



Coaching Leadership

A note from ICCO's President

Dear ICCO Supporters,

We honor you for the energy and dedication you invest in the continuous improvement of how coaching is delivered in organizations. The first issue of the *CoachLeader Update* had a single focus: the topic of the implications of neuroscience discoveries regarding the transformative process we call coaching. We now bring you a more multi-faceted second issue of the *CLU*, and will alternate between these two approaches in the future.

In this issue, Belgian international coach Philippe Rosinski masterfully synthesizes the synergies

gained through "Coaching From Multiple Perspectives." CEO advisor Frumi R. Barr picks her latest "great read" for her review of a book on asking powerful questions... a staple for anyone involved in coaching. And Karl Corbett summarizes the most striking findings of the Second Annual Sherpa Executive Coaching Survey for our readers. Those of you who participate in ICCO's TeleForums will recognize the themes of the last, very stimulating TeleForum call conducted around Sherpa's research.

Tell us what you like about the *CoachLeader Update*, how you are using it with colleagues and associates, and what themes you care about the most. Start a conversation... and we'll publish it in the *CLU*, for others to respond. Make the *CLU your* publication!

Cordially,
Agnes Mura, ICCO President

Upcoming ICCO Events:

SYMPOSIA:

You are invited to these exclusive events, whose attendance is limited to a maximum of 30 participants in order to ensure in-depth work, intimate dialogue and meaningful networking opportunities.

Mexico City, Mexico Symposium (IV)

Dates: May 24-25, 2007

Theme: *Coaching para Culturas de Efectividad*

Seattle, WA Symposium (V)

Dates: June 14-15, 2007

Theme: The Neurosciences and Organizational Coaching

Symposium Fees:

\$395.00 members rate

\$550.00 non-members

Two lunches and several snacks are included

To register for any of these events, please click here: [REGISTER HERE.](#)

TELEFORUMS:

We regularly post new and stimulating TeleForums on our ICCO website. Please visit us at www.coachingconsortium.org and click in bottom right corner on "ICCO TeleForums" to go to summaries and audios of past TeleForums.

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Coaching from Multiple Perspectives

Philippe Rosinski, M.S., M.C.C.

As coaching is establishing itself as a new discipline, I am pleased to notice that many of the “scholars” who are contributing to the “institutionalization” of coaching, have adopted the view that coaching should be enriched by multiple perspectives for more relevance and impact. Linda Page has well summarized this evolution: “There is a growing consensus that the field of coaching studies should be cross-disciplinary, multi-disciplinary, or inter-disciplinary—that is, a hyphenated field rather than one that is “owned” by any one existing academic discipline.” (Page, 2006)

Coaching, if it integrates multiple perspectives, is a powerful vehicle for enabling sustainable and global success (for oneself and for others). I use the term “global coaching” to refer to this broad and inclusive form of coaching. Coaching from multiple perspectives assumes an enlarged mission for the executive coach and implies the readiness to engage in a life-long learning journey. I have found the general perspectives mentioned in the table below to be particularly useful.

Perspective	Definition/explanation	The essential qualities fostered by the particular perspective
Spiritual	Spirituality is an increased awareness of a connection with oneself, others, nature, with the immanent and transcendent “divine”. It is also the ability to find meaning, derive purpose and appreciate life.	Meaning and Unity See comment in section below (“Cultural”).
Cultural	“A group’s culture is the set of unique characteristics that distinguishes its members from another group.” (Rosinski, 2003) External characteristics include behaviors, artifacts and products. Internal characteristics include norms, values and basic assumptions.	Diversity and Creativity In our complex, multicultural and turbulent environment, it is increasingly essential to learn how to embrace diversity, bridge cultural gaps, learn from cultural differences for more creativity, live meaningfully, act responsibly, overcome divisions and strive for unity (internally and externally).
Political	“Politics is an activity that builds and maintains your power so that you can achieve your goals. Power is the ability to achieve your meaningful, important goals. Politics is a process. Power is potential and it comes from many sources.” (Rosinski, 1998a)	Power and Service Politics is inherent to organizational life and essential for leadership. Politics becomes constructive when it also works in the service of others. As power gives impact and leverage, service can guide your actions.
Physical	“Of or relating to the body as opposed to the mind” (Oxford Dictionary, 1998)	Health and Fitness Health and Fitness are fragile foundations that can easily be taken for granted but should be actively nurtured instead. “Mens sana in corpore sano” (a healthy mind in a healthy body).

Perspective	Definition/explanation	The essential qualities fostered by the particular perspective
Psychological	Psychology is the study of individual personality, behaviors, emotions and mental processes. Psychology differs from culture in that its primary focus is the individual rather than the collective, “supra-individual.”	Emotional and Relational The psychological and managerial perspectives constitute the two pillars of traditional coaching.

Coaching is an art in that it implies choosing, in any given situation, an approach that is most likely to generate insights and foster progress. For the coach, it means exercising one’s ability to juggle multiple perspectives, and even more powerfully, one’s capacity to seamlessly link and possibly leverage these alternative viewpoints for addressing the coaches’ challenges.

COACHING EXAMPLES

A goal for one of my coachees was to become more assertive (i.e., having what transactional analysis refers to as OK-OK mindset and behaviors). In his case, this was particularly necessary for dealing with unfair criticism and conflict. Relying on cognitive and behavioral psychology, including using the coaching safe environment to practice engaging in his challenging situations through role playing, this executive notably learned to connect with anger (which he tended to mute when treated unfairly), and to give up a self-imposed and self-defeating standard of perfection. My coachee executive had no difficulty, however, when stepping back from his daily work environment, to see the big picture and take effective actions. His marathon training routine, several hours of running a week, was a source of well-being and an opportunity to calmly reflect.

On the other hand, another coachee had no issue with asserting his positions. Yet, he was feeling uneasy. He was treading in a complex terrain with multiple stakeholders trying to negotiate the best possible agreements with the goal of setting up a new business venture in the most effective way. Coaching from a political perspective proved very helpful here. Still, it was not enough to increase his satisfaction and fulfillment.

The spiritual perspective helped him to keep sight of his larger mission: the highly financially profitable enterprise he wanted to create was meant to serve society by making breakthrough biomedical findings available in medical treatments. He learned to connect with himself, significant others and his mission at a deeper level. On one occasion, sensing his stress, I proposed something I had never tried before in a coaching session: spending half-an-hour walking in the forest of Soignes nearby. Uniquely, this wilderness extends into parts of Brussels; you might encounter a deer if you silently walk by. My coachee welcomed the invitation and, a few minutes later, we were in the forest of Soignes. He was still busy talking and, at one point, I asked him if he had noticed the beautiful surrounding. He admitted not having paid attention. I invited him to look attentively. I also suggested touching the trunk of a huge tree, focusing on feeling and internally visualizing the tree, his body, and the contact between the two.

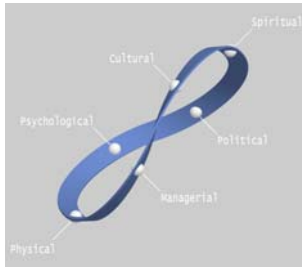
In just a few minutes, my coachee had calmed down and felt a sense of serenity. The half-an-hour spent was quickly “regained” by his increased clarity in the last part of our coaching session for creatively addressing some of his complex challenges. He commented about the fact that nobody else was walking in the forest, despite its proximity and beauty. This short detour became for him a metaphor for stepping back, regaining perspective, noticing and appreciating.

Being both in healthy contact with one’s emotions and having adequate distance from them equate to acting with a cool head and a warm heart. This exemplifies the notion of unity, which I see as a form of completion, wholeness, or globality, achieved through the synthesis of differences (psychological or cultural), and not to be confused with uniformity, a bland version in which disparities have been eliminated (Rosinski, 2003).

MÖBIUS STRIP

Reflecting on my practice of coaching executives, I tried to further conceptualize the multiple perspectives notion. I wondered how to graphically best represent the relationship between the various perspectives (my former engineering background may have incidentally popped up here!). The Möbius strip then stood out. The Möbius strip, also called the twisted cylinder (Henle, 1994), is a one-sided surface obtained by cutting a closed band into a single strip, giving one of the two ends thus produced a half twist, and then reattaching the two ends (Gray, 1997).

Figure 1. Multiple perspectives in coaching on a Möbius strip. (© 2006 Philippe Rosinski. Reproduced with permission)



Amazingly, the Möbius strip paradoxically represents unity and infinity at the same time: the Möbius strip has only one side and one edge, and ants could crawl on it forever. The mathematically inclined might want to even enhance the model by weaving fractals into the strip, thereby actually producing an edge of infinite length.

The multiple perspectives could be imagined as diverse viewpoints lying on a Möbius strip (see Figure 1 above). Of course, I do not think we can know the ultimate representation of a complex reality and I doubt a single representation even exists. Multiple representations can co-exist, each with its own merits and limitations. This Möbius strip representation is merely an attempt at highlighting certain characteristics that seem important: unity (one side and one edge) and at the same time, infinity. The one-side and one-edge property evokes the concept of unity we discussed earlier. Moreover, the ∞ shape visually combines dilatation and contraction, mirroring exploration and openness together with focus and closure, all necessary for creative coaching. Finally, the duality unity-infinity inherent to the Möbius strip is a powerful reminder for global coaches that everything is interconnected. It is an invitation to leverage diversity and foster synthesis.

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Philippe Rosinski is an expert in executive coaching, team coaching, and global leadership development, sought after by leading international corporations. He is the author of *Coaching Across Cultures* and his pioneering work in bringing the crucial intercultural dimension into the practice of coaching has won him worldwide acclaim. He is the first European to have been designated Master Certified Coach by the International Coach Federation. He is principal of Rosinski & Company, an international network organization that helps leaders, teams and organizations unleash their human potential to achieve high performance together with high fulfillment.

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Book Review by Frumi Rachel Barr MBA, Ph.D

Change Your Questions, Change Your Life: 7 Powerful Tools for Life and Work

Change Your Questions, Change Your Life by Marilee Adams, Ph.D. is a powerful book able to transform both people and organizations by introducing simple and pragmatic tools for increasing personal and business effectiveness. The tools an especially solid foundation when used to coach leaders and teams.

When the reviewer presented this book to a senior executive at a large not-for-profit organization, the executive immediately saw the benefits of QuestionThinking (QT) and bought twenty copies for members of her management team. At the next team meeting, a year-in--review, they used this book as a way to open the conversation to better questions and a different way of thinking through the organization's challenges. Within a short time the language of the book was shared with other departments and other management teams. Whereas previously the executives were stuck saying things like "we tried that in 1994 and it didn't work" they were now open to asking new questions and embrace new perspectives.

The book is a parable, the story of Ben Knight. Ben finds himself challenged in his new promotion to a highly responsible management position, while his marriage is also in trouble. His transformation is the book's journey.

In this practical book, author Marilee Adams Ph.D., demonstrates how the kind of questions you ask can profoundly affect your self esteem, relationships, and career. She introduces 'Question Thinking', an-easy-to-use system for transforming thinking, action, and results. The ability to think productively rather than reactively lies at the heart of Question Thinking. It is an important key to building high emotional intelligence and making wiser choices. QT methods can also help empower successful learning organizations.

The author asserts that thinking actually occurs as a question and answer process. For example, when you get dressed in the morning you may have asked yourself questions like these: *Where am I going? What's the weather? What's comfortable? or What's clean?* You answered your questions by *doing* something. You are in effect, wearing your answer.

When people or organizations get stuck, it's natural to look for answers and solutions. But in so doing they can unwittingly create blocks instead of openings. They first need to discover the questions that are holding them back (which reflect their specific perspective) and change them; otherwise they keep recycling the same old, unhelpful answers.

The author also demonstrates how questions drive results. Consider three companies, each one driven by one of the following questions: *What's the best way to satisfy shareholders? What the best way to satisfy customers? What's the best way to satisfy employees?* Each will have a different effect on priorities, everyday behavior, and strategies for achieving goals. The results of a company consciously and diligently working on the trade-offs and balances called forth by considering all three of these questions would be impressive.

The learning tool in the book that really captured the reviewer's curiosity was The Choice Map, a graphic job aid that illustrates the effects of operating from different mindsets and different questions. In every instance of our lives we are faced with choosing between two paths – the Learner path and the Judger path. We take the Learner path by conscious choice. The other path, the Judger path, has to do with reacting rather than choosing. A third road, the Switching lane, allows for the deliberate transition from Judger to Learner paths. Most of the time, we shift back and forth between Learner and Judger paths, barely aware we have any control over which one we have chosen. But we do have choice in every moment; it begins when we can observe our own thinking. We step into the position of a neutral and open-minded observer, then notice your moods, thoughts, and behaviors so we can check out the questions that precipitated them. In the moment, we become a conscious observer of our own life, an essential leadership quality.

Here is a quick A-B-C for *Learner* Choice:

Awareness	"Am I in being a Judger right now, versus a Learner?"
Breath	"Do I need to step back, pause, and look at this situation more objectively?"
Curiosity	"Do I have all the facts? What's happening here?"
Choice	"What are my choices?"

Question Thinking tools like the Choice Map and the distinctions between Learner and Judger questions give you the ability to recognize what kind of questions you're asking and where they might take you. If it doesn't look like they are taking you where you want, reshape them so they do.

Judger Questions

- What's wrong?
- Who's to blame?
- How can I prove I'm right?
- How can I protect my turf?
- How can I be in control?
- How could I lose?
- How could I get hurt?
- Why is that person so clueless?
- Why bother?

Learner Questions

- What works?
- What am I responsible for?
- What are the facts?
- What's the big picture?
- What are my choices?
- What's useful about this?
- What can I learn?
- What is the other person feeling, needing, wanting?
- What's possible?

Switching in real time is a core conflict and stress management skill – one that applies in your relationship with yourself and everyone else. An organization or team run by people who stay predominantly in Judger mode tends to have greater levels of stress, conflict, and problems with staff. Being in a Judger mindset slows down work and communicating with other people becomes increasingly more challenging.

We free ourselves from Judger by accepting it as part of us and deciding not to be ruled by that part of ourselves. Using the Choice Map, Switching questions, and the Learner and Judger distinctions is a daily practice. It's about *accepting* Judger and *practicing* Learner, an attitude that is part of each of the powerful work and life tools outlined in *Change Your Questions, Change Your Life*.

New Insights from the Second Annual Sherpa Executive Coaching Survey

By Karl Corbett

The questions were asked, and the answers may surprise you. In this exclusive review of the remarkable Annual Sherpa Executive Coaching Survey, Karl Corbett, who conducts this survey for Sherpa Coaching, Penn State Executive Programs and the Tandy Center for Executive Leadership at Texas Christian University, provides insights into the implications of the results. The Second Annual survey had more industry participants overall (800 vs. 575, up 38%) and more practicing executive coaches responded (480 vs. 335 last year, up 43%). The number of respondents who have used an executive coach and those who purchase coaching services both tripled this year.

For this article, we took a fresh look at our executive coaching survey. We took a look at executive coaches broken down by their client base: a) some coaches are paid by the coachee's employer, b) some are privately paid and c) some have half their services paid by employers and half by the individuals they coach. We also discovered a significant insight in our data about coaching delivery, and it seems to make a case for face-to-face coaching. We'll share the data, and you can draw your own conclusions.

The ICCO showed big gains in consumer awareness and credibility. We asked who should certify coach training programs. Among HR professionals, purchasers of coaching and coaching clients, 15% favor the ICF to accredit coach training programs, versus 12% for the International Consortium for Coaching in Organizations, with 10% favoring colleges and universities.

On to the new revelations. To get a more detailed look at the way coaching works, we looked at executive coaches who work mostly with employer-paid clients, those who work primarily with private pay clients, and those whose practice is split half-and-half .

Fifty percent of the surveyed executive coaches work in the employer-paid arena. The remaining coaches were split, with one quarter working mostly with private pay clients, and another quarter working half and half. When we look at where these coaches agree and where they disagree, some interesting patterns emerge.

What do all the surveyed executive coaches have in common?

Over two-thirds have formal training or certification as a coach. There is growing support for standard practices in coaching, similar to financial planning and accounting. Half of all coaches and two-thirds of HR professionals, purchasers of coaching services and coaching clients say “having a recognized and standard process for coaching, similar to the accounting or financial planning professions”, is either “absolutely essential” or “very important”. As newer coaches become established, that support will grow, because over eighty percent of new coaches, those working for a year or less, say the business needs standards for practice.

All three groups are doing the same amount of work. Three quarters of all executive coaches, across the board, meet with 10 or fewer unique clients each week.

There is agreement that coaching assignments are not meant to be unlimited in time. A majority of executive coaches in all three groups work limited engagements, lasting six months or less.

Where do these three groups differ?

Private pay coaches see half as many clients as employer-paid, but meet with them twice as often. The typical employer-paid engagement sets meetings every other week, while private pay coaches meet with their clients weekly.

Veteran coaches get more employer-paid work. More than ninety percent of employer-paid coaches have been in the business for three years or more. Only seventy percent of private pay and those combining private pay and employer-paid have practiced for three years or more.

Employer-paid coaches earn a higher hourly rate, with thirty-seven percent earning \$150 to \$299 an hour, and forty five percent earning \$300 or more. Only twelve percent of private-pay coaches earn \$300 or more an hour.

Private-pay coaches work more often with urgently problematic issues. Most private pay business involves coaching for ‘individuals in transition, such as a new job or promotion’, at twenty percent, or for ‘individuals with a specific challenge or problem’ at forty percent.

Employer-paid coaching, more than half the time, is for ‘people who need leadership development.’

Employer-paid coaches work with senior managers and top-line executives more than half the time. Private-pay coaches work on that level just twenty-six percent of the time.

One survey topic has sparked controversy. How is coaching delivered: in person, or by phone? Our new analysis, splitting coaches out by client type, sheds light on the subject. To draw conclusions from the data, we need to tie several themes together.

Employer-paid coaches deliver well over half their coaching activity in person. For other coaches, in-person delivery accounts for only forty percent of their activity. Although employer-paid coaches charge more per hour, we can’t draw any conclusions about the dollar value of delivery methods, since employer-paid coaches also work more often with top-level managers and executives, which may be a factor in their pay-differential.

Almost eighty percent of employer-paid coaches tell us that in-person delivery is the most effective. Ninety percent of coaching clients and purchasers of coaching agree. However, less than sixty percent of private pay coaches say in-person delivery is the most effective.

We do know that private-pay coaches have fewer clients, and charge less per hour. As a group, they are less experienced. We also know that telephone coaching expands the coaches' effective territory, allowing them to sell services to a larger market. That would explain why private-pay coaches do more telephone coaching. It doesn't explain why a majority of private-pay coaches feel telephone coaching is the most effective method, however. With ninety six percent of coaching clients in our survey naming in-person delivery as the most effective method, there is a contradiction that deserves discussion. Private-pay coaches may be naming as 'more effective' the methodology that best suits their business model.

In our published results, released in February 2007, we found several points of interest:

- Most coaches want a set of practice standards, and two out of three clients favor a uniform, well-documented process for coaching. Expect the industry to move in the direction of something similar to the CPA and CFP designations.
- Ninety percent of HR professionals, buyers and clients see the value of executive coaching as high. More than one in three, however, see the credibility of coaching as mediocre or low. That's a big discrepancy, and something the industry needs to address.
- Less than ten percent of client organizations have a process in place to measure return on investment. Coaches who provide a way of calculating ROI add real value to a coaching engagement.
- Veteran coaches are making more money, but executive coaches in their first two years of business reported earning less this year than last.

What coaching managers and clients can learn from this year's survey

- If you don't know how long a coaching engagement should last, you're not alone. Sixty percent of engagements are set up with no specific limits, with duration decided case-by-case.
- Coaching costs more. Seventeen percent of coaching engagements (up from nine percent last year) cost \$300 an hour or more.
- Coaching is becoming an integral part of leadership development. This year, half of all coaching engagements are part of leadership development programs, up from forty three percent last year.

What executive coaches can learn from our survey

- The longer you stay in the business, the higher your rates will be. Expect to earn \$150K a year, if you make it past the five-year mark.
- As your career advances, you'll have more clients, but you'll meet with them less often, so your workload won't necessarily go up.
- Clients want industry-wide certification and in-person services more than executive coaches do. Every industry must meet the demands of the market, so expect some changes over time.

Our conclusions? We try not to draw any. The Sherpa Executive Coaching Survey is designed to 'take the pulse' of the industry, and identify trends in the business from year to year. We collaborate with the executive education programs at major universities, because they help us ask better questions, analyze our data more effectively, and invite more people to participate. We offer our survey results at no charge, in the interest of making coaching a more credible and focused profession.

Our membership in the ICCO inspires us to become better coaches and training providers, as well. We are delighted to share this exclusive new information in this newsletter, and encourage our readers to share it, industry-wide. For more details and methodology, visit www.sherpacoaching.com.

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