



## Federal ITA Wins DC's First Prism Award

by Arty Coppes, ACC

**A**s a kickoff to International Coaching Week, the ICF Metro DC Chapter presented its first Annual Prism Award to the U.S. Department of Commerce, International Trade Administration (ITA) during a luncheon January 30, 2009.

ITA's mission is to create prosperity by strengthening the

Coaches provided tools to ITA leaders to improve employee engagement and productivity. Because coaching was new at ITA, staff worked with coaching vendors to develop a plan for educating ITA leaders on the benefits of leadership coaching. The program began as a pilot with 50 managers, who each received 9 hours of coaching. The program quickly



*Michelle O'Neill, Acting Undersecretary of ITA (third from left), flanked by coaches Robin Tucker (left), Bill Pullen and Susan Braverman and Ron Sloan Chapter President at the January 30 Prism Award Luncheon.*

competitiveness of U.S. industry, promoting trade and investment and ensuring fair trade and compliance with trade laws and agreements.

gained popularity. Soon there was a waiting list. Several leaders found the program to be so beneficial that they

*(See Prism Award page 13)*

## Welcoming Change

**B**eginning with this issue, we are delighted to introduce a regular column, Global ICF Gleanings by Ed Modell, PCC. Ed was recently elected to the global ICF Board, and we are blessed to benefit from his many contributions.

Other changes we welcome are more member contributions, now possible due to publishing online only. Contributions for this issue unexpectedly came together to form a theme: Life purpose.

Do you have something to say on applying a particular method to coaching or about a specific coaching niche? Share your ideas. The possibilities for exploration in *Learning* are endless.

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# Message from the President

by Ron J. Sloan

**S**USTAINABILITY . . . if you can't make a living, you can't make a difference!

What are your concerns for 2009? How will you make a difference this year? Will you be able to attract new clients AND keep the clients you had in 2008? If you are an internal coach will any of the down-sizing "consultants" affect your programs, your role, and your job? Will you make a living? Will you make a difference?

As I sit at my desk thinking through this column, I think about the evening news reports with their relentless consistency about continuing difficulties the economic crisis is causing. How deep is a "deep recession" anyway? How long can it or will it last? What hope is there for a quick recovery and a return to the "good old days?" What *were* the good old days like?

Dzigar Kongtrul Rinpoche writes, "A fresh attitude starts to happen when we look to see that yesterday was yesterday, and now it is gone; today is today and now it is new. It is like that—every hour, every minute is changing. If we stop observing change, then we stop seeing everything as new."

So, in looking to the future and embracing change, sustainability needs to become the

focus for businesses, corporations, organizations and individuals. The challenge is tremendous. The opportunities are also tremendous, particularly for our profession. The future is for planning and action while the past, well the past is for explanations. Nothing changes in the past. Sustainability is about the future.

As one of the most active chapters in the International Coach Federation, the Metro DC Chapter affords us a chance to build on action. I have challenged our Board to incorporate the awareness of SUSTAINABILITY in all that we do. Our chapter, by all measures, is highly successful, and we have tremendous member support and involvement. As the challenges of 2009 continue to present themselves, it is our goal to continue to build on past successes, while pursuing sustainability in the future. Our goal is for our members to make a living in this profession and continue to make a difference.

Our programs, our conversations, our meetings and our focus will be to support each other in SUSTAINABILITY.

Join us! Get involved! Share your ideas, thoughts and actions in this effort. Make a difference!

The Metro DC Chapter of the International Coach Federation provides the nation's capital with a local forum for the art and science of coaching where we inspire transformational conversations, advocate excellence, and expand awareness of the contribution that coaching is to the future of humankind. It is also our mission to be the voice of the greater Washington DC area coaching community to the international organization, supporting them in meeting the needs of all members and the coaching profession.

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# Learning Resources

## Executive Coaching: What it is, How it works and Why it's important

by Margie S. Heiler, MCC

### **What is Executive Coaching?**

Executive coaching is an integrated process aimed at boosting performance, learning and fulfillment so clients reach their full potential or redefine their view of their potential. Sherpa Coaching defines executive coaching as "regular meetings between a business leader and a trained facilitator, designed to produce positive changes in business behavior in a limited time frame."

### **Why Hire an Executive Coach?**

In today's business climate an executive coach helps clients gain an edge in the competitive workplace. By acting as a sounding board and guide in honing business skills, the coach helps clients focus their energy on steps they need to take to have the greatest professional and personal impact.

Executive coaching is a tool for facilitating growth and bringing out top performance strengths, skills and capabilities. The process offers a real-time opportunity to understand and distinguish which behaviors are effective and which ones hinder or derail success.

Different from other personal development arenas, in executive coaching clients are held responsible and accountable for their results.

Coaches work with the executive to set specific, measurable goals. Focus areas often include solving problems, creating balance, coping with stress, advancing careers, increasing communication effectiveness, improving teamwork and relationships and building confidence and motivation.

Executive coaching optimizes the executive's leadership potential and that of key individuals the executive manages. Coaching experiences positively affect the people with whom the executive regularly interacts. The transformation of executives' behavior or management style has a rippling effect on the productivity and satisfaction of those around them. Hence, a strong investment is made in the organization itself. Coaching provides insight into management style and communication skills and the impact these have on others and the organization.

### **How Does Coaching Work?**

Coaching is an experiential and customized, tailored process designed for individual client needs. As an outcome-based, personalized development tool, coaching is used to assess and address strengths, opportunities for growth and threats to an executive's professional journey. Coaching differs from

other forms of professional and personal development in many ways:

- ◆ A targeted, collaborative effort requiring the input, support and feedback of those who work with the person being coached
- ◆ A highly focused developmental tool for growth
- ◆ A practical and results-oriented process that yields observable change
- ◆ Behaviorally based
- ◆ Customized to the specific needs of the individual

Executive coaching services are offered in a highly personalized, confidential, one-on-one relationship that strengthens performance by helping clients understand their current business realities; identify, organize, and plan executive work priorities; assess strengths and weaknesses; and identify ways to improve specific business and leadership abilities, including communication skills.

Certified coaches are trained to listen, to observe and to customize their approach to individual client needs. They seek to elicit solutions and strategies from clients; they believe clients are naturally creative and resourceful. The coach's job is to provide support to enhance the skills,

*(See Learning Resources, page 8)*

# Learning Goings On

## A.I.M.™ (All Inclusive Mentoring) ICF Credential Mentoring Program

*An exclusive opportunity for ACC/PCC/MCC portfolio candidates! As of July 1, 2009, portfolio applicants must submit proof of 10 hours of mentoring with a PCC or MCC credentialed coach. Seven hours can be in a group format and three must be in an individual mentoring format.*

Starting March 2009 join coaches Janine Schindler, MCC, and Katherine Poehnert, PCC, for the A.I.M.™ Program that meets all ICF criteria and supports achieving this professional goal, plus much more! Conducted via teleconference. Templates for application forms, session by session guidebook and session recordings all included!

Evening option: March 3, 10, 17, 24, 31

Daytime option: March 13, 20, 27, April 3, 17

Cost: \$1,300 (for 13 hours)  
A-la-carte menu offered

To register, contact Katherine Poehnert, 732. 531.7184 or visit [kpoehnert@msn.com](mailto:kpoehnert@msn.com)

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## Using Adult Development Theory to Coach Leaders

For coaches who are interested in learning to apply adult development theory in their coaching with leaders, this course offers an in-depth understanding of the theory, its

contributions and limitations to coaching, and how it informs use of self-as-coach.

The 3-day highly interactive course is held in a beautiful, serene setting highly conducive to learning, reflection and sharing.

April 22-24, 2009  
Hendry House  
Arlington, VA  
ICF CEUs: 17.75

Cost: \$1800 includes continental breakfast and gourmet lunch each day. Participants will be required to take the MAP (Maturity Assessment Profile), at an additional cost of \$325.

The course is facilitated by Chris Wahl, MCC, and Barbara Braham, MCC.

For more information or to register, visit [www.beyourowncoach.com](http://www.beyourowncoach.com).

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## Integral Coaching® Certification Program: Module 1—Foundation and Apprenticeship

This is the first of two modules in Integral Coaching Canada's acclaimed Integral Coaching® Certification Program. This is the only coaching method to be personally endorsed by Ken Wilber and formally adopted by the Integral Institute. Participants learn the Integral Coaching® method, the theoretical underpinnings of the method and two of the six "Integral Lenses" that form the basis for coaching assessment and

design. In addition, participants directly apply this learning with two clients over the 5-month period, while "apprenticing" with a certified Integral Coach™ guiding and overseeing the client work throughout the course.

June 8-12, 2009 and  
November 17-19, 2009  
Sheraton Reston Hotel  
Reston, VA

Cost: \$5,200 Canadian (roughly equivalent to \$4,200 U.S.)

For more information or to register, call Integral Coaching Canada 613.265.2539 or visit [www.integralcoachingcanada.com](http://www.integralcoachingcanada.com)

Local contact: Leslie Williams, ICC Senior Faculty member, 304.876.6934

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## Your Future: Rewrite or Rerun? A Workshop Series that will Transform Your Life!

In this five-session series participants will rewrite, reframe and redesign their stories. Each workshop has a specific life focus and integrates traditional coaching concepts, spiritual practices and creative expression (writing, drawing and movement). By addressing each life area separately, participants will be able to take an honest look at their stories and realign them with their true nature for a more vibrant and fulfilling life.

*(See Learning Goings On, page 14)*

# Book Review

## What Got You Here Won't Get You There

by Marshall Goldsmith with Mark Reiter. Hyperion, 2007

Review by Judith Westbrook

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

**H**earing Marshall Goldsmith at a conference soon after he had published this book made me believe I could be a much better coach and inspired me to do better.

In his book, Goldsmith offers four key beliefs that help us become successful, 20 habits that hold us back from the top, how we can change for the better, seven rules to help get a handle on the process to change and a global leadership inventory. The book is organized into four sections.

### Trouble With Success

This section looks at how our previous success often prevents us from achieving more success. Goldsmith states, "A few people never seem to need any help in getting to where they want to go. They have a built-in GPS mechanism." Those people do not need coaching. It's the people that are seemingly successful yet unaware of how their behavior comes across to colleagues, their boss, customers, clients or subordinates who benefit from coaching. They think they have all the answers but others see them as arrogant. Over time this catches up with them, often creating a crisis. Why does this

happen? People become clueless about their position among their coworkers. Many of us have reached the place of comfort, are considered the expert and wonder, Why change if it's working? Goldsmith helps these success addicts see that the skills and habits that have taken them this far might not be the right skills and habits to take them farther: What got them here, won't get them there.

Most of us believe that past success will lead us to a successful future. Will it? It will if absolutely nothing changes. That is most likely improbable. Therefore, our responsibility is to continue changing with the world as it changes and with the workplace as it changes.

Four key beliefs help people move forward:

- ◆ I have succeeded
- ◆ I can succeed
- ◆ I will succeed
- ◆ I choose to succeed

### The Twenty Habits That Hold You Back

The twenty habits are transactional flaws one person performs against another:

1. Winning too much
2. Adding too much value
3. Passing judgment
4. Making destructive comments

5. Starting with "No," "But" or "However"
6. Telling the world how smart we are
7. Speaking when angry
8. Negativity, or "Let me explain why that won't work"
9. Withholding information
10. Failing to give proper recognition
11. Claiming credit that we don't deserve
12. Making excuses
13. Clinging to the past
14. Playing favorites
15. Refusing to express regret
16. Not listening
17. Failing to express gratitude
18. Punishing the messenger
19. Passing the buck
20. An excessive need to be "me"

The higher you go, the more your problems become behavioral. The higher you go, the more important are your people skills. Most people read this list and identify with at least one habit if it's positive and are unlikely to admit their negative tendencies.

Also offered is the Twenty-First Habit, Goal Obsession, that is given a special place in the book as the number one interpersonal challenge. Goal obsession is the force at play when we get so wrapped up in

(See Book Review, page 11)

# Takeaways

## Coaching Clients in Crisis—January 8, 2009

by Renée Barnow

**A**urora Winter, founder of the Grief Academy, author of *From Heartbreak to Happiness* and developer of From Heartbreak to Happiness™ and The Peace Method™ offered the following tips during her January 8 teleseminar on supporting people in heartbreak:

- ◆ Acknowledge the situation
- ◆ Don't rescue the person
- ◆ Give hope and encouragement

## ICF 2008 Global Conference—

November 12-15, 2008

by Susan Braverman, PCC

**S**ome 58 coaches from the Metro DC area attended the 2008 ICF Global Conference in Montreal. More than 1500 attended the conference, representing 47 countries. All sessions were translated into French and Japanese, expanding ICF's commitment to evolve into a truly international organization.

The program began with a Global Leadership Forum for chapter leaders from around the world. Presentations from both the English chapter and the Indian chapter challenged us to expand our sense of

what's possible for a chapter in terms of growth and the richness of what we can offer our members and our community.

This year's theme was "Diversity, Knowledge & Community," which was well-represented by the three keynote addresses. The first was Vendana Shiva, Ph.D., who spoke about the dangers of allowing technology and bioengineering to rob the planet of diversity. She observed that five corporations control the world's food, water and energy. We need to learn to share better if we are to save society and the planet. We need the humility to learn and



Susan Braverman (left), past chapter president, receiving the Loal Spirit, Global Presence Award from ICF President Diane Brennan

to acknowledge that we are part of a living system. As such, we can always reinvent ourselves and create new patterns. Her observations about the degree to which we have reduced biodiversity and the impact of that on a range of human systems was sobering, though her conclusion was that it is not too late to reinvent ourselves, focus less on greed

and competition and more on sharing and cooperation.

The second keynote, delivered by Peter Senge, author of *The Fifth Discipline* and *The Dance of Change*, and co-author of *Presence*, carried the theme a step further. Senge observed the consequences of systems ignoring signs pointing to problems. Organizations that did this are gone in 10 years. In fact, most companies have a natural life span of 30-40 years or three generations of leadership. The ones that outlast that have several characteristics: (1) They define identity differently than the others, operating

on the principle that "who we are transcends what we do." (2) They are able to tolerate uncertainty and are open to not knowing. (3) They are fiscally conservative and maintain

control of their destiny. (4) they maintain a sensitivity to their environment—they believe that they have a larger sense of responsibility than simply making a profit. Senge observed that we use many machine metaphors, such as *driving* change, rather than seeing ourselves (and our

(See Takeaways, page 7)

*(Takeaways continued from page 6)*

clients) as part of a living system, with integration of the internal and external circles to which we belong.

The third keynote was presented by Fr. Mathieu Ricard, a biochemist turned Buddhist monk, who observed that when we change how we view the world, we change the world, that we can help our clients (and ourselves) to be happier by being mindful in the moment and by changing our point of view. The three keynote presentations carried a sobering message about the state of the world, and our responsibility as coaches to have an impact on individuals and organizations to be mindful, to act in congruence with core values and to pay attention to the impact of what we do on the larger system. A concern about sustainability needs to be brought into our coaching for us to best serve both our clients and the world.

The conference offered sessions in the following categories: Coaching and Leadership; Coaching and Organizations; Impact in the World; Coaching and the Mind, Body, Spirit Connection; Science and Coaching; and Wisdom Circles for Marketing, Branding and Building Your Own Business. There were also Wisdom Circles for Core Competencies, where attendees could see demonstrations by MCC coaches and discuss their observations.

There were social events to lighten the mood, including an

opening reception complete with roving musicians, magicians and stilt-walkers. The November 13 luncheon included awarding winning chapters in two categories: Local Spirit, Global Presence, and Finding Our Voice—Marketing/PR. The Metro DC Chapter was honored as the winner of the Local Spirit, Global Presence Award (Large Chapter). This is the third time our chapter has won this award, maintaining our reputation as a vibrant chapter, committed to having an impact on our members and on our community.

*The complete set of conference presentations was purchased for the chapter. If you are interested in listening to them contact Susan Braverman (susan@srbcoaching.com).*

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## Global ICF Gleanings

by Ed Modell, JD, PCC

I'm only a few weeks into my 3-year term on the global ICF Board and the editors of *Learning* have graciously allowed me to offer a regular column to share my insights on what global ICF Headquarters is doing to serve us individually and the entire coaching profession. I had the honor of serving on the Metro DC Chapter Board for several years and was Chapter President in 2006. For the past two years, I was Chair of the global ICF Regulatory Committee.

Days ago I returned from the global ICF Board strategic planning retreat in Louisville, KY, and I'm amazed at the number and diversity of ongoing ICF projects. My overarching impression is that ICF has "come of age" as a result of the hard work of its past leaders, including our Metro DC Chapter's Linda Finkle, who previously served on the global ICF Board. The following are three examples of ICF's maturity:

- ◆ ICF's preparation and approval of a Model Standards of Conduct for Professional Coaches
- ◆ One of the three ICF Strategic Plan priorities for 2009 is to support, enhance and grow chapters worldwide
- ◆ Continuation of work to make ICF's Credentialing program comply with International Organization for Standardization ("ISO") criteria.

### ICF Model Standards of Conduct for Professional Coaches

The Board approved a Model Standards of Conduct for Professional Coaches that the ICF Regulatory Committee prepared in concert with the ICF Ethics and Standards Committee. The purpose of the Model Standards is to further strengthen the ICF's goal of maintaining self-regulation for the coaching profession. The Model Standards are fully consistent with ICF's recently revised Code of Ethics. With

*(See Global ICF Gleanings, page 10)*

resources, success and creativity that clients already have.

### What Makes a Coaching Relationship Successful?

- ◆ An atmosphere of confidentiality, support and commitment
- ◆ A receptive individual who is seeking change or development
- ◆ A clear, defined action plan that drives the process
- ◆ An ongoing, co-created partnership between the coach and the client

### Why Does Coaching Work?

Executive coaching is one of the most accessible and time-efficient ways to learn, and it is one of the best and primary tools organizations have for developing their people. Coaching works because of the supportive nature of the coaching relationship.

### What Are the Benefits of Executive Coaching?

- ◆ Increased leadership effectiveness
- ◆ Acquired skills and abilities critical to an organization
- ◆ Amplified impact and organizational results
- ◆ Improved relationships, communication and interpersonal skills
- ◆ Increased self-awareness
- ◆ Enhanced job satisfaction, success and productivity

### What Are the Facts about Executive Coaching?

Research has clearly demonstrated the tremendous benefits of coaching. According to the International Personnel Management Association, training accompanied by coaching can improve performance by 88% over simply training alone, which improves performance by only 22%. The Metrix Global Survey proved that coaching produced a 529% return on investment and significant intangible benefits to a busi-

*I never cease to be amazed at the power of the executive coaching process to draw out the skills or talent previously hidden within an individual, invariably finding a way to solve a problem previously thought unsolvable.*

John Russell, Managing Director of Harley-Davidson Europe Ltd

ness. The Geoff Hinsley Study showed that an investment in coaching was far below training expenses and coaching exhibited an enormous payback of 2,000 to 3,000%.

The next two articles offer tips on coaching for different age groups, the first on elders; the second, boomers.

### The Journey Ahead: Keystones to Aging

by Bradley Ann Morgan

Isn't it a great occurrence now that many of our neighborhoods are becoming an integration of generations? On my street are five generations,

with residents ranging from WWII, the Silent Gen, Boomers, Gen X, and now a new couple from the Millennials. The neighbors get together monthly for 'Happy Hour' sharing and exchanging their experiences along with their continued personal goals. In last month's soiree our local hero, who survived the Burma Road in WWII, shared his secrets to successful aging. "My keystone to positive aging with dignity is staying connected to today's events. And even though my grandchildren think I have passed my prime, I make it a point to be able to converse with them and my peer group on what is vital to today's political and social environments. As long as I'm still living, I still matter!"

Traditionally our society has defined aging as a negative process leading to demise. We have been conditioned to value youth, physical prowess and physical attractiveness. These characteristics may diminish as we age. As the *Age Wave* washes over the globe, this stance will be challenged by those unwilling to settle for this disparaging view. Positive aging, or as we at Walks Beside Coaching term it, strategic aging, are terms used to describe the course of maintaining an affirmative outlook, feeling upbeat about yourself, keeping vigorous and engaging fully in life at any age you may achieve.

What are keystones to successful aging? For working with elders, use any of the following

(See Learning Resources page 9)

(Learning Resources, continued from page 8)

keystones to support enhancing their quality of life:

- ◆ Self-respect and self-esteem are the most important ingredients involved in the dignity of aging. There is no age limit at either end of the generational ranges where these qualities are not essential.
- ◆ A self-nourishing attitude is the way you think about yourself, affecting how you view life and the degree to which you become involved in activities and new opportunities. Making informed choices, demonstrating control over important elements of your life and choosing specific social communities can add new experiences at any age.
- ◆ Social interaction and relationships with others are associated with vibrant aging and embracing optimism about life.
- ◆ Keeping the brain supple promotes good mental clarity throughout your lifespan. Learning a new language is an exercise that makes the brain form new neural networks keeping people sharp.

When you catch clients feeling negatively about aging, ask them any of the following questions:

- ◆ What activities have you avoided because you are afraid of peer disapproval or adult children frowning on your participation?

- ◆ How much longer can you deny yourself a fulfilling experience such as tutoring children to read, visiting veterans at a medical facility or assisting the local Sierra Club to restore a community park?
- ◆ What is stopping you from beginning physical practices to reduce stress other than finances, fear of spouse approval, fear of community disapproval or perhaps an unfair assessment from your culture or faith?
- ◆ Are you waiting for someone else to make decisions about potential activities?
- ◆ What stops you from taking control over planning the future use of your time and resources?
- ◆ How can you re-evaluate the core values you with which you were raised that limit your decisions of opportunities for who you truly are today?
- ◆ How can you discard any guilt over 'breaking out' of the family unit or social practices in pursuing your life's direction now?

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## Taking Your Career Pulse: Purpose Driven Work or Just a Paycheck?

by Peter Sherer

Note: This is excerpted from the *Hill Rag Boomers in Transition* column.

The itch to discover one's life purpose is as prevalent in

retiring baby boomers as it is in their children and grandchildren.

### The Keys to Meaningful Work

People feel that their jobs have meaning when the following conditions are present:

- ◆ The work itself is intrinsically motivating. What you do and the freedom you have to see your assignments through to a successful completion is essential.
- ◆ A sense of belonging. The idea that your contribution is made inside a community of like-minded people who care about each other's work and well-being.
- ◆ Pride in the mission. People find their jobs more meaningful if they are working within an organization that is well regarded because of its purpose.
- ◆ Strategic direction. People need to see a coherent big picture from their leadership and how their work contributes to it.

One of the ways boomers can discover their purpose in life is by completing the Working on Purpose Questionnaire (from *The Power of Purpose*, Richard Leider).

### Working on Purpose

Use yes or no to answer the following questions:

- ◆ Do I wake up most Mondays feeling energized to go to work?

(See Learning Resources, page 13)

*(Global ICF Gleanings, continued from page 7)*

the standards approved, additional coaching organizations will be contacted for their support, and the standards will be communicated to and shared with the membership, as the members will be asked to uphold the newly approved model standards.

### **ICF Strategic Plan Review**

The Board reviewed and made revisions to the ICF Strategic Plan, including the organization's goals, objectives and priorities for 2009. After reviewing the progress on the priorities selected last year, the Board determined its top priority for 2009:

- ◆ Develop and implement a strategy to support, enhance and grow chapters worldwide, including focus on leadership skills, member acquisition and retention and overall accountability

The Board recognizes that for most of ICF's 16,000 members in more than 90 countries, their local chapters are their most important link to the organization. While chapters do a great job of providing professional development and networking, the Board believes the global organization can do more to help. Stay tuned for more details and more direct support as the year progresses.

### **Acquire ISO Compliance for ICF's Credentialing Program**

In June 2007, in recognition of the need to enhance the current credentialing program, the ICF

Board approved a resolution adopting in principle an approach to "Develop a credentialing program that is objective, valid, reliable and secure and will be a true and authentic measure of coaching competencies." The intent is for this program to contain examination processes that fully comply with International Organization for Standardization ("ISO") criteria for bodies operating certification of persons programs.

The Board believes that an enhanced credentialing program compliant with ISO standards will assist in maintaining the global credibility of ICF Credentials and provide permanent value; be a cutting edge, competitive and robust system capable of handling a growing demand; and operate using globally recognized standards for objectivity, validity, reliability and security. ISO will serve as a framework for a credentialing program that meets globally recognized standards and procedures of operation. Defining the contents and prerequisites for the program will be the sole responsibility of ICF.

Over the past 18 months, many of the tasks necessary to meet ISO criteria have been completed. A new written examination process is expected to be implemented in the next 18 months, and full ISO compliance, based on human and financial resources, could be achieved in a minimum of two years. The Board will decide if the ICF Credentialing program will

become 100 percent compliant with ISO guidelines. The Board is cognizant of the imperative to implement any new aspects of the credentialing program in a thoughtful, well-planned and well-communicated way.

Please feel free to contact me (EdModell@aol.com) if you would like to discuss these or any other subjects relating to ICF's work. I would be pleased to pass along your thoughts, suggestions and criticisms to ICF's leadership.

## **Great Opportunity**

It's that time of year again! We need your involvement to make the 6th Annual Capital Coaches Conference the BEST EVER!

Commit now to putting the program together, enrolling sponsors and vendors, and/or registering attendees.

Contact Susan Samakow (susan@selftalkcoach.net) or Susan Braverman (susan@srbcoaching.com) **today** to be part of the 2009 conference.

*(Book Review, continued from page 5)*

achieving our goal that we work toward it at the expense of a larger mission. This comes from misunderstanding what we want in our lives and from misunderstanding what others want us to do. Goal obsession can mess with your sense of what's right and what's wrong. We are so anxious to please the boss or customer we might use unusual tactics to get there.

### **How We Can Change for the Better**

Begin with feedback. We have all used feedback for a variety of reasons. When Goldsmith uses it he gets a list from his client of appropriate parties to provide feedback and gets the CEO (if that's not his client) to approve the list before moving forward. He requests the contributors agree to four commitments:

- ◆ Let go of the past
- ◆ Tell the truth
- ◆ Be supportive and helpful, not cynical or negative
- ◆ Pick something to improve yourself so everyone is focused more on improving than judging

Goldsmith shares stories about how to make this happen. Forgiveness means letting go of the hope for a better past. Demanding the truth can be daunting if you are a skeptical person. He suggests that by first showing up honest you can experience your passion for getting to the truth and making the changes for the better. You need to remove any and all judgmental impulses from the

equation. Asking contributors what they will change in themselves is a way of involving them in the process.

Change is not a one-sided street. It involves two parties: the person who's changing and the people who notice it. Remember, when given feedback, whether or not you like it, agree with it, accept it and say, "Thank you." After all, you asked for it and it will come to you in any of three ways: solicited, unsolicited and observation. The question is: What can I do better?

Feedback tells us what to change not how to change. The next step is telling everyone you're sorry for your transgressions.

### **Apologizing—the Magic Move**

Goldsmith calls apologizing the magic move because it can clear the way toward making you better. Once you have acknowledged you screwed up, the next thing to do is tell whomever you've hurt, insulted or short-changed, that you are sorry. "I apologize. I will try to do better in the future." Say it and then do not say anything else. If you keep talking, you might say something to negate your apology or offend further. The best action is to say it, and move on to telling the world.

### **Telling the World, or Advertising**

After you apologize, you must advertise. You need to make declarations about how exactly it is you plan to change. If we tell people we are trying to change and engage them in

our story, suddenly your efforts are on their radar and you begin to chip away at their perceptions of you. To be your own press secretary you must advertise often. Remember, changing your behavior cannot be observed by everyone you know each day so practice being mindful that others are observing you. Each day affords you the opportunity to remind people of your declarations to change, take on the challenges to your new attitude, win your colleagues over with your intentions and be patient—this won't change overnight.

### **Listening**

Listening is not a passive activity. A good listener will think before he or she speaks, listen with respect, and gauge your response by asking yourself, "Is it worth it?" People's opinions of our listening ability are largely shaped by the decisions we make immediately after asking, "Is it worth it?" Will it benefit the other party(s) or simply make me look intelligent and powerful? Or, do we simply listen and say, "Thank you." Listening requires a modicum of discipline—the discipline to concentrate. Concentrate on the other person and what impresses you about what he or she is saying—it's not about you. Listen, don't interrupt, don't finish the other person's sentences, don't say, "I knew that." Don't even argue with the other person—even if he praises you, say, "Thank you." Don't be distracted, don't let your eyes

*(See Book Review, page 12)*

(Book Review, continued from page 11)

wander, maintain your end of the dialogue by asking intelligent questions, eliminate any striving to impress the other person with how smart and funny you are. The more you subsume your desire to shine, the more you will shine in the other person's eyes.

Thanking expresses our gratitude. Gratitude is frequently interpreted as a submissive behavior, slightly humiliating. It could be reframed into a polite power to bring a meeting or conversation to close. Goldsmith offers us "thank you" drills to help develop this practice.

### Following Up

You do not get better without followup. Without followup all the rest is only the "program" of the month. When I tell you, "I'm getting better," I believe it. When I ask you, "Am I getting better?" and you say, "I am," then you believe it. This involves and includes the listener, signaling in effect that your fate rests in his or her hands. Followup is how you measure your progress. Followup is how we remind people that we're making an effort to change, and that they are helping us. And, followup tells us if what we originally thought or declared actually happened.

Practicing "Feedforward," which focuses on solutions for the future, not the problems of the past, involves four easy steps.

1. Pick one behavior you want to change.

2. Describe it to anyone you know.
3. Ask that person for two suggestions for the future that might help you achieve a positive change in your selected behavior—every thing is about the future, not the past. These two ideas represent feedforward.
4. Listen to the suggestions, do not judge, rate or critique.

You are permitted to say only, "Thank you." You can do feedforward with as many people as you want. Using their ideas is up to you. This process can continue forever. If feedback is past tense, what you did right or wrong, then feedforward is future perfect, how you can get better by making a few alterations to your behavior. We cannot change the past so why dwell on it. We can change the future, if we choose. Feedforward forces you to let go of the past.

### Pulling Out the Stops

Leaders learn how to apply the seven rules of change to help others stack the deck in their favor.

1. You might have a disease that behavioral change can cure.
2. Pick the right thing to change.
3. Don't delude yourself about what you *really* must change.
4. Don't hide from the truth you need to hear.
5. There is no ideal behavior.

6. If you can't measure it, you can't achieve it.
7. Monetize the result, create a solution.

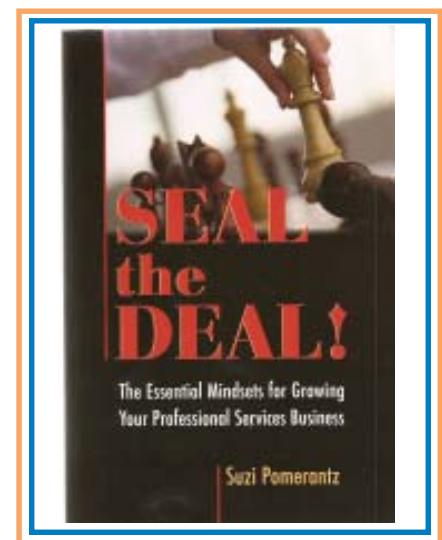
The best time to change is now.

What advice would your future self give to the person you are now? Some would say: Reflect upon life, find happiness and meaning now, appreciate what you have now. Appreciate your friends and family now and share a large part of your life with them. Follow your dreams. Figure out your true purpose in life and go for it!

The reasons people stay working at a particular company are often times not about money. They are about happiness, relationships, following dreams and meaning. You are here, you can get there, let the journey begin!

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The May issue of *Learning* will include a review of Suzi Pomerantz' *Seal the Deal: The Essential Mindsets for Growing Your Professional Services Business*.



# News to Me

**S**usan Samakow, PCC, CPCC is on Channel 9 (WUSA) speaking on the subject of life and career transition and sharing her expertise in positive self talk, which is the foundation of all her coaching. She also writes a column for [www.wusa9.com](http://www.wusa9.com). Click on the upper right "our time" and scroll down to read the columns.

Teri-E Belf, MCC's book *Facilitating Life Purpose: a manual for coaches*, has been translated into French: *Découvrez votre Raison d'être: Un livret pour le coach*) and Spanish: *Facilitando El Propósito De Vida: manual para coaches* and is in process in Italian: *Facilitando el Propósito de Vida: manual para coaches*) and upcoming, Mandarin. These can be purchased through [www.amazon.com](http://www.amazon.com) or from the author, [coach@belf.org](mailto:coach@belf.org).

This easy-to-use manual aims to help beginning, veteran and upcoming coaches, consultants and counselors learn the 10-step process of facilitating their own life purpose as well as the life purpose of their personal and business clients. This can be facilitated one-to-one, in pairs, small groups and groups up to 50 people, in-person, by telephone and video-skype.

*(Learning Resources, continued from page 9)*

- ◆ Do I have deep energy—feel a personal calling—for my work?
- ◆ Am I clear about how I measure my success as a person?
- ◆ Do I use my gifts to add real value to peoples' lives?
- ◆ Do I work with people who honor the values I value?
- ◆ Can I speak my truth at work?
- ◆ Am I experiencing true joy at work?
- ◆ Am I making a living doing what I love to do?
- ◆ Can I speak my purpose in one clear sentence?
- ◆ Do I go to sleep at night thinking, "This was a well lived day?"

Supporting boomer clients in discovering and loving a life that grows in meaning every day is when the real fun starts.

Contact the author at [peter@expmatters.com](mailto:peter@expmatters.com) to learn about training programs.

*(Prism Award, continued from page 1)*

requested extending coaching services.

During the luncheon, lead coach Bill Pullen, MCC, of Pullen Associates, one of two contractors hired for the professional coaching program, and Ruben Pedroza, Jr., Senior Operations Officer at ITA, presented an overview of the coaching program and details

of the results. The program had four specific measurable goals:

- ◆ Ability to identify and leverage personal strengths
- ◆ Increased ability to identify and leverage strength of the team
- ◆ Increased self-awareness
- ◆ Improved transparency and communication

During the presentation, Pedroza offered that, "It is never too late to be coached."

In addition to Bill, members of his coaching team included Susan Braverman, PCC, Marshall Brown, PCC, Elizabeth Hechtman, PCC, Sandi Stewart, PCC, and Robin Tucker, ACC.

The Prism Award is a way to recognize leading organizations that use coaching as a way to shift culture, creating profound results.

In accepting the award, Michelle O'Neill, ITA Acting Undersecretary indicated that coaching resulted in improved employee relations and growing new leaders. With talent retention essential for organizations' sustainability, growing new leaders will prove to be an added benefit.

The award itself is a simple elegant quartz crystal representing the pinnacle of collaboration between coaches and client organizations that symbolizes clarity of thinking, harmony and alignment of many human energies. These energies work together to achieve dreams and business goals as a tangible recognition

*(See Prism Award page 14)*

(Prism Award, continued from page 13) of companies and organizations that have made the most of their opportunities to benefit



Michelle O'Neill, ITA's Acting Undersecretary upon accepting the Prism Award addressing attendees at the January 30 luncheon.

to celebrating the excellence of coaching in organizations through this award. Global ICF most recently named British Broadcasting Corporation (BBC) and SYSCO Food Services of Canada as 2008 ICF Prism Award winners. Diane Brennan, global ICF President said, "Organizations that have won this award invest time, energy and finances into coaching and they realize a positive contribution and return on investment."

from coaching initiatives. ([www.coachingawareness.com](http://www.coachingawareness.com))

Originated in Canada's ICF Greater Toronto Area Chapter, the Prism Award is also awarded in Calgary and Vancouver. In the U.S., ICF Georgia Chapter and now DC Metro Chapter have committed

Thanks to the Prism Award Committee volunteers and members of the jury for their time and effort in making the inaugural event successful. A special thanks to the Capital Hilton for their support.

(Learning Goings On, continued from page 4)

Meet the facilitator Anya Blakely at a free introductory workshop February 22, 2-3:30PM.

March 15 (My Story about the Past and My Life: Oh, My God or Thank God?); April 19 (The Story about Me & Money: Living in Scarcity or Abundance?); May, 17 (The Story about Me & Work: I Can't or I Won't?); June 14 (The Story about My Body: Ole Train Wreck or Vehicle for Joy?); July 19 (The Story about Relationships and Love: Woe is Me or Embracing Who I Am?). All programs are from 1-5PM.

Prescription for Health  
10210 South Dolfield Road  
Owings Mills, MD

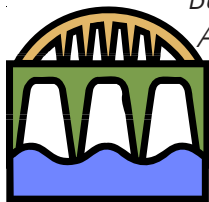
Cost: \$325 (\$295 if pre-register and paid during February 22 workshop)

For more info contact Anya, 301.589.6642 or visit [www.transformationalcoaching.org](http://www.transformationalcoaching.org).

## Inspirations

We simply have to build the bridge as we walk on it. I sometimes refer to this process as "walking naked into the land of uncertainty" or "learning how to walk through hell effectively."

—Robert E. Quinn  
*Building the Bridge  
As You Walk On It*



## Upcoming Events

- 24 February 2009** *Margie Warrell*  
Where Fear Holds You Back  
Chapter Dinner Meeting
- 17 March 2009** *Teri-E Belf and John Collings*  
Masterful Coaching using Dream Wisdom  
Chapter Dinner Meeting
- 22 April 2009** *Lloyd Raines*  
Using Stewardship & Sustainability as a  
Coaching Approach  
Chapter Dinner Meeting
- 5 June 2009** *6th Annual Capital Coaches Conference*
- 6 June 2009** *Polly Agee Memorial Blood Drive*