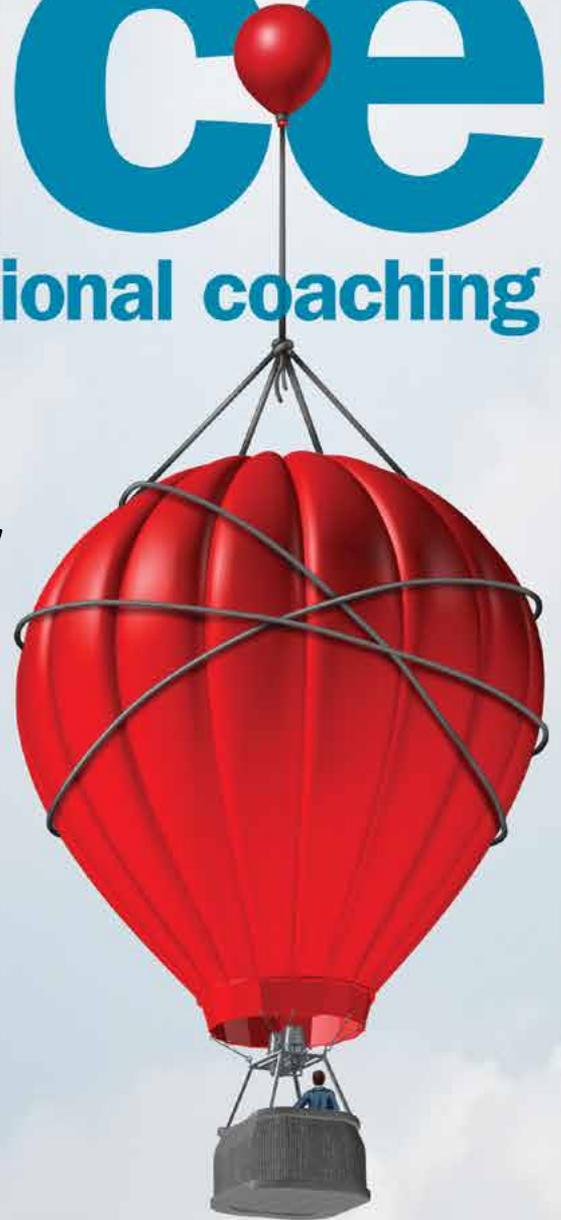


choice

the magazine of professional coaching

TAKING CARE *of* BUSINESS

Building a vibrant corporate coaching culture



**Internal vs. External
COACHING**

**LEADING HEALTHY
CORPORATE &
TEAM CULTURE**

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TAKING CARE of BUSINESS

Building a vibrant corporate coaching culture



How do organizations decide that coaching is for them?

Who is the decision maker inside the organization and how do they choose and implement a coaching program? How do coaches market and get into corporate coaching programs? What are the different types of coaching required in corporations?

What qualifications and tools do you need to be a corporate coach?

Join us as we explore coaching in corporations.

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KEY WAYS COACHING WILL SHAPE THE FUTURE OF WORK

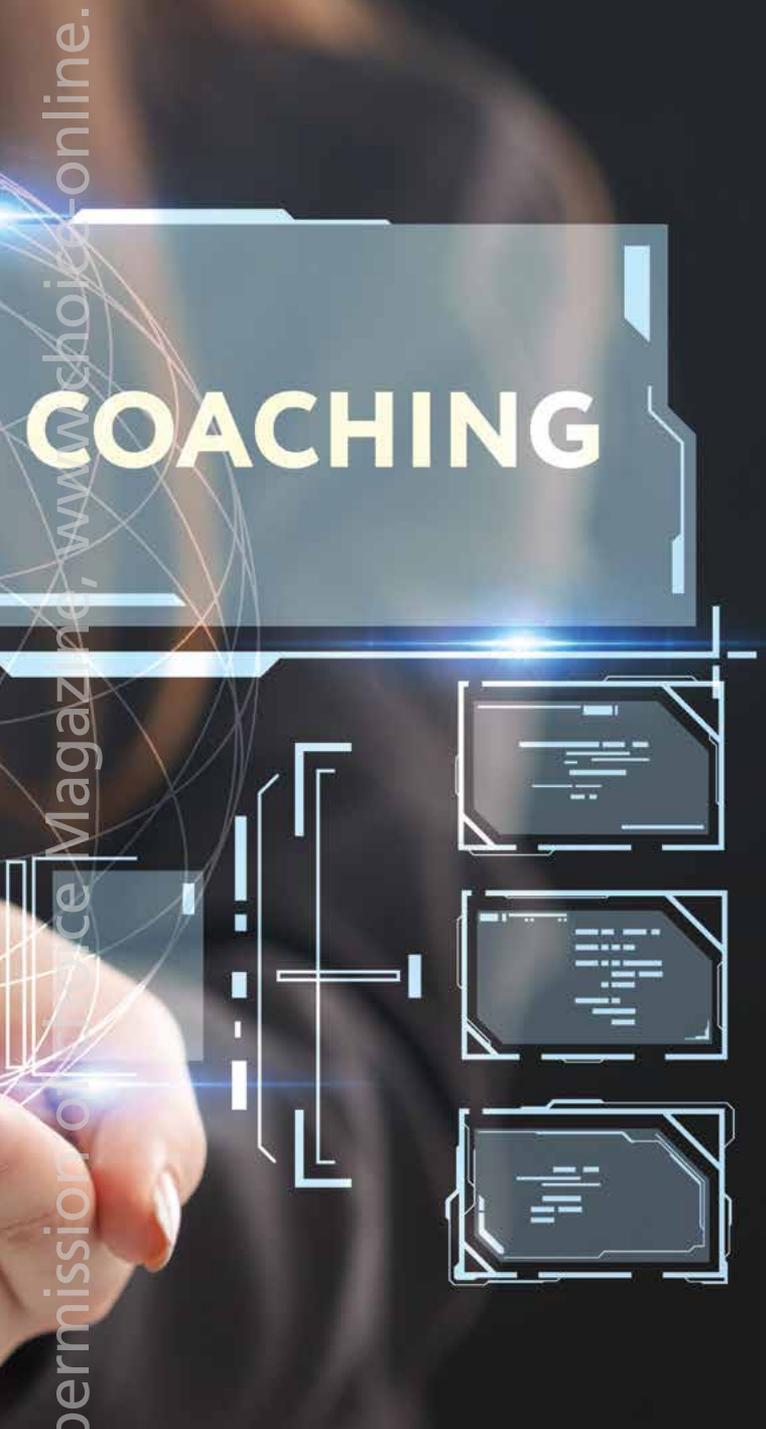
By Darelyn "DJ" Mitsch, MCC



Bestselling author Thomas Friedman has shared observations about globalization and the new flow of work. He challenges us to rethink our approaches and proposes both the integration of automation and an augmentation of automation of work processes. He summarizes this theory by coining the term “STEMpathy jobs.” According to Friedman, “STEMpathy jobs – jobs that combine science, technology, engineering, and math with human empathy, the ability to connect with another human being. When you put those two qualities together in a manager or employee, I think you have the sweet spot of where work has to go.”¹

Coaching as a technology of development lives at this sweet spot: the nexus of systems acceleration and the driving need for more compassion or empathy in a world where workers are sorely lacking connection. Leaders vying for long-term sustainability of their organizations and better business valuations know the importance of culture, even if they don't know how to drive the needed changes for sustainability.

By the year 2025 economists believe that 75 percent of the Standard and Poors list of companies will turn over or no longer exist. So, if you are working as a coach or manager in a major company now, you will likely be working in another form of that company or



COACHING

it will be extinct within a short period of time. That type of dramatic change in the business landscape is the reason humanization of work is critical now. A favorite quote we throw around in change and culture building conversations is Peter Drucker's: "Culture eats strategy for breakfast." That is true. Culture also shapes the future of work and the capacity for change, if leaders pay attention to the right stuff.

Because of the acceleration of change, this is the best time in the history of coaching to be a coach and understand the role of coaching in creating a future of work. In the space of accelerated change and innovation, coaching can impact both organizational

and societal cultures to rehumanize work in the flow of globalization, automation and augmentation. Here are three ways that coaching will impact the future of work.

1 Coaching will Become a Required Course for Leadership

Coaching will become a sought-after, if not a required, course for all college students, just as it has become a profession and key component of leadership development. Changes in educational and work platforms make coaching a desirable and needed component of an everchanging career portfolio.

New-to-workforce employees and career changers are forcing innovations in the way we work. According to National Bureau of Economic Research for the U.S. from 2005-2015, labor economists Katz and Krueger ran analysis of net new employment and found 94 percent of work was done from alternative arrangements – freelance and off-balance sheet contractors.² The coaching industry knows something about how to manage that trend as many of us engaged early in this way of resourcing great projects that became bigger than us as individuals.

The trend is that work is being extracted from organizations and there are new dynamics at play for those who manage the work or lead matrixed teams. Consider and take note of those who have been prepared to lead through changes in business processes that require new approaches to close performance gaps.

In addition to the new trends, workers are becoming increasingly impatient reporting to those whose ideas of leadership don't include change agility, technology savvy, self-awareness, emotional intelligence, equity and inclusion, focused communication skills and compassion – or empathy – for the humanity who engineers the organization by addressing a current need. Coach training conveys these human relationship skills so leaders and workers become easier with each other, regardless of the origin or flow of work.

Many high schools and universities are including personal assessments to aid students in gaining clarity for right work. Career changers are skilling up in technology platforms such as code schools and many workers are opting out of large organizations for incubators, upstarts and entrepreneurial endeavors. Innovations at every level invite change agility, and coaching is the best way to address gaps in leadership acumen and the performance of teams who drive work.

Foundational to all coaching conversations is that they begin with "what people can imagine," and unleash potential so better actions are taken to attain desired results. Coaching is the catalyst conversation for identifying the truth and creating a



gap in awareness, skills, attitudes, mindsets, business acumen, education, life balance and cultural fit. The process of coaching accelerates the closure of those performance and well-being gaps.

My prediction is that coaching will become a required course for leadership development for any organization that will be sustainable for the next decade.

What can you do to make coaching a required course for leadership? Start where you are. If you are internal to an organization, make it a requirement to coach and develop individuals and teams as part of every leader's job description. If you are an external coach, convey coaching skills in your sessions by reviewing techniques you will be using through the course of your contract.

Ask the leaders you coach to call out the specific skills they see you demonstrate and how those differ from their own experiences from time to time as you review the impact of your work together. If you are a parent, offer group coaching for administrators and teachers in your child's school (pro bono if you must or for small fees) to have them understand the power of coaching. Offer a simple lunch and learn series for schools to teach basic coaching skills.

Universities have been late adapting to coaching, though it is now gaining ground. Universities were also late to offer courses in leadership, though MBAs have been prevalent. You can now graduate with a degree in leadership, but that is rare and late coming. Offer your own expertise to universities in your area. Speak on the topic to bring people into the conversation in your community.

We are democratizing coaching by making it available to everyone through our global connections. It is time for educational institutions to ante up.

2 Understand the Power of RE™

RE – rethink, relearn, re-engineer, remember, reawaken, renovate, reward, regain, realign. Realize that coaching is about continuous learning and leadership development of self and others. That is our point of entry.

Having taught amazingly talented groups of newcomers to coaching, I can say that those who grow fastest are the ones who are open to learn and risk their ego. They come from a place of curiosity versus knowing.

While researching my latest book, *Zombies to Zealots*, I came across an older definition and etymology of the prefix RE and highlight my ideas in a chapter titled, the Power of RE.³ This notion resonated with me as I interpreted its meaning. RE means we return to the alpha – original intent – when we reach the omega. To rethink something is to revisit the origin and deconstruct past patterns and thinking in order to gain insights and innovate for a new way forward, for example.

To stay in a state of relearning doesn't mean to do something repeatedly, rather to see a new depth in the practice or study of it. If you are coaching weekly, you know that your own patterns show up in the space between you and your client and you can be caught off guard by sharing a pattern of behavior that your client is exhibiting – particularly a problematic one.

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Every three years, I renew my coaching credential, as do many of you. For the past six years, or two renewals, I have counted over 100 hours of continuing education. Coaching demands that if we teach and contribute, *we also evolve and grow*. If we stay ahead of our clients in building self awareness, then it is crucial that every engagement for coaching sets a standard of excellence – and that we know when to refer, when to walk away and when to go all-in for culture shaping initiatives.

Coaching requires that we reawaken and become increasingly more conscious, to see the world through a new lens, to become relevant and nimble in the midst of change, and to gain perspective for better decisions. That's another reason coaching will become a required course for leaders. It is the platform for driving and riding waves of change in the flow of globalization.

Rethink what you are doing as a coach every year. Start on New Year's Day to capture what you want to do differently, what you will commit to learn, how you will connect to help establish a more peaceful and sustainable world.

3 Work in the Flow vs. Resist Change

Business models, rules, standards and even laws are constantly changing to meet the demands that new information surfaces. Change is not easy or comfortable because it takes us quickly into the unknown and our amygdalae clamp down on scary unknowns. We collectively fear that space. We are thinkers and feelers and we want to think we are in control and feel safe.

We are always and never in those spaces of safety and control. Whatever we are doing, wherever we are standing, or riding, or reading or doing, we risk opening to something new; we are both safe in that moment in time and at risk. That conundrum is part of the nature of being alive.

Confucius said, "The reed that bends in the river's flow is stronger than the one that stands against it." Still true. Helping the leaders we support move into the flow of business and life – embracing change and growth – will be key to the discoveries that move us as humans into a more acceptable state of participation on the planet. And that is the cultural need that we can no longer dismiss or brush aside.

My CEO daughter believes in the shared economy and is a quick adapter. She uses Rent the Runway for new clothes for her speaking gigs. She returns them next day to be cleaned and used by another size 0 woman with something to say. We all share rides with strangers around the world though our moms warned us to never do that. We sleep in other people's homes and exchange addresses for holidays or summers.

Chris Nassetta, CEO of Hilton Worldwide, said in 2015, Airbnb will never be a threat to the hotel business. Tonight, over two million people will sleep in an Airbnb. Surfers are hiring clean-up crews to take trash out of the oceans. Kiva loans create opportunities for small cottage businesses around the world run mostly by women, and monies are repaid to help other businesses get started. Disruption is the cultural norm we now live in. A shared economy is the new flow, and we opt in or risk being swept up in the change wondering what happened.

Coaches have been and need to continue leading culture change. We work in the spaces between here and there – the innovation. We are here because a handful of people dared to take a leap during a self-help revolution three decades ago. We have built networks of conscious leaders through the coaching community and can tap into so many who share similar challenges around the world. We can coach and facilitate problem-solving into

life giving solutions for businesses and the planet.

We are the driving force for more conscious leadership in every arena, perhaps even in our governments. The biggest challenge now is for each of us to find a leader who can impact societal culture. Find a local politician to coach, or take a lead from our beloved Laura Berman Fortgang in New Jersey, U.S. and run for office in a way that you can help exact the changes you believe are needed.

Change and cultural evolution can start with one leader and one team well coached. It can quickly grow to impact an entire organization.

Working in the flow means you notice things that others haven't yet seen and speak the truth about it. Experienced coaches easily facilitate idea generation and more effective problem solving by bringing leaders together who share challenges. We can also elevate the game so that leaders take responsibility for the larger impact of the societies they serve and the larger common good. This doesn't take away the ability to compete, rather it gets back to the original intention of competition (com = coming together + petition = to request attention or permission to do something, to achieve something noticeably better).

We all want and need to be a part of a bigger conversation for humanity and our place in the world. Change and cultural evolution can start with one leader and one team well coached. It can quickly grow to impact an entire organization. The same is true with our communities.

Become a part of the Coach Initiative and coach a nonprofit leader. Take on any leader who can help shift the conversation to elevate humanity. The coaching community has the unique opportunity to seize the day and to do what politics and religion have failed to do – to create a sustainable culture for humankind. The flow of energy and information we refer to as the Universe calls us out in service now. Culture – our species – cannot wait. •

NOTES:

- 1 Read more at: brainyquote.com/quotes/thomas_friedman_473446
- 2 Lawrence F. Katz and Alan B. Krueger, *The Rise and Nature of Alternative Work Arrangements in the United States, 1995–2015*, National Bureau of Economic Research working paper no. 22667, September 2016, nber.org/papers/w22667
- 3 Darelyn "DJ" Mitsch, *Zombies To Zealots: Reawaken the human spirit at work*, Balboa Press, 2016