in organizations and across the public space. Over the last decade we've seen an explosion in different types of group coaching. From group coaching, to creatives and solopreneurs wanting to leave their mark, to leadership groups, group coaching continues to grow in terms of availability and variety.

The group coach usually taps into the individual capacity of each person, supporting their own individualized goals and aspirations.

The benefits of peer learning, cost effectiveness, and creating connection in a digitally disconnected world continues to appeal to the marketplace. Many are drawn to becoming part of community and the peer group learning experience.

What is being considered group coaching is quite varied, ranging from “30-day challenge groups” focusing on business and fitness issues, to annual programs supporting group members. Masterful group and team coaches are able to weave together tools and approaches from a variety of streams including experiential education and facilitation grounding these in our core coaching competencies.

Given the diversity of group needs, there is not just “one model” which constitutes effective group coaching. Common elements across models will involve a focus on goals, action, awareness and accountability, as determined by individual group members. Groups can be as small as two and as large as 50. Larger than that, groups become facilitated sessions, rather than coaching sessions.

Key issues for group coaches include:

- ▶ The importance of connecting people early on in the conversation building the necessary trust and connection
- ▶ Supporting group members in identifying, anchoring and sharing their individual goals and focus areas
- ▶ Considering ongoing touchpoints and what that can look like. It may be a blend of larger group, paired partners and other
- ▶ Creating structures to keep the learning and focus alive in a busy world. Whether it's getting clients to select a photo which represents commitments or having them create a physical model to represent their learning
- ▶ Having a variety of tools and strategies to draw from

A group coach is usually the catalyst in coaching many, bringing together the group for a shared purpose. From parenting coaches to small business groups, group coaching provides clients with an opportunity to learn from others.

The stance of the group coach is distinct in that they usually bring together a disconnected group of individuals. This requires that the team coach focuses on building a cohesive group where there is enough trust and safety to share, be vulnerable and learn from each other. This requires that group members are connected earlier in the process.

Group Coaching Critical Success Factors

Three critical success factors for group coaches include:

1. Strong Focus on Process

There is a dynamic tension between space and structure in this work. The group members bring the expertise, and the group coach's role is to use process to ensure there is lots of time for connecting, dialogue and articulating insights, next steps and commitments.

2. Utilizing a Variety of Engagement Strategies

From small group breakouts to large group discussion and paired dialogue, group coaches will also want to consider incorporating less verbal approaches, including annotation and body-centred, or kinesthetic, coaching approaches.

3. A Focus on Group Cohesion and Match

Supporting group members in articulating their individual goals, focus and roadmap. Group coaches will want to support the identification of common ground, and the connection of group members early on, so there is enough of a focus for traction.

FUTURE TRENDS

Against the backdrop of ongoing change and digital disconnection, team and group coaching are likely to continue their expansion, given their relevance of support for topics including virtualization, teaming and cross-cultural issues. •



MORE, BETTER, FASTER!

The business case for team coaching

By Phillip Sandahl, MCC, CTPC, CPCC, ORSCC

More. Better. Faster. That's what organizations are looking for when they consider investing in a team development process: improved team results; better team performance; at a speed that will keep up with the demands of their market.

Organizations are focused on outcome, not process. There is a persuasive case to be made for team coaching as a viable way to deliver improved team performance. It's a business case that needs to make sense to the organization's everyday needs and priorities.

TEAM COACHING: AN IDEAL FIT

Coaching provides the structure, support, and empowerment that allows teams to learn, practice, and integrate new behavior. That's the inherent power of coaching at its core. As coaches, we know that it's not new knowledge that will make a difference to team performance. New awareness is important, but it's new behavior that creates sustainable change.

To become a more effective, more collaborative team and improve a

team's ability to deliver results is a change process. Change, as we all know from personal experience, takes time and practice. Homeostasis is a powerful force of nature, which is why coaching is an ideal fit. Coaching works because it actively, intentionally, and consciously helps teams and team members integrate new practices over time.

Coaching works because it works on the underlying abilities that deliver the visible results. The ultimate goal is improved team performance, in whatever way that improvement is measured by the team or organization. But from the coach's point of view, the focus of the coaching is not on the results themselves, but a more resourceful team – a team that can deal effectively with a broad range of challenges successfully, and adapt to new challenges with agility.

COACHING IS A CHANGE TECHNOLOGY

Coaching is a change technology that, properly delivered, is a catalyst for achieving goals and developing new competencies. There are other options for short term impact, but

New awareness is important, but it's new behavior that creates sustainable change.

if the goal is sustainable, adaptable, resilient, higher-performing teams, coaching is the ideal fit.

A team-building event can create a powerful, memorable experience, but if the learning from the experience isn't integrated into new behavior on the team, the effect fades quickly when people go back to work. The transfer from the experience to relevance for team interaction is missing.

Team coaching may sometimes include team building or experiential

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activities. The difference is that team coaching then provides the necessary structure to integrate the learning and make the learning sustainable by providing accountability to keep the new awareness and process on track.

ROI justification for the investment in team coaching.

The second level is equally important: a more effective, resilient, and sustainable team. In fact, our ultimate purpose is to help the team

Coaching works because it actively, intentionally, and consciously helps teams and team members integrate new practices over time.

Training is a valuable option for improving team member skills. For example, some teams will greatly benefit from training around decision-making models, or how to handle difficult conversations. But again, unless there is a way to adapt the training to new practices on the team, too often there is little visible long-term impact. Team coaching helps teams identify the particular skills the team needs to develop; supports the team in learning; focuses on creating action steps; and holds the team accountable for practice.

For specific issues a team is facing, quality facilitation can be enormously effective at helping a team define the problem, brainstorm alternative process steps, and settle on a course of action. The focus of this approach is on resolving a particular issue. That may be the only guidance the team needs for that issue.

Team coaching helps teams learn to be more effective and more collaborative in addressing issues as they arise. The goal of team coaching is a more engaged, competent and resourceful team.

BENEFITS OF TEAM COACHING

The benefits start with improved performance for that initial client team, of course. And that benefit to the initial client team is actually on two levels. On one level teams deliver better business results. That's the

become more capable and more resourceful, so that the team is able to face new challenges from expanded strengths and not dependent on the team coaching process for continued success. As teams incorporate those new practices, they become more and more self-sufficient. That's the point.

There are clear benefits from team coaching for the individual team members as well. Team members develop a new understanding of how effective teams operate. They learn new skills and practices. They develop confidence and they raise their expectations for teams in general.

These days, team members are often on more than one team and what a team member learns about higher performing teams on one team becomes a new standard of expectation for all teams. There is a viral, contagious effect as the learning spreads to other teams. A new level of understanding and higher expectations infects other teams in the organization.

Raising the bar shows up at the team level, too. No team is an island; all teams exist within an ecosystem of teams in the organization; all depend on each other for organizational results. The cross-fertilization that happens as higher-performing teams interact will have impact on the performance ecology of the organization. Improvement in one team's culture almost inevitably results in im-

5 Key Differences Between Individual & Team Coaching

Individual and team coaching share many fundamental attributes. Yes, coaching is coaching. And there are essential differences that impact the coaching process, relationships and results.

COMMON GROUND

Individual and team coaching share a fundamental structure. In both cases, we start with a discovery process to put a pin in the map: "You are here." We set goals and action steps. We create ongoing support sessions for accountability.

There is a core coaching mindset that takes a stand for honoring the client's agenda, and believing the coachee is both capable and responsible for results. Individual and team coaching share many basic competencies and skills, like listening and being curious; the ability to dance in the moment; an emphasis on both action and learning and a commitment to accountability.

Individual and team are essentially different in five important ways:

1 Different at the Start

For individuals there is a high level of commitment at the start of a coaching relationship, even if it falters later. With teams there will be quite a mix of attitudes and reactions to the prospect. Some may be eager;

some skeptical; some waiting; some resistant. For team coaches, building an engaged and trusted relationship will not happen instantly.

2 Coaching Horizon

Individuals are focused on achieving personal goals; coaching has a future, fulfilling vision energy. With teams the orientation is very present tense; a working-together, performance imperative; "this is business" energy.

3 Coaching Relationship(s)

With individuals, the ratio is one coach to one coachee. Designing the working relationship is simple and clear. With teams there are multiple relationships to consider: coach and team; coach and team leader; agreements the team makes with one another; an indirect relationship with the organization.

4 The Environment

Coaching individuals is a private, one-on-one confidential dialogue. It creates safety for open, often intimate conversation. With teams the impact of coaching happens in an environment that is public and vulnerable and the most important conversation is the one the team has with one another, not the one they have with the coach.

5 Complex & Constantly Changing

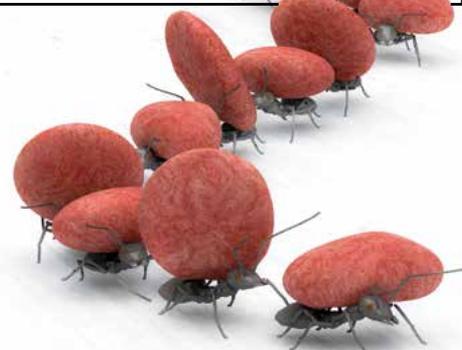
With teams, the coach's attention is being pulled in many different directions simultaneously, simply because of the sheer scale of personalities, priorities, conversation threads and all the logistics and agenda of running the session. This is a dance that requires exceptional agility and sometimes, stamina.



proved relationships with existing stakeholders.

The change that one team experiences ripples out through the stakeholder connections and sets new standards of how teams in the organization work together. This is the infectious effect of doing team coaching, and the impact that's possible within the organization simply by starting with one team and engaging that one team in team coaching.

For organizations that focus on teams and have a need for improved team results, team coaching offers clear business benefits. A coaching methodology is an ideal fit for delivering improved business results, and more importantly for the long run, developing more effective teams. The impact ripples through the interconnections and affects team members, teams, stakeholders and the organization itself. •



COACHING TEAMS

Developing a strong foundation

By Terry H. Hildebrandt, PhD, MCC, MCEC

While working as an internal coach for more than 11 years, I often worked with new and existing teams to support them in improving their effectiveness.

What I discovered is that investing in creating a strong foundation can accelerate a team's performance, improve relationships, and create a positive work climate.

I found that teams need to invest in five key areas: Strategy, Structure, Process, Culture, and Results. A Team Coach's role is to ask the right questions and facilitate dialogue to create and maintain these five areas as an integrated system. Savvy team leaders collaborate with team coaches to provide the processes and tools to enable these conversations. I will briefly explore each of these key areas along with the key questions that a team coach needs to ask.

STRATEGY

When coaching teams, I always start with Strategy, which includes:

- ▶ **Purpose** – Why does the team exist? Who are its stakeholders/customers? What does it produce? What value does its products/services provide to its key stakeholders?
- ▶ **Vision** – What does success look like? What will this team ideally look like 2-3 years from now?
- ▶ **Mission** – What are the team's big goals? How does the team's mission connect to the larger organization's mission?
- ▶ **Strategic Objectives** – What objectives enable the team to accomplish its mission and reach its vision?
- ▶ **Strategic Initiatives** – What projects or programs does the team need to launch to achieve the strategic objectives?

CREATING A **STRONG TEAM** FOUNDATION

STRATEGY	STRUCTURE	PROCESSES	CULTURE	MEASUREMENT & RESULTS
Purpose Vision Mission Objectives Initiatives	Roles & Responsibilities Talent Organization Charts	Delivery Communication Decision-Making Continuous Improvement	Values Operating Agreements Team Identity	Scorecard, Reward, Recognition, Team Learning

STRUCTURE

Structure is all about staffing, roles, responsibilities, and reporting relationships. Structure includes:

- **Talent** – What skills, knowledge and abilities are needed to achieve the strategy?
- **Positions** – What job positions do we want to create to attract the right people with the right skills?
- **Responsibilities** – What are the duties, deliverables, and expectations for each of the positions?
- **Management** – Who reports to whom in the team? Who are the key stakeholders in management and leadership, and what roles do they play? Who is the sponsor of the team?

PROCESSES

Processes are the steps by which teams create results. Processes consist of inputs, action steps, and outputs. Processes always exist in any team, but often they are ad hoc or ill-defined. By focusing on understanding key processes, teams can improve efficiency and effectiveness.

Processes include:

- **Products/Services** – What are the core deliverables of the team?
- **Core Processes** – What are the core processes that create the products/services?
- **Communication** – How does the team coordinate and communicate internally among team members and with other stakeholders?
- **Decision-Making** – How are key decisions made?
- **Project Management** – How do we manage the various programs and projects to keep everything on track?
- **Process Improvement** – How do we continuously improve our processes? What methodology do we use?

TEAM CULTURE

A positive team culture is what makes a team fun, creative, and enjoyable. Coaches and leaders need to intentionally create and maintain team culture. Culture includes:

- **Shared Values** – What is important to each of the team members and how do these core values come together to create shared values that all team members agree to support?

➤ **Operating Agreements** – How do the values translate into practical operating agreements? This can include how to handle conflicts, accountability, inclusion, and respect to name a few.

➤ **Team Identity** – How do team members see themselves? What kind of team are they? What do they want to be known for? Using metaphors and imagery can facilitate better understanding of team identity. For example, “we want to be all rowing together in this boat.” “We are a Tiger Team that is competitive and aggressive in going after the competition.” “We operate as a family that supports and cares about each other.”

MEASUREMENT & RESULTS

Without results, most teams will quickly lose energy and untimely dissolve. Measurement of results along with celebration and accountability are fundamental for a high-functioning team. Team coaches need to focus on creating these systems:

- **Scorecard** – What are the key areas of interest? How do we pay attention to the whole system to monitor its health? How often do we need to collect data? How do we report it?
- **Reward & Recognition** – How do we celebrate success as a team? How do we recognize team members for their efforts and accomplishments?
- **Reviews & Learning** – How does the team reflect on its results, learn from success and failure, and make course corrections? What changes are required to strategy, structure, processes, measurement, and/or culture?

CONCLUSIONS

Building and maintaining a solid team foundation is critical for team coaches to understand and facilitate. Asking the right questions and holding space for meaningful dialogue can accelerate a team to achieve results.

Team leaders do well to hire a team coach to work with them to provide the processes and tools to enable the conversation required to build the foundation. A team coach can attend to the team’s inquiry and reflection processes and allow the team leader to engage in creating the content along with the team. •

EXPANDING TEAM COACHING CAPABILITIES FOR IMPACT

Four essential lenses for seeing the Who, What, When, and How of teams in organizations

By Laura Hauser, Ph.D., PCC, MCEC



“Can you coach my team too?” Many of my executive coaching clients ask me this question. And my graduate-level students often ask, “Can you teach me how to coach teams?” Because I’ve worked with corporate leaders and teams for over 40 years, pioneered empirical research in the team coaching space, published articles about team coaching, and trained hundreds of professionals on the art, science, and practice of team coaching, I know that while most coaches are well trained to work in a one-on-one format, fewer have the capability and confidence to effectively coach teams.

Having worked with teams in organizations for 40 years and having conducted empirical research on team coaching I know one thing to be true: coaching teams is more complex than coaching individuals. For example, it requires the coach to be aware of a wider range of group dynamics and systemic interdependencies. The coach needs to notice the extent to which the team is in alignment about its team-specific goals, roles, and decision-making processes. At the same time, the coach must attend to both the individual and collective voices in the room, and navigate the sticky web of trust and confidentiality amongst multiple stakeholders.

Because coaching teams is more complex than coaching individuals, coaches need to acquire an additional set of team-specific knowledge and skills. Although there are very few team-specific models within the coaching literature, there exists a plethora of knowledge to draw upon from team-specific disciplines (Peters & Carr, 2013). Navigating the knowledge-base about teams and applying that knowledge to coaching can be daunting.

In 2011, I synthesized various published team coaching models into a single framework called the Four-Lens Team Coaching Framework. Since then I have educated hundreds of leaders, coaches and other professionals about the framework and how to apply it to their own team situations. As a result, they are better enabled to make informed decisions and choices about how to contract and interact with a team, and to design and launch team coaching initiatives for enterprise-wide change. The impact can be significant when done well:

- Improved team productivity, team performance, and workplace engagement
- Faster integration of organizational change initiatives
- Accelerated development and scale of team talent

THE FOUR-LENS TEAM COACHING FRAMEWORK

Although there are many more lenses we can use as coaches (such as diversity, gender, etc.), these four core lenses offer significant insights when coaching teams in organizations. An easy way to use the framework as a mental model when working with a team is Who, What, When, and How:



Systems Lens (WHO):

Who does the team need to interact with in its environment in order to achieve its goals, e.g. other departments, customers, etc.?

Focus: Team interdependencies.



Task Lens (WHAT):

What does the team need to achieve and what are its methods of operating? What are its goals and priorities? What are the team members roles? What is the team's method for making decisions?

Focus: Team coordination and results.



Stages of Development Lens (WHEN):

When did the team start working together? Are they in the beginning, middle, or end of accomplishing their team goals?

Focus: Team maturity.



Group Dynamics Lens (HOW):

How is the group interacting? How are underlying emotional and psychological processes exhibited through their behaviors?

Focus: Team relationships.

It is important to note that the framework is not a linear model. There is no hierarchy of the lens. No one lens is more important than another. Each lens informs other lenses. The value of applying this framework is to help open our eyes to new perspectives and solutions that we otherwise might not have seen.

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APPLICATION & RESULTS

One of my coaching supervision clients, Nancy, came to me feeling frustrated during her work with a team that was charged with launching a new product for the organization. She explained that she previously conducted an analysis with the team about its current situation. They concluded that “interpersonal conflicts existed between team members causing a low level of trust and a high level of dysfunction.” So, Nancy offered to engage the team in an ‘elephant in the room’ conversation to resolve interpersonal issues between team members.

Although some passionate debates ensued during the conversation, the team still felt stuck—nothing was resolved. They remained behind schedule on the product launch, and frustrated.

During my supervision session with Nancy, I introduced her to the Four-Lens Framework. This is when she experienced an ah-ha moment about herself: “I have a bias of looking through only one lens – the Group Dynamics Lens! I’m like the hammer who only sees a nail. When I see conflict, I automatically address it by engaging in an ‘elephant in the room’ conversation.”

Next, I invited Nancy to re-examine the team through all four lenses. Her eyes widened and brightened, seeing the team’s situation in new ways. In turn her choices expanded about additional ways to work with the team. She proceeded to educate the team on the Four-Lens Framework. Then the coach and the team decided to jointly analyze the team’s situation through the four lenses. During their analysis, they confirmed that indeed the team was in the “storming” stage of development (Tuckman & Jensen, 1977) which put the team at risk of not meeting their mid-point performance goals. Then they saw even more.

Their biggest ah-ha moment was experienced when they collectively saw the source of conflict stemming from a lack of clarity and agreement about roles of the team members (Task Lens) as well as the role of the sales executive who was an influential, yet not formal, member of the team (Systems Lens). The team became motivated to address their conflict by clarifying roles and responsibilities of all team members as well as the sales function.

As a result of gained alignment about roles, they met their mid-point performance goals with a renewed sense of team cohesion and motivation. And Nancy felt an increased competence in her capability to coach teams.

SUMMARY & TAKEAWAYS

Coaching teams is more complex than coaching individuals. Team coaching requires an additional set of team-specific knowledge, skills, and tools in order to make better informed decisions when designing and launching team coaching initiatives. When the coach expands her knowledge-base such as when learning and applying the Four-Lens Team Coaching Framework, her capabilities are expanded. The impact on the coach, the team, and the enterprise can be significant.

As a coach, consider learning more about team-specific frameworks such as the Four-Lens Team Coaching Framework. Attend training courses and engage in

individual and peer supervision to build your capability to look through multiple lenses so that you are better enabled to design and launch highly effective team coaching initiatives. You may just discover questions and answers that you otherwise would not have seen which can expand the impact on you, the team, and the enterprise.

After having educated hundreds of coaches and leaders over the past decade using evidence-based approaches such as the Four Lens Team Coaching Framework, I remain in awe of the power of learning and applying new knowledge. To paraphrase Oliver Wendell Holmes, Jr. "A mind that is stretched by a new experience can never go back to its old dimensions." •

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VUCA Tools™ for a VUCA World

How Team Coaches Enable Teams to Decide

By Ann V. Deaton, PhD, PCC



When we see VUCA as a threat, the most primitive part of our brain gets activated, and we react in predictable ways:

Fight: We resist or deny change, even blaming those we hold responsible.

Flight: We attempt to escape or avoid deciding, to flee the path of change.

Freeze: We freeze in place, unable to decide or make a move in any direction.

Appease: We act to please the powers that be, complying and bending without considering if it's the right thing to do.

When we label decisions as risky and VUCA as dangerous, our actions are limited to survival responses. Faced with VUCA, when we most need to access our brain's rich evaluative and strategic capabilities, we simply react. There is a different way.

Thriving in a VUCA world is possible with the necessary tools. VUCA Tools™ arose from coaching clients sharing how overwhelmed they were by VUCA. It begins with a sense that having a term for our world's Volatility, Uncertainty, Complexity, and Ambiguity offers valuable awareness – a sense that “I’ve got this!” Accepting VUCA as our new reality enables us to intentionally engage with changing circumstances.

VUCA Tools™ are four approaches well known to coaches: Values, Us, Curiosity, and Aspirations. VUCA Tools™ provide an antidote to VUCA by providing the tools for clients to stay grounded, collaborative, open, and confident in the face of VUCA, in other words, to thrive.

USING VUCA TOOLS™ FOR TEAM DECISION-MAKING

Values: Building a team's VUCA muscles begins with Values. Values are deeply important and provide insight into the stances members take on team decisions. Engage team members in identifying their core values.

First, provide a list of values, and have each person choose, define, and

rank their top five. Second, have the team identify its priority values. This list may include the values occurring most often on individual lists, and additional values important to the whole team.

Integrity might make the team list because it occurs on four of six members' lists. Openness might be chosen because it is important to the entire team, even if it wasn't in any individual's top five. Clarity about values provides stability in a VUCA world, understanding what will be consistently important as you make decisions.

Us: "A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable" (Katzenbach & Smith).

A team is greater than the sum of its parts, and the more diverse a team, the greater its potential. Unfortunately, diverse values and perspectives create greater likelihood for conflict when decisions arise. Assist the team in creating a clear sense of Us by helping them answer two questions:

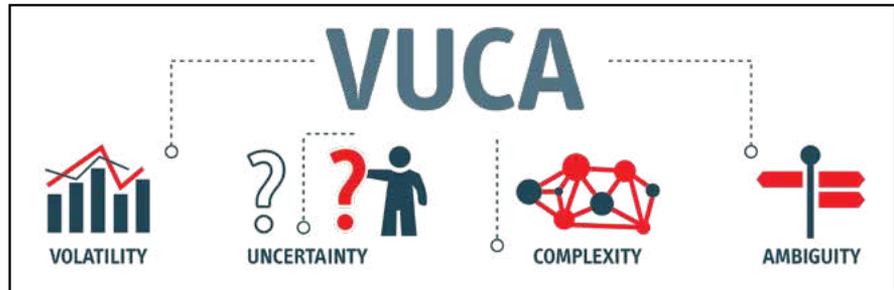
Faced with VUCA, when we most need to access our brain's rich evaluative and strategic capabilities, we simply react.

1. How do we choose to engage together?

Coaches can support teams in creating norms based on how they choose to behave (e.g., listen, share perspectives openly, support decisions), and how they respond when problems arise (e.g., ask questions, acknowledge missteps).

2. Who are we?

Help the team to discover and clarify the qualities that characterize the



team, and its individuals. The values exercise above is a start.

Another way to do this is to have each team member complete an assessment (e.g., Change Style Indicator, Strengths Finder), and create a team composite. Individuals become clearer around their unique contributions to making and executing decisions, and the team realizes its strengths and blind spots.

For instance, one team using the Change Style Indicator recognized their strong bias towards conserving the status quo when making decisions, and pattern of sidelining the single team member whose preference was to originate and embrace new ideas. The team recognized they needed her discordant perspective to make the most balanced decisions, even when it made them uncomfortable.

such as "what have we not considered that might be important?" expands the available wisdom before a decision is made.

Aspirations: When a team focuses on problems, on what's wrong or lacking, the brain's survival mechanism can get triggered. Team coaches help a team to refocus on outcomes they want as they make decisions. Adopting an aspirational outcomes mindset shifts the team energy and enables members to feel passionate rather than fearful.

Neurologically speaking, it gives each person access to the brain's strategic and collaborative decision-making capabilities rather than merely reacting to their challenges. One excellent approach to use with teams is the structure offered by The Empowerment Dynamic (Womeldorff & Zajonc).

These four VUCA Tools™ – Values, Us, Curiosity, and Aspirations – enable clarity and teamwork in challenging times. They empower coaches to support team decisions that enable thriving in the face of our VUCA world. •

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FROM ZOMBIES to EALOTS

Team coaching reawakens the spirit at work!

By Darelyn DJ Mitsch, MCC



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These are actual quotes from coaching engagements of senior level leaders as they worked to create a new culture after merging five companies into one organization:

“Our teams are being blown apart and disembodied weekly.”

“Ugh, it’s like the walking dead around here.”

“Our leaders are asleep at the wheel.”

Sound like the genesis of an apocalypse? After losing momentum due to reorganization, leaders who expressed these statements found even the most talented senior people feeling dispirited and taking jobs with competitors due to uncertainties.

The new leadership team determined their first goal was to shift the water cooler conversation in 90 days from victimization in the change to a sense of personal control and contribution – from ‘I can’t’ to ‘we can!’

The goal was to stop the panic and knuckle-dragging dynamics that surrounded the enormous change and kept workers frozen in place. This international company set out to address that dynamic and engage the hearts and minds of their people as a paramount first initiative. As a result of that intention and a coaching initiative for 25 percent of the organization’s teams

in just six months, the company had a miraculous shift from 61.4 percent employee satisfaction to 90.4 percent in less than a year. Their teams also delivered unprecedented business results.

This article is not about that initiative, but rather about sharing insights gained during the process of coaching more than 60 teams simultaneously and witnessing themes we learned as coaches.

All leadership coaching is ultimately about change. Team coaching is the accelerant for how to navigate changing team dynamics during challenging times so each team member readily chooses contribution, and stays engaged and focused.

At a more basic level, team coaching is a transformational process where a highly skilled coach partners with a team leader (the manager/executive) to enroll the members in an active learning environment, and coach the team as they work together.

The engagement of many styles and personalities can prove difficult for even the most seasoned leaders. Surfacing truths that need to be addressed and are critical to developing strong teams isn’t always the easiest path and for those who have a high need to be liked, it is often left unspoken until there is an undercurrent that can sabotage best efforts.

THE SCARY TRUTH

An epidemic of numbing out is taking place in many organizations that are experiencing major changes due to growth, expansion, or reorganization. Many of these organizations are overrun by people who have lost their inner spark or zeal for work. Some are experiencing the blending of four or five generations working side by side for the first time in history and there is a clash of values and unspoken bias at play.

Silently trudging through the hallways, these team members often stumble through their work week hollow-eyed, and many feel they have sold their souls for a paycheck. They find little meaning in their jobs sensing that the work and the team is irrelevant. Recent Gallup surveys have shown employee disengagement at over 70 percent in the US, and 80 percent globally.

A new definition: Workplace Zombies are over-worked, dehumanized souls and shells of human beings who’ve lost enthusiasm and passion for work; they become infectious saboteurs who commiserate with others, fueling tensions. They drag others into their drama, creating a culture of victimization, which is why the Zombie apocalypse is upon us, signaling that this is the time to awaken others and get moving from daily despair back into the light of consciousness and choice.

Now more than ever there is a clarion call for elevating leadership and team coaching – the original zombie





Workplace Zombies are overworked, dehumanized souls and shells of human beings who've lost enthusiasm and passion for work; they become infectious saboteurs who commiserate with others, fueling tensions.

rescue kit – and a strong case for gifted team coaches who can convey coaching skills, leadership acumen and candid conversation skills in real time. An experienced business leader turned team coach can translate a wealth of teachable moments into the coaching process.

The question we asked is, why doesn't every business team have an experienced team coach? We found several excuses or hesitations regarding using team coaches:

1 Leader Promoted to Capture

Many new leaders were yesterday's star performers or high-level recruits who were promoted because the company feared losing them to a competitor. Instead of having highly developed leaders who have broader organizational experiences, companies can find themselves with a lot of ego management.

A star performer and competitive-spirited top performer is now leading a group of seasoned professionals and that can become a recipe for disaster if the leader is self-aggrandizing or ego-centric. When they focus more on self-preservation and impression management, they completely stymie the creativity of their team.

Another big challenge is a new leader pushing back as a result of feeling vulnerable, declaring, "Coaching the team, developing these people, is MY job. What will others think if I hire a team coach?" A leader who chooses to work with a coach quickly assimilates the power of that partnership to accelerate their own development and success.

Asking a question such as, "Who do you trust to explore your most outrageous plans and ideas?" can be a good starting point. The right team coaching process conveys leadership skills in real time to bring forward the gifts of each team member. In that way, it becomes sustainable leadership development versus just a short-term engagement. Becoming great with diverse teams of people is where a new leader can quickly gain traction and shine.

2 Contagious Victimization

"Us versus Them" cultures foster victimization at every level. One of our Team Advantage™ coaches, Allison Crumpler, calls this victimization an "Escalation Addiction." Working as a leadership team coach in two fast-growth organizations, she noticed it can take weeks after a code of conduct or team charter (foundational to team coaching) is created for all team members to grow accustomed to honoring it. They have the tendency to escalate a conversation to the leader or team coach – triangulating – instead of addressing each other when it feels important and urgent to do so.

Learning to approach each other to handle tensions and normalize conflict is part of the coaching process and a critical step for growing a high performing team. A coach can catch and prompt that kind of activity where a manager will often see that type of dynamic as an invitation for problem solving.

Triangulated conversation is the perfect entry for a coach to upgrade team member narratives and find better ways to communicate versus escalating time-wasting angst that leads to mistrust.

3 Assembly Line or Herd Mentality

Monday-to-Friday, 9-to-5 workdays are a 100-year old construct of the production line automobile industry. Want to get people to come to life again? Find ways to blend their aspirations, avocations and creativity with their work.

Having many generations working side by side now requires we rethink work environments and team work. The herd has changed; 100-year old formulas for success have to be reimagined.

Remote teams, allowing individuals to work virtually and bring a focused best effort is becoming a new norm. Loosely held teams can bring surfers, techies, new parents, creators, executives, project managers and sales professionals together in ways that form temporary or longer view work teams to attain specific and needed outcomes.

These teams live inside or outside of corporate halls and can fully focus on their unique contributions, communicating in huddles or shared doc meetings. It takes a confident manager or leader to harness the capabilities of innovation teams and a coach can support the leader to build confidence as they lead in new ways.

Offer to coach an innovation team as a pilot and look at the number of ways the team can drive changes, disrupt status quo and generate new ideas. It only takes one team to soar within the team coaching framework for others to want what they are experiencing.

DEVELOPING A CULTURE OF ZEALOTS

“Find a job that you love to do and you will never work another day in your life.”

- CONFUCIOUS

First a definition. A Zealot is a champion for the human spirit; a curious, passionate and courageous human being; a contagious change agent and enthusiast who makes no distinction between work and play. To them, work and play are really the same game! So how do we get to a place where organizations are full of creative and energetic people who are ready to play full out?

Think about it. Coaches help people from many professions and walks of life gain clarity and find purpose,

or meaning. We also do that for teams, which are a collection of people focused on a common organizational mission.

We help bring teams to life because we are equipped beyond other types of consulting or counseling to partner with team leaders and team members in five unique ways:

1 Knowing

Clarifying roles, expectations and daily ways of working adds to the team's knowing. When people know what to expect – even if that expectation is that they trust their teammates to speak the truth in real time – they feel a sense of freedom. Some call this transparency, though I have yet to work in an organization that sustains that transparency.

While much is taught about these basic communication or management concepts, very little is actually executed. Bringing role clarity, a team charter, and code of conduct to a team grounds them in a good start and foundation on which to build. In this early stage of team coaching a coach and team leader gain traction for how to address team dynamics.

For example, a team coach can readily uncover and speak to harmony or confusion. We can easily catch if there is a sense of purpose, or see when members are dazed and confused by changes around or above them. We can also more easily speak truths or create the inquiry around confusion because we don't have as much at stake – or risk - as the leader or team member.

Team members who have a sense of knowing are energized by focused performance instead of gaining energy from awfulizing in conversations with other team members. (Both are forms of teaming by the way – one serves success and one doesn't.)

2 Love

In this context, “love” can be thought of as recognition of unique contributions. Philosophically we help leaders gain the language of love. We encourage them to recognize and honor the contributions and strong archetypal energies of each player on their team. What do they appreciate or love about each person and what they bring to the effort?

We prompt a leader to notice the gifts of an observer or introverted team member, so the extroverted big energy isn't the only voice. It is no mystery that when people feel they are seen, heard, celebrated and loved, they stay engaged. They want to give more. They arise each day eager to be with their friends and work family because they are doing something that matters, and others depend on them. They experience exuberance more often. They can even ZEAL out as a result of their avocation – or fall in love with their lives and work.

3 Dialogue

Through dialogue, the uncomfortable and unspoken need gets addressed. Addressing the unspoken dynamics, limiting beliefs, tough conversations, habits and behaviors creates a flow of energy and allows people to come to life and work more fully.

A team coach can masterfully create the space for facilitated dialogue while a team leader will often unintentionally shut their people down. Coach team leaders in advance of the team so they experience the impact of team coaching and understand how to deal with the discomfort they will inevitably encounter. Teams have to learn to move through and normalize tensions and conflict, as that is often where the real answers and innovations are found. Most team leaders avoid conflict, and they haven't been trained to facilitate working through it. Part of the team coach's role is to help leaders do just that.

4 Game

Want to unleash creativity and energy for performance? Turn the work into a game. The team coaching formula we've used at The Pyramid Resource Group for 26 years is called the Team Advantage™ (Team + Game + Coaching = Team Advantage™), and we have coached thousands of teams during the lifetime of this program.

Focusing on a game plan that the team creates and one that is oriented around a compelling and thematic business goal is one of the secret ingredients. The coach helps the team establish the meaningful goal in a democratic way – it has to be one that the team designs and agrees to and that stretches the team to go beyond expectations and mandates. It must require new ways of thinking about what the team and often, the entire organization is up to. It will pull people forward, versus being a mandate that serves only shareholder interests

Learning to approach each other to handle tensions and normalize conflict is part of the coaching process and a critical step for growing a high performing team.

and it must be attainable by this team and their leader.

The results have been impactful and measurable. Even a goal as big as eradicating a disease state for which we have a therapy for one large pharma company just before the outbreak of a possible pandemic virus. While all of the teams we coach achieve outrageous business goals they set out to attain – in just four months – the real power of the engagement is that team members become bolder and more intentional about how they interact. That is the real win.

They make agreements to stop withholding or dancing around truths that need to be addressed in their code of conduct and team charter. They are all in as a team member, seeking ways to contribute. There is a peer accountability that is beyond what the leader can imagine. Combined, these are the most consistent changes we witness which increase trust, collaboration, and innovation. While it sounds simple, it requires a wise guide and brave coaching to exact.



5 Bravery

Use their language but speak directly instead of tap dancing around what keeps them playing small. If you feel a need to step into the space and stop the action, if you feel an intuitive nudge in your soul, speak it. If you mess up, you will have the chance to apologize, but find your courage to say what is there to be said.

Internal coaches and HR/OD business partners can stop short of really challenging the leadership teams because they might risk their jobs. We understand that challenge which is another reason for partnering with a masterful external coach who can boldly coach the team without the same risk. Some professional coaches also stop short of being brave when they feel the contract is on the line if they speak straight to a leader who is part of a situation or problem to be resolved. You have to develop some grit in this process and risk losing the contract if you label the truths no one else will address.

The first question to sort with the leader and the team to neutralize the impact might be, “What will happen if everyone here speaks the truth they haven’t spoken?” Then be quiet... for a very long time if needed.

Capturing the language used within the team to offer new perspective is one gift of the bold and masterful team coach. When you hear someone declare, “I am struggling with (pick any scenario),” call a time out and instruct them, “Change your language here and use the word ‘play’ instead of struggle.” When they restate their challenge as “I am playing with this notion that... (same scenario) you can see imagination in action. Their countenance changes, the energy in the room changes and often there’s laughter and a release of tension. They are contagious. They elevate the larger game for the organization and spend time innovating rather than complaining or moaning. They maintain a peer accountability and call each other out when there is a sense of overwhelm or stuckness.

You may have a lot of tools, but without a proven process, even professional and well-trained coaches can get stuck. Remember you are a temporary member of that

team and contract for your role at the start of the engagement and with every team member. You will also find that team members who have been part of a successful team coaching experience easily partner when moved to other teams and consciously, or unconsciously transfer the communication skills and individual leadership skills learned.

Coaching is a process that derives from sports, along with other disciplines – business, psychology, neuroscience and ontology. And team coaching is a natural extension of leadership and executive coaching. Every leader has a team. Wouldn’t it be interesting if every team had a coach too?

One last lesson to share is that you discuss your full range of capabilities for coaching a leader and a team before you contract for executive coaching only. Make it a practice not to sell services to a leader while in the process of a partnership for their personal and professional development. It can be awkward to bring up the team coaching once you are in the process of the engagement. So, establish your credibility and any certifications in the early stage of the contracting.

WORK & PLAY – SAME GAME

“You’ve achieved success in your field when you don’t know whether what you’re doing is work or play.”

- WARREN BEATTY

Team coaching is a big opportunity for you to bring yourself more fully to life and play a big business game, too! If you are having fun, the team will have fun, too. My grandma used to say, “Honey, if you ain’t having fun, you ain’t doing it right!” That line has served as a reminder for me when I am too serious in my work.

That doesn’t mean you have to be an entertainer; rather that you bring a lightness to the notion of the team partnership. Coaching has been called forth at this time to reawaken people to determine what lights them up. Coaches are partners for the human spirit’s conscious awakening. Our work matters in a world teetering between the complete chaos of a zombie apocalypse and one of enlightened sapiens who understand our role on the planet – to keep the garden and to live and work together for a greater good.

It is time for us to bring people to life at work – one leader, one team and one organization at a time! Ready? •

Want to get people to come to life again? Find ways to blend their aspirations, avocations and creativity with their work.



THE ETHOS OF AGILE TEAMS

Five ways they make us better

By Pam Boney, MA, PCC, MTC

Disruption, as a word, triggers all kinds of emotions. It means we didn't see something before it happened. We didn't anticipate change before it impacted us. We were blindsided by our status quo.

Disruption catches us off guard and maybe even shakes us to our core before we are ready. Disruption wakes us up out of our comfy delusion of complacency, just when we were starting to relax and enjoy

the peace. Yes, change is sometimes downright uncomfortable to our emotionally-laden psyche.

Yet human beings are inarguably and profoundly resilient, too; especially evolutionary coaches who understand the importance of the destroyer archetype that loves to sneak up on us just when we were least expecting it.

We know when a destroyer shows up in our psyche, it's a good sign we are ready for change, so we're mostly

good with it. We might even invite it into our lives ourselves. After all, we are disruptors of a sort in our own profession, showing people how to unlearn the old in order to be open to the new; how to disrupt themselves in order to reorder their habitual patterns.

Indeed, we know the saboteur is a necessary part of change, rearing its temporarily ugly head just in time to help us raise awareness about an unexamined script we might be living.

We help our clients make space for a new order of thinking that hopefully is transcendent to the way our thoughts, emotions, beliefs and actions were organized previously. We are change agents and provocateurs. Our profession exists because we embraced our own journey of change, saw the enormous benefits and then decided to lend a hand to others.

For this reason, we are also prepared to help systems (enterprise) deal with disruption. Global diversity paired with escalating technologies means disruption extraordinary. Agile teams are looking for ways to disrupt literally every commercial and non-commercial enterprise. Any entity that's been around for a while would be wise to predict the variety of ways they could witness their own demise.

Those who are agile actually enjoy constraints, but not the ones you might traditionally think of.

And now the world appears to be ready in ways it wasn't even five years ago. The language is changing. The business world is saying hello to the saboteur of the good old days. The inevitable is here. It's time to focus on teams and culture, applying our collective skills to usher in a systemic response to rapid change. We want our clients not only to survive but also thrive and we have learned the skills to pave the way. We are uniquely ready to help them.

But where do we begin and how do we help them not only manage the stress triggering emotions, but welcome them as a sign of what wants to change? We need to be the calm in a sea of noise; the light at the end of the tunnel; and most importantly, an expert in agile methods, applied to people and team development. Even bureaucratic companies can change if they have

the right diagnostics and an agility coach helping them. So, what does this require of us?

First, we have to be positive. Show them a roadmap for how to shift culture swiftly. Research shows that teams can change swiftly and if they reach critical mass with enough influential teams leading the way in a large company, they will shift the culture, too. Their leaders must be agile, and this requires unlearning first. The agile method is quite different than what they may have been doing habitually for decades. We all know it's more difficult to unlearn old habits than to learn a new one. Tunnel vision competencies need to be replaced with continuously changing agilities in this new global economy. Champions ready for this are in every company somewhere. We just have

to find them and support them!

So as coaches, what can we learn from the ethos of agile teams? Well, first let's start with the word Ethos.

Aristotle wrote about the three most compelling persuasion methods: Logos, which is persuasion through logic; Pathos, which is persuasion through emotional storytelling; and Ethos, which is persuasion through ethical example. His view was that while Logos and Pathos are useful, the Ethos of a person or entity is far greater in its ability to create wholesale change swiftly. People are moved most through ethical meaning.

For this reason, I'd like to propose that we look at the ethical and moral influence of agile teams to create viral influence that quickly spreads across the globe. My theory is that there's something that delights us about these disruptors that force us to look at ourselves and make new choices.

What do they do naturally? What do they do that makes us all better? Here's what our research has observed:

1 THEY DISRUPT DOMINANT PREDECESSORS

Meta-Strength: Courageous Guts
Character Strengths: Boldness, Integrity & Confidence

There's something about this set of character strengths that keeps things in check. This is the next generation saying, "no, we don't like how things were and we can make it better."

It's fresh, it's relevant and it enables the next generation of leaders to boldly express their own power and autonomy. This generational shift keeps us from becoming autocratic and top-heavy. It puts "the man" on alert. It enables democracy by preventing monopoly.

The tension that results keeps us all on our toes. Having a competitor to test our speed and mettle against is, quite simply, motivating in the most visceral way. The result? Rapid competitive differentiation that is inarguable.

2 THEY HAVE SOMETHING TO PROVE

Meta-Strength: Resilient Spirit
Character Strengths: Inspiration, Creativity, Openness

What's more fun than proving you can create something no one else has thought of? Insights are born from a unique blend of interests that no one else in the world can duplicate because they have their own set of interests. Disruptive ideas arise from immersion in numerous bodies of study or research, then converging to produce an extraordinary insight.

Once the idea is formed, a new vision of the future is possible. We are profoundly attracted to new ideas because they give our spirit hope. The first important step to manifesting something in reality is believing it is possible. This requires

a bit of hubris and a bit of crazy. The result? The imagination of the one, becomes the benefit of the many.

3 THEY ARE RUTHLESSLY FOCUSED

Meta-Strength: Mindful Wisdom
Character Strengths: Focus, Perspective, Diligence

Those who are agile actually enjoy constraints, but not the ones you might traditionally think of. There's something about having to do more with very limited resources that demands rigor and ruthless focus on priorities. Instead of seeing this as a limitation, agile teams are stimulated by constraints.

If others say it's impossible, all the better. They know that not having to

worry about what's most important is death to productivity and efficient decision-making. The result? Continuously prolific output that results from focus.

4 THEY HAVE GOOD VALUES AND INTENTIONS

Meta-Strength: Compassionate Humanity
Character Strengths: Empathy, Likability, Trust

Agile teams almost always have honorable intentions that concern the world at large in some way. They want to make the world better in some way by healing wrongs of the past. Inclusion and diversity is a given. There is a fundamental empathy in teams that are devoted to

healing the transgressions of the past. Profoundly innocent in many ways, they seem to represent the desire for a world that is kind and that takes care of their own. This is the glue that holds agile teams together. Not only do they have each other's backs, they also collectively serve some greater good for humanity or planet. The result? They are loyal apostles for their cause, willing to work tirelessly to serve a mutual cause together.

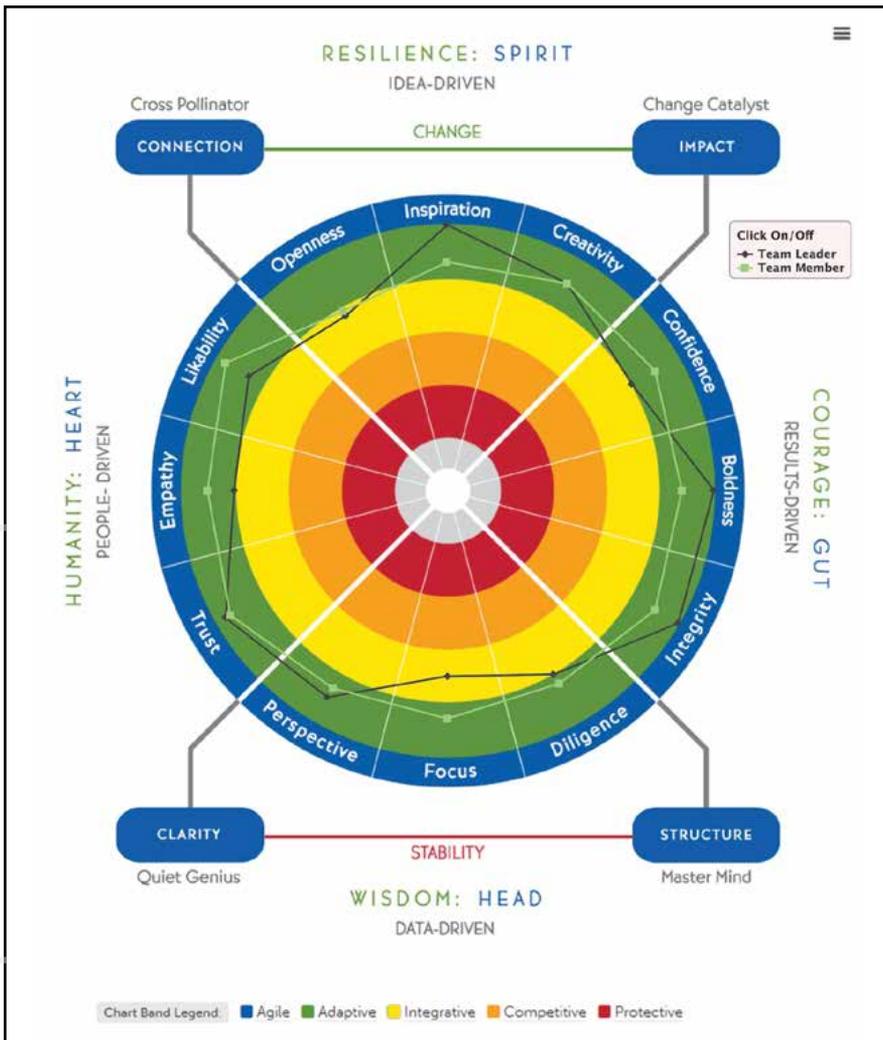
5 THEY ARE AGILE IN ALL FOUR META-STRENGTHS

What results? Flow. Agile teams have no time for dysfunction, drama and ego-politics because they can't afford to be, and because they employ agile methodology to their productivity process.

They are transparent and radically honest about reality. They don't have time for emotional escalations and are not afraid of conflict. Not one iota. In fact, they embrace it vigorously. Tension is part of their process because their minds work at another level of complexity that includes the need for angst to catalyze the creative process. They embrace polarity like it's self-evident.

So, how can we help more traditional clients learn the skills of agility, so they can morph to become more productive, creative, innovative and generative? I think it's crucial that we examine the link between character and agility. Character intelligence is anything but a soft skill. It's about growing up to interact in a way that embraces the facts about our reality right now. Agile teams are not softies. Quite the opposite, they are tough and full of grit, tenacity, responsibility and commitment.

Unless we have a framework of organizing principles and a common language to help us generate dialogue, we may not get very far in catalyzing the necessary change. And "far" feels like what is before us in these precarious times. We must embrace tension and polarities in ourselves in order to lead the way. •



GROUP COACHING

4 keys to maximize your impact, income, free time and client results

By Michelle Schubnel

If you're like most coaches, at some point in your career you'll consider working with groups of people instead of – or in addition to – coaching clients one-on-one. If you have that urge, you'd be wise to answer the call.

Group coaching is a growing trend and a natural part of a coach's professional evolution. There are so many reasons why! Working with groups of clients allows you to make a much bigger impact and be of service to hundreds, if not thousands, more people than you could ever reach if you only coach clients individually.

With group coaching you can bust through the income ceiling you inevitably hit when your practice gets full and your coaching rates top out. It's not uncommon for coaches to double or triple their income or more when they start working with groups.

Plus, when you coach groups you can say goodbye to a calendar chock full of coaching sessions and instead create more time freedom for all the other important things in your life.

Now you might be thinking, "Well that sounds great for the coach, but what about the client?"

"Do people really want to be part of a group program?" "How does group coaching even work?"

Those are all great questions, so let's begin by taking a look at why clients love group programs and how the group format can actually provide greater support for your clients.

For starters, research has shown that commitments made publicly are more likely to be kept and sharing progress with others makes people more likely to accomplish their goals. This means that when you coach groups you can create greater accountability so that your clients take more action and ultimately achieve better results.

Next, when people go for a big goal or focus on addressing an important issue, they often feel isolated. Being part of a coaching group

with others in a similar situation creates synergy, momentum and inspiration. Plus there is the collective group wisdom, which is one of the best ways to address, "Not knowing what you don't know." Hearing someone else's questions, concerns, insights and ideas around a common challenge is a powerful way to deepen learning, expand awareness and discover new insights.

And last, but definitely not least, group coaching typically provides a higher ROI. The fact is, most people are price sensitive, whether they are investing in their own personal growth or they are in charge of determining how to best utilize their limited corporate training and



development budget. Having a more affordable group option can make coaching with you an easier “Yes” because your clients feel like they are getting a deal, saving money and maximizing their return on investment.

Now that we’ve identified some of the benefits of coaching groups, let’s explore four keys to successfully coach your group.

KEY #1

Have A Common Focus And Specific Outcome

One of the big differences between coaching individual clients and coaching groups of people is that group coaching stays focused on helping people achieve a common, specific outcome.

You see, most coaches follow “the client sets the agenda” approach. Which means that even when a client hires a coach to reach a distinct goal, like finding and securing a new career, if another issue arises during the course of the coaching engagement, like a relationship challenge, the private coaching typically shifts focus for a period of time away from identifying the dream career and on to rescuing the relationship.

While there are ways to handle “life happens” situations in the group environment, effective and well-run groups stay focused on achieving a specific outcome, and that singular focus helps clients achieve maximum results.

KEY #2

Develop Your Group Session Framework

Coaching groups requires more structure than coaching an individual client. Fortunately, this is easy to address by creating a framework for your group sessions. Think of the framework as a roadmap for your coaching group. You’re not creating a script or strict timeline for each session. Instead, having a framework will ensure that each group session flows

well as your participants move forward towards the desired outcome.

Here are some of the items you can include in your group session framework:

- Participant Check-Ins
- Opening Activity
- Overview of Session Agenda
- Session Topic/Focus
- Content Delivery
- Learning Activity
- Coaching Questions
- Diad or Triad Exercise
- Brainstorming
- Group Discussion
- “Hot Seat” or “Spotlight” Coaching
- Action Commitments
- Takeaways

Can you see how having a framework for each group coaching session makes it easy for you to stay on track, manage the time and provide huge value for your participants?

KEY #3

Leverage Your Existing Coaching Skills

When coaching groups, your primary role is to hold the focus, establish the context, create the environment and manage the group dynamics. As a coach you already have your own unique coaching style that combines your natural talents, learned skills and life experiences. You have an existing coaching toolbox you can use in the group environment, whether that’s providing “hot seat” coaching to a single participant and debriefing in a way that everyone gains value or doing a coaching exercise with the entire group.

Plus, one of the most powerful aspects of group coaching is the collective group wisdom. Your job as the coach is to bring it forward. Instead of feeling like you need to deliver tons of content or ask perfect coaching questions, allow enough time and space to tap into the knowledge and experiences of your participants. The opportunity to gain insights and learn from peers can be just as important as interacting with the coach.

When you coach groups you can create greater accountability so that your clients take more action and ultimately achieve better results.

KEY #4

Create Engagement, Connection and Accountability

Humans are tribe-based creatures naturally hardwired towards community, so the more you can create connection and engagement within your group, the greater the participation, accountability and ultimately results. Here are just a few of the ways you can do this: Have participants introduce themselves and share something personal to create intimacy and connection. Facilitate the forming of accountability partners or small mastermind pods. Establish group ground rules and guidelines to create a safe environment. Use a tracking system so participants can monitor their progress. Encourage an action-taking culture where “done is better than perfect.” Game-ify your group by running contests where everyone can win.

In conclusion, as someone who has trained over 1,000 coaches how to design, market, fill and deliver highly rewarding and profitable group coaching programs, I believe that if you know how to coach an individual client and you want to coach groups, you can do it! The final key is to get started. •



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COACHING & CONTENT

Group coaching as a leadership development program

By Philip LeNir

Group coaching is a process in which a coach works with a small group of people with similar goals. Similar to one-on-one coaching, “Group Coaching brings the coaching conversation into a group context. It is an intimate conversation space, focused on goal setting, deepening awareness around key issues, taking action, and accountability.” (from *What is Group Coaching* by Jennifer Britton.) In organizations, group coaching also delivers the benefits of breaking down silos,

It's common to ask about the ROI of coaching but that's too narrow a view. We needed to prove that we were driving profitability, not merely covering the costs.

increasing collaboration, engagement and trust, creating a shared sense of identity and catalyzing informal coaching between participants.

But can group coaching be used to replace a typical in-house leadership development program, or will it always be complimentary to leadership development programs?

About 15 years ago we were challenged to bring a slimmed-down version of McGill University's IMPM program directly into an organization. The IMPM program is a Masters of Management program developed by world-renowned management thinker Henry Mintzberg. Rather than attempt to mimic the program, we experimented with the idea of running bi-weekly 90 minute "learning meetings" using the program's content.

Unlike a typical MBA program, the IMPM program is based on having participants learn from their own experiences. Most MBA programs use case studies which stimulate learning through other people's experiences. The IMPM content includes questions and structure which make it look a lot more like coaching discussion rather than training. Not surprisingly, our learning meetings using the IMPM content felt a lot like group coaching sessions with content.

Many coaching groups already leverage content. A coach will recommend books, articles, TED Talks or similar to support the group coaching process. The content will be selected to support the coaching

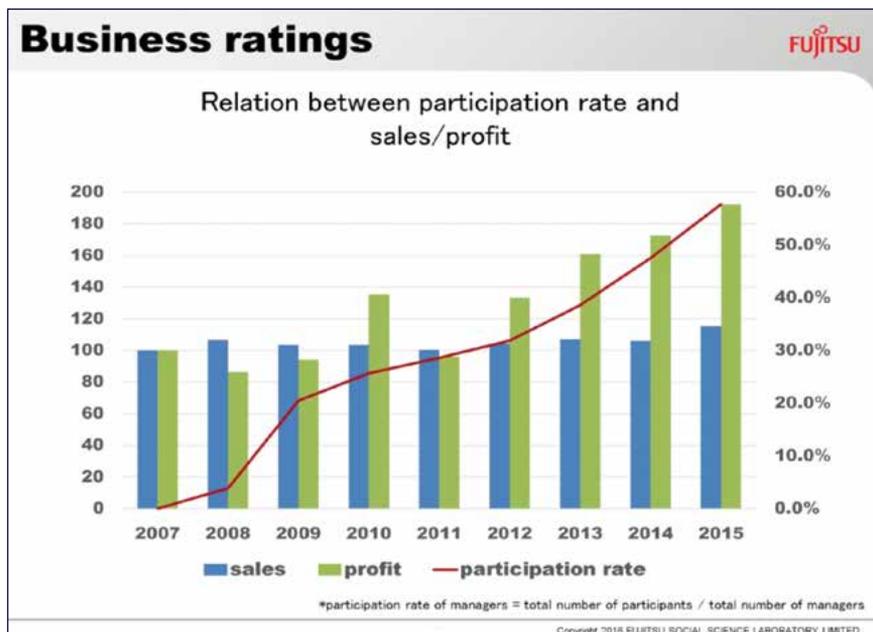
goals. For example, an article on emotional intelligence provides a lens to discuss one's own emotional self-awareness and how it helps, or hinders, with the coaching goals. The content colors and broadens the coaching conversation.

The IMPM content had a similar function in our sessions, but we selected and sequenced the content around the organization's competency model or leadership framework. Each session began with content which led to coaching goals rather than the other way around. This had the crucial benefit of enabling us to create programs which covered an organization's desired leadership competencies AND generated the direct impact on performance through the coaching aspects.

Finally, we had the issues of cost and scalability. A typical leadership development program costs far less per participant than a coaching program. This forced us to try something which is considered sacrilegious for some coaches. We experimented with self-directed group coaching. We gambled that the advantages of reaching a large number of participants in self-directed sessions would outweigh the impact of not having a coach running each session. Our gamble paid off, but it took many experiments to figure out how to make it practical!

Though it was highly beneficial to have a professional coach running each session, it was not necessary. Our content had the questions and structure to guide the group coaching. However, someone still needed to be the session facilitator and coordinator. We believed most managers could learn how to do this with some training and support.

One of the most innovative approaches to preparing managers to facilitate sessions came from one of our clients. They assigned a professional facilitator/coach to support a first cohort of participants. The graduates were then assigned as



facilitators for the next cohort and so on. Fairly quickly they had hundreds of highly competent in-house manager-facilitators available.

The final piece of this puzzle was to figure out how to accurately measure the impact of our group coaching + content program. It's common to ask about the ROI of coaching but that's too narrow a view. We needed to prove that we were driving profitability, not merely covering the costs.

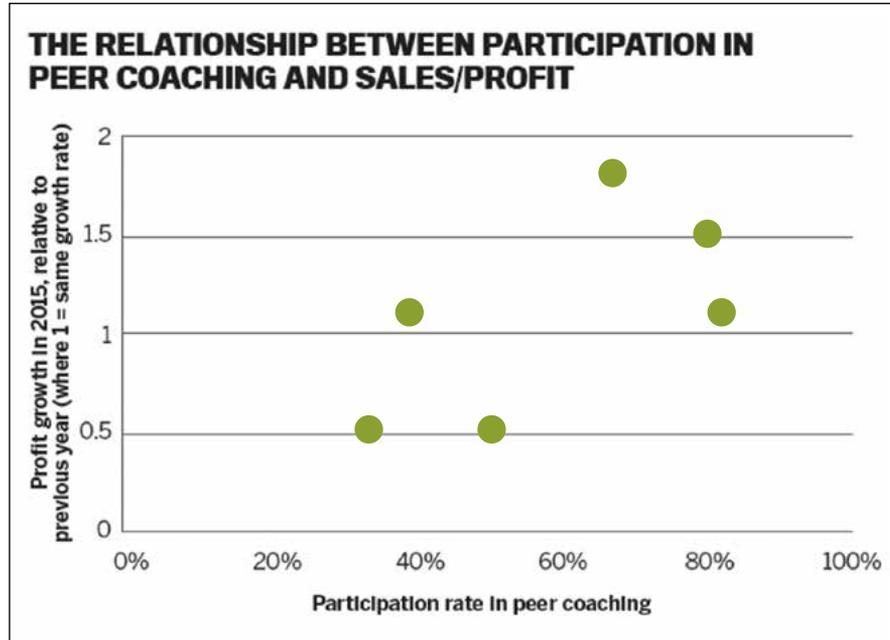
Our work with the Fujitsu group in Japan began in 2008. Fujitsu is a large global conglomerate with 159,000 employees. Two highly innovative senior vice presidents of their SSL division, Kentaro Iijima and Ken Senda, worked closely with our Japanese partner, J-Feel, for the past 10 years to develop the techniques and collect the data to prove the impact on profitability from group coaching + content.

They observed that participation in the group coaching program had many positive outcomes, but they were unable to determine the impact on profitability at first. Nonetheless, the other positive outcomes were sufficient to keep increasing the number of participants in the program year

Though it was highly beneficial to have a professional coach running each session, it was not necessary.

after year. In the fourth year, after overall participation rate increased past 30 percent, they observed profitability begin to increase in lockstep with increasing participation rate.

However, correlation does not imply causation. So they mapped the participation rate for multiple departments against the relative profit growth of each department. They dis-



covered that departments with higher participation rate had higher relative profit growth and vice-versa. This relationship was consistent year over year. This led them to conclude the group coaching + content program was the key factor to higher profit growth at the department level.

We call this program Coaching Ourselves. The program has now been spread to many other divisions across the Fujitsu group, as well as

For example, currently our programs leverage the technology already available in most organizations; a conference bridge or online group video platform for the sessions, a learning management system to distribute the content and manage the feedback, and a project management tool to organize and coordinate. This makes it easy for an organization to get started, but has limitations. We are developing custom software systems to better support the larger programs and continue to expand the field of coaching.

KEY LESSONS LEARNED:

- Group coaching plus leadership content will increase the impact of group coaching in an organization.
- Self-directed group coaching is an exciting new opportunity and provides many opportunities for coaches to have a greater impact across an organization.
- Innovations in coaching come from experimentation. Always be bold and look for new ways to deliver the benefits of coaching to your clients.

Coaching is still such a young and exciting field with many possibilities and new techniques still waiting to be discovered! •

many other organizations in eight languages around the world. It is used by individual coaches to support small group coaching programs and by organizations to run large scale programs which develop leadership capacity and support organizational change.

In the future we plan to continue pushing the envelop for coaching.



Tribe On1

A different approach to group coaching

By Renee Freedman, PCC, NCC, MSED

In 2009, I co-founded a philanthropic project providing pro-bono coaching to brilliant world-changers selected as fellows of a global organization. These fellows founded organizations, led innovations, or built businesses to solve some of the world's most challenging social and economic problems. Within a year, it became clear that the needs of these fellows transcended one-to-one coaching. They needed concurrent help with intense personal life issues, branding, financial modeling, strategic planning, business scaling, pitching, and more.

Adding pro-bono mentoring helped some. The fellows needed a wide range of support. Many lacked the foundational skills needed to be professionally successful, feel good about themselves, and navigate life's responsibilities.

While vetting one master coach to join this project, he queried about the opportunity to work in person with the fellows. That question led to the development of a process of immersion in which coaches and mentors engage in an inverted version of group coaching with complementary mentoring support designed specifically to help the fellows to navigate crossroads, get unstuck, solve daunting problems, and expand the impact of the fellows' projects.

Group coaching is traditionally conducted with one coach serving several coachees with the coach asking questions and providing feedback in a specific context. That coach is also responsible for facilitating the intervention, ensuring that everyone has the opportunity to speak and receive coaching.

The TribeOn1 collaboratorium flips that model. Its designed to deliver collective coaching (and mentoring) support to one coachee. Instead of employing one coach to many coachees, the process devotes multiple coaches to one coachee. This coachee receives concurrent collaborative support from his or her team of coaches and mentors over the course of 3.5 days.

TribeOn1 offers leaders the opportunity to be surrounded and fully supported by a team of coaches and mentors who are present only to help them. Coaches and mentors participate in the TribeOn1 collaboratorium specifically to offer their time and expertise on a pro-bono basis in order to be of service to something greater than what their day to day coaching offers them.

SELECTION

Twelve world changers (social entrepreneurs, activists, visionary CEOs, public artists, and non-profit executive directors) are offered the opportunity to invest in themselves in this process. This limit enables the development of an intensely intimate collaborative environment.

Individuals with projects or organizations with the focus of social, economic, or industry impact are invited to submit applications. Individuals identified as facing almost unsurmountable, potentially devastating, one-of-a-kind, or highly complex challenges are chosen.

World-class coaches and highly accomplished professionals are chosen based on the combination of experience, care, and skill that is the best fit for at least two 'ones'.

Team composition is then determined. A typical team might consist of a combination of leadership, spiritual, and life coaches as well as branding, fundraising, and business mentors. Once coaches and mentors have confirmed their participation, they are then oriented to what is expected in their role.

ACTUALIZATION

After selection, each 'one' is tasked with pre-work complete and submit prior to the actual event. At the event, each day has a slightly different focus.

- The first day is dedicated to learning what the coachee needs, what the team members are offering, and setting objectives. During this day, a team facilitator shares the structure they think would best serve the coachee.
 - The second day is focused on identifying obstacles and challenges as they come up during discussion, exercises, and coaching. Often during the second day, the team will break into sub-teams and work on challenges individually while the coachee moves between them.
 - The third day is devoted to integrating ideas, crafting solutions, and developing practices to support perspectives that have shifted. By the end of the third day, the coachees have clear strategy, a personal transformation, innovative branding, and a team of long term committed resources.
 - The experience ends the following morning with the 'ones' debriefing the coaches and mentors, sharing next steps, and expressing their gratitude.
- Each day, team members engage the 'one' through coaching, advising, strategizing, and exploring new ideas, concepts, and activities. Coaches and mentors brainstorm, tag team, share different approaches, and create a new possibility together.

VALUE

In the five TribeOn1 collaboratoriums conducted from 2011 through 2018, 50 inspiring leaders have thoroughly transformed the direction and/or foundation of their work and the quality of their lives.

- Eric, an ecology professor, longed to transition out of academia and into consulting. He left the 2011 collaboratorium with a plan of action, confidence to negotiate, and a clear idea of the value of his expertise. In the years to follow, he parlayed that into a partnership with two others to develop a data visualization company which was then acquired for a large sum by a major data collection corporation.
- Alex was depleted physically, mentally, and emotionally. Leading the nonprofit organization that he founded to teach farming skills to lift generations of poor families out of dire poverty in dark Africa required great personal sacrifices: long periods of traveling far away, making decisions without a team he completely trusts, and uncertainty about his personal safety.

He lacked a stable personal foundation that could replenish his spirit and self. He was ready to walk away after helping 2300 Congolese families. His 2012 collaboratorium team huddled with and coached him to develop a new model for building resilience, a different

way to ensure his safety, and practices to take care of his personal wellbeing.

Five years and 10,000 self-sustaining families later, Alex has a hobby he is passionate about, strong friendships that support him, handed the reins of the organization to a successor, and started his next poverty lifting endeavor.

Instead of employing one coach to many coachees, the process devotes multiple coaches to one coachee.

- Sheena struggled with leadership. She was blind to the difference between managing and leading, being liked and being respected, as well as being demanding versus empowering. As the CEO, her socially entrepreneurial company needed her to step up in order to provide additional micro-loans to aspiring third world entrepreneurs.

Her lack of self-confidence plummeted her into conceding her power, forced her into accepting unwanted decisions made by others, and rendered her feeling unsure of and unhappy with herself. Her 2015 TribeOn1 team coached and mentored her in the distinctions she did not understand, leadership techniques, in practices for building courage, and to understand how a long-term leadership coaching relationship would benefit her.

She has since renamed and reorganized the company, raised capital to increase the availability of micro-loans, and been recognized publicly for her leadership.

Major insights and surprising shifts in awareness are not limited to the coachees. Most attendees reported receiving unexpected personal value that have benefitted their lives, their habits, or their businesses. These have included:

- Extending the reach of their impact and expanding their network
- Recognition of the value they provide
- A change of approach to business strategy
- New practices, exercises, and methodology to engage in
- Finally understanding the necessity for self-care practices

Imagine receiving for yourself or offering to your clients this type of transformational support. Feedback from 'ones' reveals that this is a once-in-a-lifetime experience. Feedback from the coaches and mentors reveals that the type of intimacy and connection created and the contribution they are able to make has them longing for more opportunities to participate. •



Vacation Mindset

Bringing that holiday feeling into daily life

By Nancy Dewar, MEd, PCC, CLC

My vacation was a success; I am back! Now how do I stay here? You know that feeling of being relaxed, focused, happy and content; viewing the world with a positive outlook and looking forward to the day; reacting more slowly and in control; getting the outcome I am really looking for. That feeling of, “this is great and I just want it to stay for as long as possible.”

When we leave our vacation mindset, we get caught up in our ego selves, back in the daily pressures and stress of life, living in our corporate identities that leave us feeling drained and unfulfilled.

It is possible to get back to the vacation “you” by using mindfulness techniques to bring you into the moment; to experience and connect back to who you really are and stay focused on the outcomes that serve the inner you.

“When we leave our vacation mindset, we get caught up in our ego selves, back in the daily pressures and stress of life, living in our corporate identities.”

If you woke up each morning with the same focus and feeling of contentment as you have on vacation, what would change in your world? Would you be nicer and a little more patient? Would you take a few minutes to think before answering someone? What does

the vacation “you” look like back in the real world?

It’s an interesting concept and one that I always strive for every time I come home feeling like myself again and wanting to keep that feeling for as long as I can. But what I have figured out is that I can come back to this feeling in the midst of my day. The daily pressures will not change, but how I react to them can.

Using simple mindfulness techniques like the following can change the way you feel and respond to everyday life:

1. Take a breath in a meeting before responding to something someone says.
2. Take a walk at lunch and get some “me time” before continuing your workday.
3. Control your schedule by not booking anything at the beginning or end of your day to allow you time to think about how you want the day to unfold and reflect at the end of each day on what went well and what needs to be different.
4. Manage your priorities based on what will create the biggest impact and don’t let your day get away from you.
5. Use breaks to not just get a coffee, but as a real break away from everything and everyone.
6. Put your phone away for a short time and/or check it less frequently.
7. Use music to calm your nerves and help you focus.

These mindfulness tips seem simple, but they are not easy. Try one this week and see how you do. See if you can access the real “you” even for a moment. Research shows that if you can, it not only can help you feel happier, but it can also improve your physical wellbeing. Worth a shot! •

THE FUTURE OF COACHING IS NOW!

With *choice* Magazine



Here's what we're working on to keep you on the leading edge of what's happening in the coaching world:

V17N1 Measuring for Success

You can't know how far you or your client has come, or needs to go, unless you measure along the way. Instruments today can assess the client and the coach. What are the different types of tools available and what are they used for? How do you measure the effectiveness of your coaching engagement? How, when and what do you use to engage with your client to increase self-awareness? Join us as we examine instruments and methods to support and enhance your coaching engagements.

Article Deadline: Closed
Advertising Deadline: January 15, 2019
Mail Date: Mid-March, 2019

V17N2 Breaking the Walls of Coaching

How are people outside the coaching profession using coaching? When and how can they use coaching? How do we bring coaching skills into all areas of our lives? How do coaches use coaching in all areas of their lives? Who needs coaching as a skillset? Join us as we explore coaching both for the non-coach and in non-coaching situations.

Article Deadline: March 1, 2019
Advertising Deadline: April 15, 2019
Mail Date: Mid-June, 2019

V17N3 Taking Care of Business

How do organizations decide that coaching is for them? Who is the decision maker inside the organization and how do they choose and implement a coaching program? How do coaches market and get into corporate coaching programs? What are the different types of coaching required in corporations? What qualifications and tools do you need to be a corporate coach? Join us as we explore coaching in corporations.

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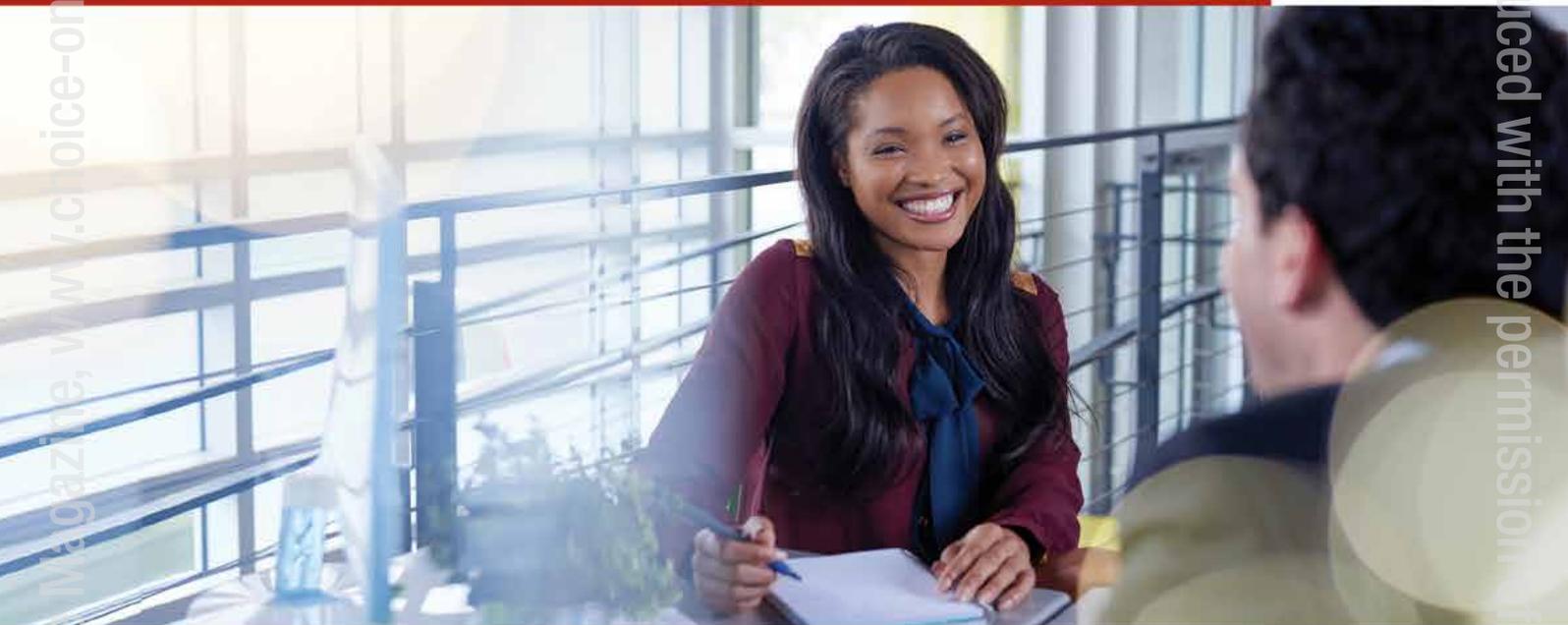
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