

Executive Summary





Mega Catalysts:

- Daring Greatly: How the courage to be vulnerable transforms the way we live, love and lead Brené Brown
- A Courageous Conversation: Facing industry challenges

 David Whyte
 - Human Potential and the Philosophical Framework of Leadership Camila Batmanghelidjh

Breakout Sessions:

- Business Boost Camp™: 9
 Create profitable coaching retreats with heart
 Pauline Fleming, MCC
 - Challenging Coaching: Going beyond traditional coaching to face the FACTS

 John Blakey, PCC, and Ian Day
- Coaching the Distance: 14
 Bridging cultural gaps seamlessly with technology
 Patricia Wieland, PCC, and Ralf Wolter, ACC
- Rule of Three for Essential Motivation:
 Accessing identity, energy and vision
 Nathalie Ducrot, ACC, and Virginia Williams, PCC
- Sourcing Leadership: How to attract and retain long-term relationships with CEOs and their teams Glenna Raymond and Lydia Roy, MCC
- Theta Brain Wave Coaching: 21
 Learn how to connect and coach more intuitively
 Annette (Barlof) Wendin
- Who Am I—And How Many? Z
 Using "Voice Dialogue" to expand consciousness
 Giovanna D'Alessio, MCC,
 and Nadjeschda Taranczewski, MCC
 - Closing Session 25
 Provocateur: Neil Mullarky

Executive Summary

ICF 2012 GLOBAL CONFERENCE



ICF Global 2012, held in London, UK, offered more than 900 coaches from around the world insightful ideas, connection, and conversation with 72 Catalysts (speakers) and three Mega Catalysts (keynote presenters). This Executive Summary highlights only a handful of sessions attendees enjoyed while together.

To experience these and other ICF Global 2012 sessions fully, visit coachfederation.org/shop to purchase available audio and video recordings.

Formed in 1995, today the International Coach Federation (ICF) is the leading global organization, with more than 20,000 members, dedicated to advancing the coaching profession by setting high professional standards, providing independent certification, and building a network of credentialed coaches. We exist to support and advance the coaching profession through programs and standards supported by our members and to be an authoritative source on coaching information and research for the public.



Daring Greatly: How the courage to be vulnerable transforms the way we live, love and lead

Brené Brown, Ph.D., LMSW

Overview

"Vulnerability is the core, the heart, the center of meaningful human experiences." — Brené Brown, Daring Greatly

We resist being vulnerable because we feel it is the center of dark emotions: shame, scarcity, fear, anxiety, uncertainty, grief. We armor up against these things so that no one can hurt us. However, vulnerability is also the birthplace of love, belonging, joy, hope, empathy, curiosity, creativity, innovation, gratitude, accountability, adaptability. When we armor up, we lose these things from our lives.

Context

Brené Brown specializes in the study of shame, authenticity and belonging. Life's risks are not those of physical danger, but of emotional danger, the danger that arises from opening yourself up to others and taking the ultimate dare of showing up and being seen.

"It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat."

—Theodore Roosevelt, speaking at the Sorbonne in Paris, April 23, 1910

Key Takeaways

Today, our culture is one of scarcity. We are never good enough, rich enough, safe enough, certain enough, perfect enough, extraordinary enough or relevant enough. Worries about being relevant are huge in the workplace, creating a sense of "Do I matter here?"

Vulnerability research reveals that some people feel they are never good enough—and that others, "the wholehearted," always know they are enough. The wholehearted do not have better lives than anyone else, or fewer traumatic incidents. The only statistically valid difference that sets them apart is that their worthiness is not on the table. They feel a deep sense of love and belonging, and they believe they are worthy.

The wholehearted make different choices in life:

- They actively choose rest and play rather than exhaustion as a status symbol.
- They practice some kind of creativity. Everyone is creative, it either gets used or it doesn't. Unused creativity is not benign—it turns into grief, judgment, rage and shame.

Love and belonging are irreducible, hard-wired needs of human beings. In their absence, there is suffering, disengagement and, often, abuse of power.

Loving someone is an absolute act of daring. We can't protect them from life, and we can't make them love us back.

"Vulnerability is the first thing I look for when I meet you, and the last thing I'm willing to show. In you it's courage, in me its weakness."

Vulnerability is not weakness, and the uncertainty, risk and emotional exposure we face every day are not optional. Our only choice is a question of engagement. Our willingness to own and engage with our vulnerability determines the depth of our courage and the clarity of our purpose.

Four myths of vulnerability

1. Vulnerability is weakness

Almost everything we do, and everything we regard as courageous, involves vulnerability: starting a business, talking with your partner about their terminal cancer, telling the CEO we won't make payroll this month, the first date after a divorce, trying to get pregnant after a miscarriage, being the first one to say "I love you." Brave actions inherently involve vulnerability. They require us to show up and be seen, with no guarantee of how it will turn out.

2. I can opt out of vulnerability

Vulnerability is in everything we do. Being professional, doing good work, being excellent all involve vulnerability and the possibility of failure. The people who really succeed ask for help, face up to problems, and are willing try new things even while knowing that they might fail.

3. Vulnerability is letting it all hang out

Sharing intimate details of your divorce on Facebook is not vulnerability. True vulnerability is about trust, intimacy, and connection, sharing stories with people who've earned the right to hear them, in relationships that can bear the weight of them. Trust is built in tiny moments of reaching out and asking for help. The keenest moment is the bid for connection, looking to another and asking for support. Social media doesn't replace real trust and intimacy.

4. Vulnerability means going it alone

Rugged individualism is still held in high esteem. Aloneness has glamour. We still want to believe that we don't need others. And yet, according to psychologists, isolation is the most dangerous emotional state we will ever experience.

Cultural clues (key words and phrases) that your organization is comfortable with vulnerability:

- I don't know
- I need help
- I'll give it a shot
- It's important to me
- I disagree, can we talk
- It didn't work but I learned from it
- I'm responsible
- How I feel is
- I'd like some feedback
- What can I do better next time
- Can you teach me how to do it
- I played a part in it
- I accept responsibility
- I'm here for you

The number one complaint heard by Human Resources departments in exit interviews is about the lack of feedback. Feedback is a function of respect. It doesn't happen because people don't know how to do it. If you can't hold the space for your own vulnerability, you can't give feedback. Both parties are vulnerable in that process.

Shame versus guilt

- Guilt is a focus on behavior—I did something bad. "I made a mistake."
- Shame is a focus on self—I'm bad. "I am a mistake."

Feeling shame correlates to addiction, depression, violence, aggression, suicide, eating disorders. Guilt is inversely correlated with those outcomes. Those most likely to admit to making a mistake appear to have a lower incidence of addiction than the general population. Guilt protects us.

We all have shame, but we generally don't talk about it. The less we talk about it, the more it has a hold on us.

Shame can't survive being spoken. If I reach out and tell the story, and you respond with empathy, shame cannot hold on. Shame needs secrecy, silence, and judgment to survive. This is the power of coaching and therapy.

Any "talking cure" must involve a real conversation about shame—or it is not going deep enough to bring about change. Psychologists believe shame is one of the most primitive human emotions. The only people who don't experience it have no capacity for connection—sociopaths.

The fuel of shame is organized by gender. For women, the number one trigger is appearance and body image. They are expected to be thin, nice, modest, and use all available resources to maximize their appearance.

For men, the number one trigger is weakness. Masculinity is about emotional control, primacy at work, and the pursuit of status.

When women derive their power from men's status, they can't bear to watch it be jeopardized. Women can't bear vulnerability in their men. Women who can hold a man's vulnerability without shaming him, men who can listen to a woman's vulnerability without fixing it, are the men and women who have come to terms with the inevitability of their vulnerability and can take strength from it.

The most likely indicator of unacknowledged shame is perfectionism. Shame is the birthplace of perfectionism. It's not about healthy striving, it's a belief that, if I can be perfect, I will avoid shame, blame, and criticism. It doesn't protect us from being hurt; it protects us from being seen. Most people who are effective at work don't hold things until they're perfect—they just go for it.

Being perceived as cool is paralyzing, a straitjacket. One of the most liberating things is to let go of the desire to be cool.



A Courageous Conversation: Facing industry challenges

David Whyte, poet

Overview

The human experience is a journey we have undertaken since the beginning of time, a journey away from ourselves so we can come back to our name. We operate under a series of temporary names (child, wife, husband, breadwinner, lover, nurse, etc). Coaching moves people from an old name to a name more real, more appropriate for the next epoch in their life.

Context

Many of David's friends have undertaken the Camino de Santiago pilgrimage through Northern Spain, and the experiences of pilgrims around the world have inspired his latest book of poetry, *Pilgrim*.

Key Takeaways

"Pilgrim" is a word in almost every language on earth, a descriptor for human incarnation. We are passing through—and the older we get, the more we realize how quickly we're passing. The destination changes the closer we get to it—in actuality and in our imaginations.

Pilgrimage is like walking in another person's shoes. Sometimes you have to leave the shoes behind.

The etymology of "humiliation" is the Latin for "soil" or "ground." When humiliated, you are returned to the ground of your being.

On the Camino de Santiago, when you reach the end, the finisterre, "the ends of the earth," you're supposed to burn something, and leave an item of clothing behind, something that was essential in the previous stage of your journey which you no longer need. Finisterre, the end of the world, is a place we all come to individually and organizationally.

When the moon rises behind you, a moon shadow falls in front of you. There is no way to your future except the way your shadow can take. If you proceed forward to your future in the same manner that brought you to your present successful place, you become a ghost. Moving from home to home is a form of pilgrimage. When you move into your first home, no matter how small, it has endless horizons. As you go through life, you have to move, or re-inhabit the same home in a different way otherwise, instead of living in your house, you're haunting it like a ghost, a person you no longer are.

Where the ground turns to ocean, you can't walk across, but you can walk across the metaphorical water, you can find a different way to tread.

Some names stay with you forever. Even when your children leave home, even if you literally lose them from the world, you are still a mother, father. The way you inhabit that home, and the name of father or mother has to change with each stage. You thought it would last forever, that they would always be this kind of child but, in the blink of an eye, they are gone.

On the Camino, everyone calls you "Pilgrim." You operate under this temporary name, and come back to your old names, or to new names, to see what's real now, and to find the name under which all loss can live.

You are all intimately involved in this process of renaming, a name that's alive and not imprisoning. The name "coach"—is it imprisoning? What is your name?

Dante Alighieri, the 14th century poet, took a pilgrimage because he was expelled from his world in a political coup. He was told if he returned to Florence he would be executed—he couldn't go home. We are all told this at some point in our life: the person you love isn't there anymore; you can't do that work anymore; your body has changed. When you have the temporary name "youth," you know there is death in the world, abstractly, but you assume it is someone else who will die. Names have beautiful protections of illusion. There is nothing more necessary when you're young than protection from knowing you will die. It is a miracle that young people don't know there's death in the world. They're not supposed to know. Even if they experience it, they don't completely understand it, and this is how it's meant to be. What beautiful illusion is there in the particular name you are operating under now, that at the finisterre must be let go?

Dante had the illusion he was important, that he belonged, that he had a place in Florence. He was exiled to nowhere, with three possibilities facing him:



The trauma and loss is so enormous that you refuse to admit that it actually happened. You carry on as if you're still important and make everyone around you act as if you are. This is a crust of identity, a thin membrane, easily breakable—which makes you defensive.

You build an identity based on disappointment. You were disappointed, so all of life is a disappointment.

Or, you look your life straight in the face and let it speak back to you on its own terms. Dante started writing, in order to have a conversation with the unknown. In his "Divine Comedy" he wrote: "In the middle [where everything happens] of the journey of our life, I came to myself, in a dark wood, where the direct way was lost." His poem was a courageous confrontation of his life as it was then.

The pilgrim identity holds a primary sense of gratitude for being here on earth, to witness the world, to hear another's voice, see another human face. All contemplative traditions have a tradition of gratitude for the privilege of being here. Gratefulness is the heart of prayer.

In ancient Latin, "genius" meant "the spirit of the place," as in "genius loci." Each place has its own spirit. That's the way the human spirit should be understood. Genius is not about being recognized by others, it is in holding the conversation of life in the way you were put together. No other person has this recipe of qualities inside you. This frontier has never existed before and never will exist again. An individual life is sacred. An attempt to become like everyone else is a deep form of tragedy.

We put much energy into avoiding having our hearts broken, but there is no pilgrim path of sincerity without it. A relationship will always break your heart. Marriage is the act of being with someone who will eventually disappoint you, and you will disappoint them.

You cannot be a parent without having your heart broken. Children have the exact code for how to do it. They live with you for years, like spies, finding out how to break your heart.

The second marriage of life is with your work. You have made some kind of vow, which makes sense of your labors, as the vow of a marriage makes sense of a relationship.

Your work should break your heart, somehow, otherwise you're not trying hard enough. You should not know how to do it at certain times. You have to make the path by walking.

The third and last marriage is with yourself. If you're sincere, it should lead to existential disappointment. You should find yourself wanting. It's a relief to realize this. You should ensure that the heart is broken for something that is worthwhile. Find the spirit of your place, your incarnation, your pilgrimage. No matter that it had to take your promise from you. Walk from far inside yourself out into the revelation. Inside and far beyond. What you wanted has already happened.

There is a Bible story where, in the midst of a storm, the disciple Peter has to step out of the boat toward Jesus. This stepping out of the boat is something we all have to do, to keep the essence of us, to get out from under this name. It doesn't matter what your religion, or your inheritance, you always come to a place where you have to step out from the vessel you've made for yourself, onto a surface which feels like it won't hold your weight.

Peter only begins to drown when he looks away. When he keeps looking at his star, he is safe. Faith is a profound intentionality toward the star you were born to follow. The act of staying close to it, no matter that you don't know how, has an enormous effect on your identity. Identity is a function of intention.

What is your "stepping out of the boat?" There must be another more courageous conversation. The courageous conversation is, by definition, the one you don't want to have. What is the courageous conversation you are not having? When you ask, it will immediately appear. What is the greatest context you can find for your life, the essence of what you're about? You must not let the minutiae get in the way of the essential pilgrim way forward.





Human Potential and the Philosophical Framework of Leadership

Camila Batmanghelidjh

Overview

Kids Company was founded by Camila Batmanghelidjh in 1996 to provide practical, emotional, and educational support to vulnerable inner-city children. In 2007, Kids Company was awarded the Liberty and JUSTICE Human Rights Award, and was selected in 2010 as a "Child Poverty Champion" by the End Child Poverty project for its success in enabling children to achieve their full potential.

Context

Neuroscientific and biological research reveals how care, and violence, influence brain development throughout childhood and young adulthood, explaining the behavioral, physiological, and neuronal consequences of violence and neglect, and the potential of loving, compassionate care in treatment, repair and rehabilitation.

Key Takeaways

Recent independent evaluations show that children, like those helped by Kids Company, have endured significant harm—one in five are shot at or stabbed, one in four have parents who have been shot at or stabbed, they experience sexual abuse 13 times more than the general population. They grow up in environments where they experience horrific, chronic physical, sexual, and verbal abuse and extreme neglect, and where no-one responds when they scream for help.

A child in this environment has no control and no sense of agency. The people who should care for them are either the perpetrators of violence, or are too damaged themselves to be able to protect them, creating homes containing two parallel survivors, the adult and the child, neither having enough capacity to assist the other. The child is left in a nebulous state of terror, living in a catastrophic chasm of horror from which they can't escape.

The child memorizes violent incidents, and the characteristics of the assaulter. Most of us do this in order to stay away from it in future, but a four-year-old in their own home can't run away. The hormones in their system deliver the memory straight to the emotional limbic system in the brain, and traumatic memories are banked there, one after another. Unconsciously, also banked is the desire for revenge, against the person who is hurting them. The child is enraged, but has no strength. They pick up cultural messages that people who exercise excessive violence command a space. Onlookers don't have the potency to protect the child, and the child learns that violence is the only way to ensure their own survival.

The terror is encoded in the cells of body, the child becomes addicted to the physiological chemicals triggered by the emotional center of the brain, and looks for violent incidents in order to achieve a crescendo of tension followed by a post-tension release.

Neuroscience shows that care, compassion, and love physically build up the fabric of the brain, causing neurons to establish connections in the pre-frontal cortex of the brain that regulate the emotional centers and control the primitive impulses of the limbic system. Most of us, even if we have experienced trauma, have had enough love and care to be able to control our responses and regulate our physical bodies so we can return to a "normal" state. Those who have been subjected to extreme violence and neglect from an early age are not able to regulate themselves in the same way. A lack of robust care minimizes the ability to self-regulate.

Brain development happens "bottom up," with the primitive emotional parts of the brain forming earlier than the pre-frontal cortex. Children who are traumatized are over-driven from the emotional parts of their brain. However, neuroscience also tells us that the human brain doesn't enter into adulthood until around the age of 30, and continues to develop throughout our lives.

Epigenetics (the impact of the environment on how genes express themselves) shows that, in excessively violent environments, the genetic capacity to express violence gets up-regulated. Individuals develop expertise in engaging violently, and this alteration in gene expression may be passed onto the next generation. The specific expression of our genes emerges as a result of the conditions of care that we are exposed to. The person we become is predominantly dependent on how we've been treated.

However, because of the plasticity of the brain, if a child is subsequently exposed to conditions of positive care, the neuronal pathways programmed for violence atrophy and those required for community and compassion up-regulate. Care is one of the most potent and powerful creators of human potential. The jewel in our hands is our ability to deliver care to another human being.



Children exposed to prolonged neglect or extreme violence can't calm down, can't sleep. When they are violent, get into fights, or self-harm, they feel soothed. They are reduced to seeking a maternal experience through acts of violence.

Brain research undertaken recently (currently undergoing peer review before publication) shows that the brains and physiological functioning of these children have altered so much as a result of maltreatment as to mimic the neuronal pathways of soldiers suffering from Post-Traumatic Stress Disorder.

The physiological state of these traumatized children is completely altered. Their heart rates and neurochemistry have reached the peak of the stress response, so the slightest anxiety tips them into explosive behaviors. IQ is diminished, development is impacted, and the ability to read facial cues is altered. At a minimum, these children perceive neutral faces as indicators of negative thoughts towards them or, more likely, as an intention to attack. They avoid eye contact, or interrupt it with aggression, because they don't believe there is benign intent or kindness behind it. They anticipate violence and defend against it.

Britain is one of the richest countries in the world, and is bottom of the league of the 21 wealthiest countries in the world for the wellbeing of children. We are harboring a disease that, through the potential for genetic reproduction, is likely to impact our society for generations to come.

The challenge for leaders and coaches is to develop a language to describe human values which embraces spirituality and the essence of being human. People in loving conditions have less activation in the emotional areas of brain, a more peaceful amygdala, and the necessary neuronal pathway s for empathy and seeing another's point of view. Connecting to others, and being connected, is the energy of hope. Real love is the exchange of compassion, even between complete strangers.

We have underestimated the potency of these fundamental human values in the management of our public spaces. The neighborhoods that produce these damaged children lack the economic and social capital to intervene. We are too shy, too ashamed, to talk about love and compassion in public, because we haven't got the vocabulary for what we instinctively know. The children and their communities have no ability to influence or lobby, and their stories don't command space in the media.

The creation of communities at street level where adults function as parents to maltreated children establishes and preserves the ability of children to sustain relationships with caregivers. The ideal solution is to find loving parents for every child, but the scale of problem is enormous.

In Great Britain, 1.5 million children a year are maltreated. Last year, 615,000 children were referred to the child protection system, 400,000 or more were assessed, but only 49,000 ended up on the Child Protection Register with a social worker. These figures remain relatively constant year-on-year. Only 2,700 children remain on the register for a second year, and 26% go back onto the register in subsequent years because they were prematurely deregistered.

Every coach is a catalyst, engaging in a catalytic encounter with others. Coaches meet vulnerable human beings with anxieties, who are trapped in negotiating the boundaries of how insignificant they are. Coaches also meet people who have the capacity to be incredibly powerful. We need to understand our role in engaging with the language of emotionality without feeling shame, and step up to meet our responsibilities as catalysts for the future of the world.

Coaches can alter the framework through which coaching clients understand and see the world, giving them courage and a language that values the emotional economy. The genuine meaning of being a human is the ability to love, never limited to two people, always intended to be a monumental, moving, visionary task. The next paradigm is waiting to be embraced. The biggest gift we can give ourselves and others is the everyday act of loving compassion. The task is little, and without limits.



Business Boost Camp™: Create profitable coaching retreats with heart

Catalyst: Pauline Fleming, MCC

Overview

Design and deliver your own profitable coaching retreats using simple planning tools. Get clear on why, what, when, and how, and learn how to create your marketing and sell the event.

Context

"Boot Camps" summon up images of cramming, getting up early, working hard, driving yourself physically, performing endless sit-ups...

Boost Camps are about presence, restoring energy, making connections and personal health. They are a way to take what you do oneon-one and make a bigger difference for more people.

Key Takeaways

Boost Camps are about the experience you create, and not (necessarily) the location. It's about finding and gathering people and creating opportunities.

For example, a retreat can be three hours one evening in your home, with participants bringing a "pot luck" supper. The core of a retreat is organizing something for people that they don't generally organize for themselves. Make it easy for them to do what they already want to do.

These events can then turn into group coaching programs, and they act as marketing vehicles for other things that you do. You can partner up with suppliers of other services—e.g. by having a reiki practitioner or an aroma therapist in the room (e.g. \$1 a minute for 15 minute sessions) too.

Align what you do with who you are.

Bring together groups of like-minded people. People don't want to be alone—but they can't always ask for what they really need or want, especially in organizations.

You have no competition. The worst competition you have is the voice in your head that says, "I can't do that."

Inspiration formula: the 4 Cs

For "Leaders who care"—like-hearted leaders who are trapped in organizations driven by results. Start by caring for yourself, then others, then your business.

Clarity

- Be clear for yourself and what you stand for
- Get clear about what you should spend your time doing—get others to do the stuff that they are excellent at and you are not

Community

- Create an environment where participants can learn from each other
- Allow time for them to network and form genuine connections
- They will sell it to other people
- Give everyone else's business cards

Commitment

- Be yourself
- Say no to people who want you to do things you don't want to do.

Confidence

- It grows your business
- Profit with heart



Planning tools

Using the form below, create lists of the things that you love in life, your expertise (including any training you've done) and your experience (across the whole of your life, including parenting, leading voluntary groups etc, not just your work). Identify the words or ideas that appear in all three columns. These are your retreats. It starts with you and what you know, and who you are—be authentic. You can't work with something that you don't really get, that's not really you.

Love (what you love): Expertise (training etc): Experience:

The theme can be anything you have a passion for: people are waiting for you to do it FOR them—so do it. Examples of themes:

- Party
- Cross-country hikes
- Parent walks and talks—in school time (i.e. without the kids)
- Chocolate fountains
- Business seasons—e.g. what seeds to plant, when is your spring, how to nourish the ground, when is your harvest, what are you harvesting, what are you doing in the winter, when do you rest the soil? Map your year
- Solid business elements—fire, wind, earth, water—get the fire in your belly, being well-grounded in your business etc.
- 20/20 vision—plan for your future (Do it in a leap year February 29—it's a spare day)
- Sit-happens
- Moment-om
- Olympics—go for gold—in your life, business, health, whatever you are aiming for
- People say they will plan their year in the gap between Christmas and New Year, and it never happens, so help them do it in early November. Buy huge (cheap) calendars and highlighters. Start with highlighting time off (birthdays, anniversaries etc), then map the key things you want to do. You first, productivity time, profit time. What's your theme for the year?
- Retreat for the heart and soul
- Guitars
- Making jam

Create Your Vision

Identify all the elements you want in your retreat, including the emotional qualities. Imagine yourself one year from now. You have run your first successful retreat. Describe it:

- I have...
- I did...
- The participants were...
- The participants did...
- We experienced...
- Physical elements—we ate... we exercised... we did yoga... we slept... what else?
- Your one main intention for the retreat...
- What was the buzz afterwards?
- Location
- Activities
- Opportunities
- How long (days/hours/overnight)
- What resources do you already have that you can use?
- How many participants?
- How did it make you and them feel?

Build a belief muscle. Keep repeating the core idea to yourself or, ideally, to someone else. It will evolve every time you say it.

Decide NOW how much profit you want to make at your first event. DO NOT GIVE IT AWAY, especially your time.

The biggest blocks are often the practicalities—the theme, date and location. JUST DECIDE. Get other people involved to keep the energy up and momentum.

Don't make too much work for yourself. Do only one-third as much work as you think you need to do. Don't cram every minute of a retreat—the participants want space to reflect and relax as well as work.

TIPS

- Plan retreats for yourself to plan your retreats.
- It doesn't have to cost a lot of money, for you or the participants.
- Find new spaces to hold retreats—take the participants out of their comfort zones. Don't do them in offices.
- Create a safe space for people, be clear about boundaries.
- Charge a premium for tailored design.
- Do it now, whatever it is, with a group you know will come together.
- Offer a whole package—a retreat, a summit, a series of coaching sessions, a couple's get-away weekend. People ARE willing to pay for this.

Challenging Coaching: Going beyond traditional coaching to face the FACTS

Catalysts: John Blakey, PCC, and Ian Day

Overview

The FACTS model goes beyond traditional coaching by providing a pragmatic approach to feedback, accountability, courageous goals, tension and systems thinking. The model enables coaches to enter the zone of uncomfortable debate that sustainably transforms individual and bottom-line performance.

Context

Coaching approaches tend to shy away from a more challenging stance, instead focusing on being non-directive, building rapport, and holding to the individual's agenda. Sometimes the needs of the wider organization must take precedence over the particular wants of any specific executive, and this in turn can unlock greater performance and deeper potential in business leaders and their teams.

Key Takeaways

Optimum growth comes from finding balance between challenge and support:

- Support: interventions that affirm the value of the individual or that reduce uncertainty and anxiety. It requires empathy, building trust and open questions.
- Challenge: interventions that compel the individual to confront current reality and meet the expectations of all key stakeholders. It depends on accountability, goal setting, and alignment of stakeholders in the goal-setting process.

The coaching profession tends toward the supportive end of the support/challenge spectrum, taking its lead from counseling. However, business people often like, and need, a higher level of challenge. They may not get it as a matter of course from peers or subordinates. As guardians of the system, coaches have a responsibility to challenge their clients. Often, clients have thick skins and what the coach thinks is tough, clients may hardly notice.

Effective challenge depends on the coach operating from a place of serving the client and the client's system, not their own ego. This neutralizes arguments about right and wrong, or making the client feel judged, and instead uses a different point of view to open up a new conversation.

A high-support/high-challenge environment can be difficult for coaches, who may need to practice high challenge. Coaches should be all-terrain vehicles, with a range of styles and approaches, so they can address all relevant issues.

Slavishly following the traditional model of a non-directive approach, holding to the individual's agenda, and building rapport, means risking collusion and self-obsession (by narrowing the focus and ignoring the bigger picture) and irrelevance (by overlooking the needs of the organization that is paying for the coaching). The risk is "Me Me Me" coaching for a "Me Me Me" world, instead of "We We We." Clients are always operating in a system with a web of stakeholder interests. It's not sufficient to view the client in isolation.

The pillars of FACTS coaching are: passionate curiosity; trusting in the future potential of all; and letting go of status and personal outcomes. They are supported by two key principles. Firstly, a focus on building and honoring the contract. Contracting is a core coaching competence, but the focus needs to shift from the individual to the network of stakeholders of which they are a part. There are many people involved in the contracting process, which requires depth and rigor. Perhaps "covenant" is a more appropriate word, operating at a deeper level which honors the whole system. Contracting and progress checks should always include key stakeholders. The aim should be to set audacious, exciting goals that motivate the coachee. Stakeholders need to be fully committed to the goal and understand that its achievement is not the only (or even the best) criterion by which to judge success. The coach has a key role in ensuring that stakeholders understand the motivational intent of a stretching goal, and must have the courage to act on their intuition if they feel stakeholders are wavering.

The second core principle is to speak your truth, and face the FACTS. Coaches are human beings, with feelings, opinions and a voice. This suggests a gestalt approach where coaches trust their intuition and "truth," through being present in the moment and having the courage to voice their feelings. This means being able to say things that may not align with the coachee's point of view but which offer opportunities for self-reflection.

The coach must be willing to go against the crowd. If coaches cannot do it with the attention they have given to their own development, they cannot help others to do it. Coaches should be the vanguard, leading the way in speaking the truth and playing a role in where society is going collectively in the world.

The Support/Challenge matrix below shows different possible coaching styles:

High	Cosy Club Supportive, interested in the individual, affirming. Is necessary but not sufficient. Does it help them create the change that's needed?	Loving Boot, high performance Acknowledge the individual, believes in their greatness and potential to do more than now. Pushing in service of them, their stakeholders and the system.
Support	Inertia/apathy Why bother? Why are we here? Going through the motions. I'm not interested, neither are you.	Stress Interventions are so challenging that the coachee becomes defensive, feels attacked and criticized. Burnout zone. Coaching assignment might not last.
Low		

Low Challenge High

All these approaches might be appropriate in certain circumstances.

If coaches are not comfortable in Loving Boot, the likelihood is the conversation will exit from the core issue without it being properly resolved. This is where the FACTS coaching model can help, with its five cornerstones:

- Feedback: approach the coaching as a laboratory of learning, observe the coachee and tell them how things are, on the principle that what is going on in the coaching conversation is likely to be happening elsewhere. The contracting process should set the expectation that feedback will routinely be offered. Coaches are in a unique position to do this.
- Accountability: hold the client accountable for the actions they agree to, for the contract, for the organizational context, and the system, with its values, ethics and mission statement.
- Courageous Goals: there is a tendency to focus on SMART objectives, which are rational, logical, and, sometimes, not very exciting. Support coachees to find goals that are exciting, inspirational, bold, stimulating and scary.
 - Courageous goals allow clients to leap to a new level. They also require the coach to raise the level of support and challenge. If the coach commits to the scale of goal with the client, then they also have to commit to the scale of challenge and support required to achieve it.
- Tension: use it creatively and constructively. Make conscious interventions to create optimal performance.
 - The Yerkes-Dodson performance/arousal theory suggests that, up to an optimal level of arousal (such as the stress caused by a challenging coaching question), performance increases. Once arousal goes beyond the optimum, performance diminishes. The coach, in service of the client and the organization, needs to be able to feel and hold the tension so the client can get to their optimal level of performance.
- Systems thinking: keep the wider context alive in the coaching, remembering the individual, team, organization and wider society. The
 coach should represent absent stakeholders, asking about long term implications and how the coachee fits into the bigger picture.
 - Systems thinking rests on a simple principle that everything is connected to everything else, and it is the connections that are the source of change. Coaches need to be the voice of unrepresented stakeholders, holding a systemically comprehensive conversation, including guestions such as:
- How would you look at this if you owned the company?
- What would you do now that could make your staff really proud to work here?
- How would you feel, as a member of the public, if this was on the front page of a newspaper tomorrow morning?

Coaching the Distance: Bridging cultural gaps seamlessly with technology

Catalysts: Patricia Wieland, PCC, and Ralf Wolter, ACC

Overview

Today's global business world presents many opportunities for reaching new coaching clients. Modern communication technology is becoming more relevant, increasingly interesting to clients, and easier to use than ever. Familiarity with national cultures is essential for international coaching.

Context

Location is no longer a limiting factor on the client's choice of a coach. However, this means everyone is potentially competing with everyone else.

Key Takeaways

75% of Fortune 500 companies now use high definition (HD) video conferencing for meetings, training and coaching. Increasingly, they expect coaches to do the same.

Every dollar invested in telepresence equipment gets a \$4 return from reduced travel costs, a 50% increase in solving customer issues, and resolution of internal issues 40% faster than before.

The current Stanford University President predicts the death of the lecture hall. The Khan Academy is a totally online school. TED and MIT provide classes on the internet. Clients will increasingly expect you to be available online.

Technology now allows you to coach from anywhere—your home, a café, someone else's office—and in almost any country. In the future, we will DO work, not GO to work. Technology can enable better work-life balance but it may also mean your clients expect you to be more available—you may need to manage boundaries.

Building trust over the internet is the same process as face-to-face.

Essential hardware includes:

- Telephone
- Smartphone
- Computer (Windows PC or Mac)
- Tablets
- Webcam
- · Internet connectivity
- Accessories

Presentations can be run from almost any device, including mobile phones. Video streaming requires a camera. You can shoot video on your iPhone (and other phones), but you need a decent microphone.

The latest, most expensive gadget is not always the best choice. You need technology that is compatible with your clients. What do they expect from you? What is your target group, what do they use to communicate?

Latest Communication Technology includes:

- Voice-Over-Internet Protocol (Internet Telephony)
- Internet video—download (e.g. YouTube)
- Internet video—real-time (e.g. Skype)
- · Online collaboration tools

The key driver of video conferencing quality is the resolution of the camera. A low-price/low-resolution webcam will deliver a picture. A high-end, external HD camera is almost as good as having the person in front of you. The client may not need to see you as clearly as you might want to see them. You probably are paying more attention to facial expressions and body language so not having high quality pictures might be an issue.

Advice on Software

Software can be stored on your computer, in the cloud (i.e. held on a remote server, rather than your own computer), or in a blended combination of the two. The question is not which tool you should use, but which one does your client have?

Must-Have Software

- Browser (e.g. Internet Explorer, Firefox, Chrome, Safari)
- PDF reader
- ZIP client
- Virus scanner and firewall

Have a back-up Internet browser in case your main one doesn't work. Some online collaboration tools are not reliable on all browsers.

Recommended Software

- Office Suite
- PDF writer
- Calendar client
- Address book
- Email client
- Password Safe
- Chat client
- Video communication tools
- Internet telephony

"Client" means software program or package.

Optional Software

- Mind-Mapping
- VPN client
- · Advanced security tools
- Encryption tools

Useful cloud-based or blended software includes:

- File sharing: Dropbox, Google Cloud, MS Skydrive, iCloud, SugarSync, Box
- Office suite: Google docs
- Email, Calendar: Google Mail + Calendar, Outlook Web Access (OWA)
- Voting: Doodle
- Payments: PayPal, Moneybookers.com, Squareup.com, Quickbooks.com
- Slide sharing: SlideShare
- Surveys: Survey Monkey, SurveyGizmo
- Email marketing: Constant Contact, Mail Chimp, icontact
- Notes and ToDo Lists: Evernote, Getting Things Done (GTD), Things, ToDoList, Remember the Milk
- Online Backup: Mozy, iDrive, Wuala, McAfee
- Encryption tools: BoxCryptor (Windows, iOS, Android), MacFusion (Mac)

Online collaboration tools include:

- Skype
- GoToMeeting
- Cisco Webex
- Adobe Connect
- FreeConference (audio only)

You should assume that anything that can possibly go wrong, WILL go wrong. Always have a disaster recovery plan:

- Exchange alternative contact numbers and email addresses with your client (mobile, land line, office/home phone numbers, personal/back-up email address).
- Agree the sequence of what you will try if one thing fails, e.g. Skype first, then cellphone, then landline, etc.
- You can set up a forwarding option on Skype so it will re-direct straight to your landline or mobile if the Skype connection is not available.

- Back-up your data regularly, to a separate hard drive, or the cloud.
- Know how long it takes for your computer to re-boot, so you can manage your clients' expectations if your computer crashes.
- Prepare the plan before you need it.

Working across Cultures

Simple definition: shared meaning or understanding by any group to a situation or behavior, that came about as a solution to a specific need or problem.

Culture operates at three levels:

- What you see e.g. architecture, decoration, dress
- What you don't see—norms and values, what's morally right and wrong
- Basic assumptions—ingrained, implicit culture

10 points for cultural appreciation:

- 1. Define your culture
- 2. Understand assumptions in your culture
- 3. Get familiar with global aspects
- 4. Define assumptions on client's culture
- 5. Set up time to discuss cultural nuances
- 6. Define norms within your relationship
- 7. Make it safe to discuss assumptions that might have been violated
- 8. Set up a plan B before you need one
- 9. Check accountability methodology within each culture
- 10. Check that results, standards and expectations are acceptable and reasonable

Examine your own basic assumptions e.g. about good manners, ways of greeting and addressing people, eye contact, communication patterns, etc. Do research into cultures you will be working with. Open conversations about what's acceptable. Be careful about metaphors that don't translate.

If different cultures have different attitudes to time and punctuality, build it into your contracting. Get explicit and agree how to handle things.

Rule of Three for Essential Motivation: Accessing identity, energy and vision

Catalysts: Nathalie Ducrot, ACC, and Virginia Williams, PCC

Overview

Essential Motivation builds on the latest research into neuroscience, positive psychology, and mindfulness to provide tools and exercises that access inner wisdom and natural energy to provide new insights for coaches and their clients. It connects with an inner vision, and requires new ways of thinking and new ways of being with ourselves and others, and accessing renewable motivation to bring the vision into reality.

Context

Essential Motivation is not about "trying harder"—it's about reconnecting to your energy source and awakening your unique identity, so you can initiate your personal motivation plan.

"Yesterday I was clever and wanted to save the world. Today I am wise and I am changing myself." —Rumi, 13th century poet and mystic

Key Takeaways

The Rule of Three: connecting with an inspiring vision and identity, tapping into essential energy sources, bringing mindfulness to your life to initiate motivation.

New actions require new thinking. It is hard to integrate new habits, and we need motivation every day—to get out of bed, to innovate, to jump out of the box of our life.

Neuroscience research shows that our mind is able to change our brain. The way we think can re-wire our brain, especially if we have a positive intention. Happiness is not a state, it is a skill you can learn. Essential Motivation is about mixing neuroscience with positive psychology and applying it to a vision of life which is motivating and energizing.

Mindfulness (as articulated by writers and practitioners such as Jon Kabat-Zinn) is a state of being, not doing—almost a state of non-doing. It is about having focused attention, and being more aware with all our senses—AND our thinking. It is about recognizing the mind/body connection and developing an ability to stand back and be more objective about what's happening within us without being too attached, with the aim of becoming more aware and less judging. Thoughts are like clouds. Stand back and imagine them floating away. Tune into your senses, and pay attention to your body. Your body is not just something to carry your head around—it has data of its own.

Paying attention to what's happening now allows serendipity, good fortune, and new insights about relationships—with others and with our world.

How to access your Essential Motivation

Sit calmly, with your feet on the floor. Breathe in for a count of three, and out for a count of three, for about a minute. Ask yourself what wants to happen?

Imagine a high moment in your life when you felt really successful—recently, or a long time ago. Imagine what you were doing, feeling, what were the attributes in you that contributed to your success? Work with a partner by thinking about the successful experience, look at your partner in silence, and pay attention to the intuitive sense you receive from each other.

There are three attributes to accessing your Essential Motivation:

Practice paying attention to what's going on in your brain and your body. How alert are you, does your body sense danger (flight/flight), are you enjoying an experience? All these thoughts and feelings are underpinned by a biological process in your body. Understand how you behave and why. Pay attention to how others behave. Once you begin to understand how your body is responding, you can control some of the biological responses and tap into your logic—"I planned for this, I want it, I'm fully prepared"—so you can calm your body and focus on doing what needs to be done.

Our brain cannot process problems and generate solutions at the same. This has to be a sequential process. Say to yourself "I wish for..." (and name the desire), and then respond "Yes, you have it." Ideally, find a partner to do this with. Keep it spontaneous, simple and fast, and name as many wishes as you can think of.

This taps into serendipity, and creates an attitude of accepting and receiving positive gifts from the universe.

Connecting our mind and body creates a "dance of insights"—this happens by paying attention to our body as it moves. As you inhale, move your weight to your left foot. As you exhale, move your weight to the right foot. Sway between the two, and notice your energy. What comes up for you?

There are three archetypal energies for Essential Motivation that have been wired in our brain since the origin of humanity: fight, play, love. Find a piece of music that represents each of these energies to you. Play each one in turn, and shift your energy from foot to foot (as above). How do you respond to each piece of music? How comfortable you are with each energy? Do you need more or less of a particular energy in your life or in a specific project—what is the right balance for you and for the project?

Link all these things together. How will different sorts of energy serve you? Once you are more familiar with how these energies feel, you can activate them whenever you need them.

Once you are familiar with these things (your moods and emotions, brain and body responses, different types of energy), you can start to build an action plan to keep your Essential Motivation alive. Being who we really are and who we are meant to be, means having the courage to be big, rather than hiding away. Activating your Essential Motivation is a way to manage the vulnerability that keeps you small. Dare to be human, dare to be with another and share something that matters.

Sourcing Leadership: How to attract and retain long-term relationships with CEOs and their teams

Catalysts: Glenna Raymond and Lydia Roy, MCC

Overview

Glenna Raymond (CEO) and Lydia Roy, MCC, have had a professional relationship for eight years. They explore what brought that relationship into being, what sustained it, and what individual and organizational benefits have accrued as a result.

Context

Glenna is CEO of Ontario Shores Centre for Mental Health Sciences, a hospital providing specialized assessment and treatment for people living with complex mental illness. The organization was previously part of the government and has 100 years of history. Ontario Shores needed to transform itself, and Glenna felt there would be a human cost as part of the journey. She wanted help to manage the challenge. Under her leadership, the hospital has been the recipient of awards for innovation, quality and team leadership.

Key Takeaways

The organization has very strong values, and optimal conditions for coaching to thrive. The CEO is committed to the value of developing people, sees tangible reasons for building leadership, is genuine, and works from a perspective of growth.

Glenna sourced potential coaches though business listings, HR colleagues, newspapers articles about Executive Coaching, and recommendations from others. She found alignment between what she was looking for and Lydia's description of how she worked. Lydia showed particular sensitivity about why coaching a CEO is different to people at other levels in organizations.

Lydia displayed a strong sense of ethics and an understanding of the confidentiality of the assignment. This was a critical factor. Lydia could clearly describe her training, and her deep, intensive, knowledge-base. Glenna was looking for experience, seniority, and someone who could teach others some tools and methods. Lydia was able to convey that she understood the C-suite and the challenges faced by CEOs, without breaching the ethics or confidentiality of other clients she had worked with.

She demonstrated excellent listening skills, wasn't afraid of tough questions, and described an overall plan for the coaching relationship. She conveyed with empathy a true understanding of the huge challenge Glenna and the organization were up against, offering to help with it in a journey together.

Glenna was looking for a sounding board, to reflect and test her thinking, someone from outside the organization and with different experience. She wanted someone she could talk to about the senior team. She had a mixed team, some who'd been in the organization for a while, and others who were new, or newly promoted. Some of them had to let go of the known culture, and some of them needed to learn something of the old culture even as it evolved to the new. Coaching gave her an opportunity to reflect on the journey and to measure progress.

Personal indicators of success were a clarity of thinking about next steps after a coaching session, and a reinforced belief in the strategic direction. Glenna very much appreciated that Lydia didn't tell her the answers, but kept her grounded as things moved forward, and helped her understand why things moved in certain directions and not others.

Glenna offered the opportunity to experience coaching to her whole team. The senior team was invited to meet with Lydia and make a choice about whether they wanted to work with her, or another coach. It was expressly positioned as one part of the overall move towards a common goal.

To be an effective CEO, you have to serve the organization and the same is true of the coach. CEOs need to provide unwavering direction and vision, anticipating the positive change they want to see, and figuring out how to get there. As soon as you lose sight of the overall organizational goal, you're not functioning effectively in the CEO role. Both Glenna and Lydia felt it was crucial to get the team focused on the same mission and goal. Coaching the whole team helped to embed this clarity of direction.

For Lydia, confidentiality was critical. Her role was to serve Glenna and the system as a whole, and maintain confidentiality. Glenna understood that what Lydia talked about with each person was private and she never asked about individual conversations.

Glenna and Lydia instituted quarterly meetings to keep the focus on key priorities, which gave Lydia perspective and a deep

understanding of the organization and the goals of the senior team. As an external coach, Lydia was able to develop strong internal relationships, and to work effectively within the system.

After confidentiality, the other key factor was to achieve sustainability. This happened through the coach focusing both on team and corporate results. It didn't happen early on, which led to the quarterly meetings, to keep the organization goals in view.

In terms of impact, coaching is core to the whole people strategy. The impact is evident in a variety of ways, especially during transitions in the team. Glenna has used organizational structure to achieve her goals, and the organization goes through the transitions now with much more ease because of the coaching support provided collectively and for individuals.

There is a willingness to learn, and keep learning. It has to be a learning environment, and the Executives have to keep growing too. Glenna sees a different attitude to learning and development amongst those who have experienced coaching. They take on new assignments, put themselves out there, and handle change and challenges more effectively.

A coaching strategy was introduced throughout the organization, which helped execute the strategy. There is a focus on strategic direction and transformation, and feedback suggests this is much stronger in Ontario Shores than some other organizations.

Another tangible benefit has been a shift in the reputation of the organization as an employer. They used to have great difficulty recruiting; now they have multiple applicants for every job, and volunteer services are filled with university graduates. Staff engagement figures and staff recruitment have all improved by about 25-30%, in spite of the change agenda, and especially amongst managers.

The form and frequency of Glenna's coaching relationship with Lydia has changed over time and is now related to significant spikes in what's going on, with more of their time spent on the organizational context so Lydia can be helpful to other team members. Lydia regularly asks "is this still useful?" and is acutely aware of the goals of the organization and each individual.

Credentialing was very important to Glenna. She had met some people who weren't able to talk about credentials or coaching as a profession. The notion of being credentialed, and having a body of people who'd experienced a teaching program, was very important to an academic science center.

To gain access to C-suite clients, Lydia deliberately aligned herself with third party organizations that could refer her. You don't knock on a CEO's door, you usually need a recommendation to get there.

These organizations include those that provide stress management or counseling services—employee assistance programs that organizations can purchase for their people. Coaching is often a part of the offer and is seen as an employee benefit. Other ways of accessing the C-suite are to be visible, speak at conferences, and write for publications that CEOs might read. Then be ready with an enthusiasm and a desire to be there in the C-suite—you have to really want it.

Coaching strategies that worked:

- Confidentiality
- · Setting clear ground rules
- Clear goal setting every six months
- Assessments
- Regular quarterly meetings with CEO
- Flexibility—no prescribed number of sessions.
- Systems approach
- Business practices with creative design processes
- Building commitment and trust
- Confidentiality
- Choice
- Development

Theta Brain Wave Coaching: Learn how to connect and coach more intuitively

Catalyst: Annette (Barlof) Wendin

Overview

Future scientists, quantum physicians, and spiritual leaders are all aligned in their message: The world is right now entering new paradigms, where presence, awareness, trust, and intuition will be more needed than ever.

Context

Accessing a theta brain wave state can increase intuitive coaching and create transformations.

Key Takeaways

Using theta brain waves can unlock our intuition. In a world swamped with digital information, humanity needs to let go of control and a belief that we can control. Presence, trust, awareness, and intuition are the new tools with which to judge who to listen to, what will be right for us, and to connect more meaningfully with other human beings. Coaches have a role in connecting heart-to-heart with others.

Accessing a higher level of intuition and trust can help unblock us and tap into a higher level of energetic vibration. We can't help our clients if we don't have it ourselves.

Our brain is powerful and 90% of it is subconscious.

We have a lot of beliefs, some helpful, and some in the mental "software" which are not so helpful. We make up our minds in different ways when we experience things. We decide how the world works, and we store it in the sub-conscious. Some is at the most primal level, such as an innate fear reaction to rats and spiders. Some is from our own experiences, our parents/grandparents, and what we say about ourselves at our core. History, culture and social norms all play a part.

When we coach, one of the core competencies is about being open to whatever comes up, and not judging. It's about being curious about what thoughts and ideas emerge, and opening up the filter between our conscious and subconscious minds.

Accessing your theta brain waves

- Put both feet flat on the floor, rest your hands on your knees. Close your eyes. Pay attention to your stomach moving as you breathe, and how the chair feels beneath you.
- Take your conscious awareness to your feet. Imagine there are roots growing from your feet down through the floor into the earth.
- Imagine your roots are grounding you in the center of the earth, connecting you with the energy in the earth's core. Imagine the roots are bringing that energy back up into your body.
- Imagine the earth's energy is filling you, moving up your legs, stomach, solar plexus, back, heart, arms, fingers, neck, head. Stay with this grounded energy.
- Imagine far above your head there is a magnificent light radiating unconditional love. Imagine that light enters the top of your head and meets the grounded energy from the earth. You are surrounded by this great light, loving energy. Imagine how it feels. Draw the energy in through your skin.

Do this every time before you meet a client so you are grounded, in a theta brain wave state, and can access your intuition.

What are theta brain waves?

The brain works on different frequencies. When working with logical reasoning and language in the frontal cortex, brain waves are at the beta level of 28 cycles per second. When we meditate, the brain moves to an alpha brain wave state of 14 cycles per second. Theta brain waves are present when we are in Rapid Eye Movement (REM) sleep at four cycles per seconds. In a theta brain wave state, we are able to experience great inspiration, profound creativity, and exceptional insight. A theta brain wave state is the optimal for visualization, mind programming, and using the creative power of our minds.

Research shows that people respond positively to a theta brain wave state in others e.g. by holding their hand.

Muscle Testing

Your brain is controlling all your muscles and cells; your brain knows what is true about you, subconsciously. If something is true, your brain sends more powerful signals to your muscles than if something is not true.



Hold out an arm parallel to the ground. Resist a gentle push downwards by a second person with two fingers on your wrist.

Hold out your arm again, and say "yes, yes, yes" quietly, or think about something you passionately believe in. Have the other person push downwards again. You should find that the arm is harder to push down in the second test. If the arm remains strong or becomes stronger, then that change of mental state is a beneficial one.

Connecting your mind with your body—a standing meditation

Stand with both feet stable, soften the knees. Listen to your body. Shut your eyes, stand relaxed and allow yourself to sway slightly. Check that your body can move like a pendulum, backwards and forward. Relax, allow your stomach to move when you breathe.

Say "Yes, yes, yes" to yourself. Wait for your body to respond. Notice how "yes" feels.

Pause, and re-center.

Say "No, no, no" to yourself. Wait for your body to respond. Notice how "no" feels.

It doesn't matter how your body responds as long as you can tell the difference between yes and no. You can ask yourself questions with yes/no answers, and your subconscious brain will speak through your body.

We have two bodies—a physical body and an energy body. To be connected to our intuition, we need to have our own energy in good shape. There are four possible leaks of this energy:

- Sometimes we say yes to a client even though our whole body says we shouldn't, because we need the money. This causes energy to leak out.
- People—whom we feel the need to control. Spending time trying to control others is an energy drain.
- People from whom we need confirmation, rather than it coming from within, also sap our energy.
- People we cannot forgive. If we regret things (i.e. can't forgive ourselves or others), or feel resentment and anger towards ourselves or someone else, energy leaks from us. We can't let go of these feelings until we have discovered what they are trying to teach us.

Positive affirmations

Connect your mind and body using the standing meditation above. Say the following statements slowly to yourself (out loud or in your head, it doesn't matter which).

Love

I know the universal definition of love.

I know how love feels.

I am loved.

I love myself.

There is someone for me.

Say "yes" aloud.

Trust

I know the universal definition of trust.

I know how trust feels.

I know who to trust.

I am trusted.

I trust myself.

I know how and when to show trust.

Say "yes" aloud.

Respect

I know the universal definition of respect.

I know how respect feels.

I am respected.

I respect myself.

There are men and women who can be trusted.

I know how and when to show respect.

Say "yes" aloud.

Who Am I—And How Many? Using "Voice Dialogue" to expand consciousness

Catalysts: Giovanna D'Alessio, MCC, and Nadjeschda Taranczewski, MCC

Overview

Voice Dialogue is a powerful tool that can help clients to experience and integrate different aspects of their inner selves or voices. The process allows clients to discover which parts/voices they identify with and which they have disowned and demoted to a shadow existence. By embracing more of their voices and developing compassion for their often conflicting needs, clients are able to make more self-aware decisions rather than acting out of habit or compulsion.

Context

Voice Dialogue was originally developed by two American therapists, Drs. Hal and Sidra Stone, who were trying to find a way to rescue their marriage from a severe breakdown in communication. They identified the different parts active and alive in each of them, with the different needs, wants, opinions, and behaviours of each voice, and allowed each one to speak its hopes, desires and fears. This enabled greater understanding of behaviors and emotional reactions, and much deeper communication and connection between them.

Key Takeaways

Concepts in Voice Dialogue

Different parts of us "speak" every time we act in the world. These parts protect us, and enable us to exercise judgement.

Separate from the voices is the aware ego in the middle. This aware ego can observe the different parts, and can embrace them all. Being able to access this aware ego allows the client to utilize any part they need in the moment.

In the face of important decisions, there are often at least two voices—one which wants to go for a new opportunity, another which is terrified and wants to hide. Sometimes it is the cacophony of voices that makes it impossible to have a clear thought. Voice Dialogue "sorts out the spaghetti," pulling out one strand at a time and understanding it much more deeply. This enables greater understanding of the whole.

When we grow up we often learn, as a means of survival, to be associated with a particular subset of voices. This is driven by the values of our society, culture and family. The voices keep us safe. They become our operating ego. This works, but limits how we can express ourselves and engage in relationships.

Each voice has an opposite. We are often highly identified with one half, and we have to embrace the other half to be whole. To be identified with only one half of a voice, or to over-identify with a small number of voices, is limiting and creates inner conflict.

In Voice Dialogue, clients become observers of themselves, see the different parts, and give voice to the disowned selves. Some voices are described using negative disempowering words (failure, naive, stupid, boring) but if we can own each voice and modulate their energy in our lives, positive qualities are unleashed, and those qualities can make us whole.

Physically moving the body to different positions for each voice causes an energy shift, and the language and tone of voice often also changes.

It's a safe process. The different selves sense whether they can trust you as the coach and connect with you on an energetic level, and will tell you what is safe for them to tell you. The exact questions you ask are less important.

The coach must be able to match the energy and emotional temperature of the client's voices. If you haven't disclosed and accessed your own selves, you can't connect with the energy of the client's voices. As a coach doing this kind of work, you have an obligation to go into a process of exploration for yourself. If the client brings a voice that they haven't accessed before, and if you have it locked away unacknowledged too, you can't lead them or manage the session.

Voice Dialogue Process

Identify the coaching issue and goal. Don't define the goal too tightly because, as new voices emerge, the goal will change.

Always allow the client to identify the voice they want to work with (e.g. "The one who keeps me safe" or "The one who strives for perfection" or "The child.")

The client "becomes" the voice. Ask the client to move from their chair, and to take up a position in the room which feels right for the voice they have identified. The coach speaks to the voice, and the client is referred to in the third person. This is an important part of the

process, allowing the client to separate from the voices and discover the aware ego. The coach may have to work hard to get the client to use the third person, particularly if it is a voice they strongly associated with or which has a dominant role in their lives.

When working with the voice, the role of the coach is more as an interviewer than a coach. The aim is to learn about the voice and their story, and their origin, role and purpose for the client. Each voice should be acknowledged and embraced for the strengths it gives to the client (even if the client is derogatory about the voice).

Ask each voice what it is called, its name. Ask each voice which other voices the client should speak to.

Once you have finished speaking with the voices, summarize the stories that have emerged, then return the client to their seat, and coach them through their learning and (if appropriate) the creation of an action plan.

Coaching process points

Do not be tempted to identify voices on behalf of the client. If you see a clue that there is another part waiting to speak—e.g. through facial expressions or body movements, invite that part forward, but allow the client to choose: "May I speak with the part of you who just rolled her eyes as you moved back into the chair?"

Always be clear which voice you are exploring, and only work with one at a time.

Develop sensitivity to the client. Trust the process. Some people take a while to get going, but the parts are all alive within them.

Voice dialogue doesn't necessarily have to be done face-to-face. Skype has the advantage that the coach can see the client. Sometimes Skype can hypnotize you into keeping eye contact, which inhibits the physical movement of the client.

If you're working on the telephone, the client needs a cordless phone so they can move around. Ask the client to describe the room they're in, so you can get an idea of it, then get them to describe where they've moved to, and how they're sitting. You need to tune in energetically but you don't have to be able to see them. There are pauses, and not all the parts find it easy to talk. You have to work with this, and figure out what works for you and the client.

Homework for the client can include: drawing a map of themselves—how they sat, which self sat where, etc from the session. You can co-create an action plan which builds on the suggestions from the voices ("if you could hijack [the client] for a day, what would you do with her?") But sometimes homework is not necessarily the right thing to do, especially if the client is a hard-worker. Sometimes the voices need space to breathe. As part of the process, they will become more aware of their different parts and how to draw on them when they need them, without the need for complicated exercises.

The client sometimes starts to dream more, and remember more voices. You can work with the voices that show up in dreams.

This is not therapy, but it is therapeutic. It is healing, but not necessarily dealing with traumas. The single most important thing is to do the work on yourself, be rigorous about finding the different parts in yourself, then you make it safe for your client to be with you. If the voice doesn't trust you, it won't show up. It is much more to do with our own awareness and self-knowledge.

You need to know your own boundaries—what you are comfortable with and capable of dealing with.

Voice dialogue takes about 9–10 days over 8–9 months to learn, but the main work is about discovering yourself. You can learn it from a book, if you have the self-knowledge and have interacted with these qualities in yourself, and let go of the ones that have a grip. You have to be able to embrace the other parts so that you are not scared when you see them in others.

Provocateur: Neil Mullarky

Closing session

Overview

Responses, reactions and reflections on ICF Global 2012 at the concluding session.

Context

Session led by Neil Mullarky with contributions from conference participants in London and via Skype from the Ivory Coast, West Africa, looking at the conference themes of Connect, Learn, Inspire.

Key Takeaways

A conference of connections

A coach "attending" the conference by watching live feeds from the plenary sessions over the Internet and following the Twitter stream said she was disappointed not to attend in-person, but felt very connected to the conference by watching online. She could see the speakers and feel the inspiration and the emotion. Strangely, she concentrated much harder and was more focused, trying to catch get every word, because she wasn't physically present.

Another coach said she was a fan of teleconferences, but felt that attending in-person had significantly enhanced the experience. She felt a stronger sense of connection, and much deeper learning. She had also been able to meet in-person some of the people who had been influential on her development as a coach. There is magic in meeting people face-to-face.

Many participants had connected with old friends, and commented on how fast new connections happened. There was so much smiling and welcoming and warmth, and a sense of such generosity of spirit enthusing the whole conference, that connecting with others was easy.

There was much praise for holding ICF Global 2012 outside North America, and appreciation for the diversity of attendees. Native English speakers had responded positively to the languages being spoken at the conference, slowing down their speaking when they saw people struggling to keep up. To have the world, literally, together at the conference gave a wonderful sense of hope and unity across the coaching community.

Although English is often seen as the universal business language, the variety of languages being spoken around the conference was seen as a huge asset. The richness of coaching in a multiplicity of languages is thrilling.

The global flavor of the conference was reflected by one coach who has been inspired to set up an ICF Chapter in French-speaking West Africa, to overcome her feelings of isolation. Someone else has been instrumental in setting up the first coaching program delivered in Arabic, which starts in January 2013, after a concerted effort to create awareness of coaching in Kuwait and Arab Middle Eastern countries. Her research has revealed a definition of coaching in Arabic Islamic literature going back 500 years, which has the same meaning as today—to help people find their way by focusing on their strengths and defining their direction. A third person spoke of increasing the profile, professionalism, and competence of coaching in Brazil.

ICF Global 2012 was described by one coach as the most professional yet. The conference now feels like a network of friends, relationships, and connections in a global community.

Another participant spoke of her tears during the opening session on the first day, when the flags of all the countries represented at the conference were displayed. She spoke of how moving it was to be a part of this community, with people who are trying to make the world a better place, and how inspired she had been by the potential social impact of coaching.

What did attendees learn?

Several participants commented on how much they learned from attending the conference. As well as benefiting from a wide range of speakers and workshops, they had been able to benchmark their experience against coaches from around the world, to identify next steps in their learning and, for some, to feel less isolated as they continue on the journey as professional coaches.

Others said they felt overwhelmed by the number of new concepts, ideas, values, and attitudes they had experienced, and spoke about the need to go home and reflect on the learning, to allow time to process and absorb.

David Whyte spoke about pilgrimage and the expectation that you will leave behind something you no longer need: "To abandon the shoes that brought you here because you have found a different way to tread." Responses from participants included recognizing that coaching is

helping people find a different way to tread; and that there is no path - you make the path by walking, by walking you make the path.

Others identified that they were letting go of assumptions, or letting go of fear. One coach said he was not letting go of fear, but going forward anyway while holding fear by the hand. He talked about facing a personal developmental question in a vulnerable moment, about leaving behind his need for status, as described by Brené Brown, and the need to demonstrate status through exhaustion rather than rest and play.

What inspired attendees?

Brené Brown, David Whyte and Camila Batmanghelidjh were all named as inspirational speakers. Camila's core message was that we have the potential to do something bigger in the world than our sense of our individual smallness might indicate, and that love and care are jewels that we can use to have a scientific positive reaction on the brain and onwards into society. One coach said she had been inspired by Camila to pay more attention to what's going on around her, to think about whether there is something she can do for children and teenagers in Africa with similar problems as those in the UK.

David Whyte's message that getting your heart broken is an unavoidable part of living a full life, and there is no path that doesn't break your heart, resonated strongly with many attendees. One coach spoke powerfully that, once you accept that there is no path where your heart will not be broken, you are truly free to travel any path. Coaching is a pilgrimage, which inevitably involves loss—of an old self, an old identity, an old way of working—which is profound and emotional. Where there's death, there's also life.

Another coach described her fear of speaking to a large audience in English (not her first language), and how a coaching session in one of the workshops was so powerful, with such strong insight about her development, that she felt inspired to get up on the stage at the final session in front of 900 coaches, to thank everyone for the experience. She wanted others to realize that it is possible to be excited and thankful, as well as scared. Many things are possible if you take hold of your courage.

In a final observation, one participant described how the event has given her energy, to look on the bright side, to do more, to let go of negative things more easily, and to be ready to go on, with all the energy and positive things she had gained from being a part of ICF Global 2012.

Tweets from the ICF Global 2012 Twitter feed:

- There is no pilgrim relationship of sincerity that will not break your heart.
- Every vocation should break your heart or you're not committed to it.
- It's amazing how we put a lot of energy on not getting our hearts broken, yet there's no path free of heart break.
- You can always get something out of a session even if the topic might not be of your interest, that's my learning this morning.
- · Love and care can help overcome trauma, neuroscience shows human interaction, care and love build our brain and can revive it.
- Real love is about the exchange of compassion and it doesn't have to be intimate.
- An individual life is sacred and attempting to become like others is a great tragedy.
- Keep calm and dare to be uncool.
- What pair of shoes will I leave behind after ICF Global?

Connect with us!













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