



The Bulletin of the Association for Coaching

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Welcome

Welcome to the autumn AC Bulletin. Firstly I'd like to extend a very warm welcome to Anne Archer our new co-editor. Anne brings with her a wealth of experience within the field of executive and organisational coaching, her diverse background will help in ensuring we continue to move forward and expand the magazine.

This issue is a very significant one for the AC. With the new global board in place the AC is now poised to grow internationally and reach out to more coaches and people in different cultures and communities across the globe. It's a very exciting time. The theme of the fourth international conference is Going Global, as we move towards 2010, that theme will be demonstrated by the evolution of a new dawn for the AC and the coaching profession which it serves.

So back to this edition of the ACB, we kick off with a thought provoking and enlightening interview with Liz McCann on page 3. Tiffany Kay provides us with a very interesting read in *Embracing Uncertainty* an article exploring the effect of living in uncertain times, and how as coaches we can help our clients to see this as an opportunity. Our book review by Ken Smith on *Further Techniques for Coaching and Mentoring* by Megginson, D & Clutterbuck, D. Ken recommends 'that more experienced coaches will perhaps get more value from the chapters on coach-and process-focussed techniques' and concludes that this book is a worthy addition to the bookshelf for practitioners. Coaches toolbox this month features a practical technique from Caroline Shola Arewa on *Moving Beyond Comfort Zones*.

A reminder also that the 'Going Global 2010' conference website is now live at www.acconference.com. Early bird rates available at www.acconference.com.

As the nights draw in and the seasons change, we wish you all a successful and fruitful autumn. We hope you enjoy this edition, we welcome articles, ideas and your contributions for the coaches toolbox features for forthcoming editions.



Sheree Owen



Anne Archer

If you have any ideas or feedback please do let us know at editors@associationforcoaching.com

Warm regards

Sheree Owen and Anne Archer

Joint Editors

Association for Coaching

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Anne Archer

Anne Archer learned about organisations, leadership and management from roles in Banking, Retail, Corporate and Investment primarily in UK and US, and Professional services. She likes to balance the pragmatics of getting things done with creating understanding and meaning so have continually studied professional and academic qualifications.

Anne now combines coaching, coach development, developing leadership insights with research, ongoing learning, understanding and meaning making and writing. My aim is to enable conversations in organisations and communities which allow diverse talents and capabilities to flourish alongside each other.'

Other passions include her family, horse and dogs, gardening, and keeping mind, body and soul in optimal condition.

Interview with Liz McCann

By Anne Archer



What do you see are some of the themes about coaching over the next few years?

One that is coming out of the woodwork is whether coaching should be goal focussed – or less goal focussed than it has been. There is some research exploring the nature of goals and whether they are necessary to successful coaching outcomes. In my view they are though they can be goals relating to states rather than action plans.

Also, the importance and nature of accreditation. It would appear the pendulum has swung from everyone wanting accreditation and believing they wouldn't get work without it to Coaches questioning the value of what is being measured. For example the quality of the relationship is not necessarily measured and yet is very important.

There is a growing awareness that employers aren't as hung up on coach's accreditation as Coaches are. Research from the States shows that accreditation is way down the list of criteria for buyers of coaching. Also there are so many worthless 'accreditations' out there that the term is being devalued. It is frustrating that the ones worth having all ask for something different and require significant hours before the Coach can even apply.

I do subscribe to the industry preferred requirement that professional coaches hold an accreditation and have gone through the hoops myself but many in house coaches can find it difficult to build up enough hours. In the BBC we have fantastic coaches who will be unlikely ever to achieve the

number of hours or the % of time to get a significant level of accreditation and yet are truly impactful Coaches.

Assessment Centres are causing a lot of angst right now. At two recent industry events there was the beginning of a resistance movement to selection processes by big companies which took up a lot of time and measured criteria of varying value and appropriateness. It will be interesting to see if many people start to refuse to comply with this process

Supervision is another theme. I am concerned that supervision is becoming an end in itself. People can offer themselves as supervisors who are not and never have been coaches.

What do you see from your supervisors?

I think it is preferable for the supervisors to have trained and worked as Coaches and that they are able to help develop the Coaches practise as well as ensure emotionally clean coaching. Being an in house service I also want the supervisor to monitor adherence to coaching protocols so that the proposition agreed by the organisation is being supported.

It is also important in our supervision that the coach has an opportunity to unhook from their own issues and so is a restorative place.

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How do you believe technology is likely to impact on coaching?

There is now a lot of coaching done over the phone and we do have a telephone team who only coach on the phone, . In our experience people may resist it initially but once they've experienced it, like it. The BBC doesn't provide SKYPE but personally I think it is a good alternative. To my knowledge we've not used video links but it could be useful.

For coach training it may be that some of the theory and inputs could be delivered on-line and I know of toolkits that might be used successfully but for me where there is not significant time practising learning with observation and feedback in the moment, it is only half of the process.

I understand you have a bank of coaches who also hold other roles. How does it work in the BBC?

All of our in-house Coaches have senior jobs in the organisation. They know the industry and the BBC culture but will not coach in their own division.

We do not advertise for trainees, we select from those who proactively seek out the

training. We accept those who have strong Emotional Intelligence and who we think we will be able to use across the spectrum of clients once the training is complete. We now have 92 with 12 in training. There would be an expectation of 6 clients' p.a. and 3 at a time. The training is accredited at intermediate level by the EMCC. After which there is monthly supervision and CPD to maintain and develop standards

What keeps you coaching?

I believe in it, as a way to be as well as an organisational intervention. I believe that we are all our own best experts and that some people are better at accessing their expertise than others and through Coaching we can help with that. I also love the world of coaching; the people who are drawn to be Coaches, the learning about it and around it the connection with a spiritual approach to life should you choose to work that way and its offer of a possible way to be in the world

Liz Macann leads the BBC's executive coaching service.

*The Prism Award - ICF, Global Award for professionalism and impact on the business
Training Journal - Best Coaching Programme award*

Coaching at Work - Coach of the Year – Awarded in 2009

Coaches show resilience in recession

By Helen Slingsby

AC coaches are proving highly resilient to the recession with nearly 80% saying business has grown or remained the same during the worst economic downturn since the Thirties.

Some 16% of AC coaches say their business has grown by 50% while nearly a third say it has increased by between 10-25%. AC's members attribute a raft of reasons, including networking, increased time spent on marketing, the continued need for executive coaching and a growth in outplacement and career coaching, to the growth. Of those for whom business had shrunk, 63% said it has been fully caused by the recession.

The results come from a joint survey between the Association for Coaching, the European Mentoring and Coaching Council and the International Coaching Federation, which gives an overall picture of a profession that is relatively recession-proof. The joint results show that 70% of coaches across the three bodies have seen business grow or remain static, with more than a third of the 626 sample highlighting it has grown. Reasons for the growth include coaching being seen as an incentive and an alternative to a pay rise at an organisational level, opportunities provided by the public sector, plus the need for individual support in difficult time.

A majority of all coaches (78%) reckon that recession has significantly affected the subjects discussed with clients with areas like stress management, career management, engaging employees, redundancy and job seeking becoming hot topics. Some 63% say they have helped people with career transition and managing through the recession, demonstrating how vulnerable employees feel at the moment.

AC members' anecdotal comments about riding the recession centre on being positive, "taking the recession as a opportunity and running with it", being more creative – "turning to other sources of income" such as "helping the voluntary sector to keep skills fresh", and charging "realistic fees – some weren't in the past".

Association for Coaching's CEO, Katherine Tulpa says of the joint research, "the results from this survey are positive, and although the challenging times continue, if we persevere, and focus on promoting the strengths and benefits that coaching brings to clients, collectively we'll get through it." She also adds, "Additionally, a majority of coaches I know are by nature very resilient – this may be from our extensive training and years of self development to focus on solutions, not dwell on the problems!"

Helen Slingsby

Many thanks to Diana Hogbin-Mills for her contributions in designing the research



Don't miss: The Association for Coaching's (AC) 4th International Conference in London!

The premier professional coaching event of 2010, 'Going Global 2010', is a wonderful opportunity to take time out of your organisation or business to focus on your coaching strategies in 2010. Enjoy a full 2 days of learning, amongst peers, at an attractive rate, as part of your ongoing continuing professional development.

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Veera Johnson, CEO of Procsolve
Professor Reuven Bar-on, Professor at The University of Pretoria

This is also a wonderful opportunity to connect with other leaders, sponsors of coaching, internal/external coaches, providers, and academic institutions.

Please go to www.acconference.com to book - organisational rates are available.
The AC's conference is once again expected to sell out at 500 delegates!



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Coaching Toolbox: Moving Beyond Comfort Zones

In this bulletin we are profiling one of the coaching strategies from a book created by Gladeana McMahon and Anne Archer with the help of 19 inspiring coaches. The book is 101 *Coaching Strategies and Techniques* and is due out in early 2010.

The strategy that follows, appears in the book and has been provided by Caroline Shola Arewa. Caroline is representative of the depth of expertise by the coaches who have contributed to this highly practical book.

Moving Beyond Comfort Zones

Purpose

A strategy I use with individuals and groups to get people really thinking about where they hold themselves back and how they can elevate levels of confidence and move beyond self imposed comfort zones.

Description

A comfort zone speaks for itself; it is an area of life where we feel comfortable. In our comfort zones we perform well and feel confident. When we move outside the zone we begin to feel uneasy. Moving outside a comfort zone is frightening by its very nature. People get anxious and fearful when stepping out of the psychological boundaries they have created.

Limiting ourselves in this way prevents us achieving our ultimate performance and success levels. Therefore it is wise to identi-

fy, challenge and expand personal comfort zones.

Process

We all need to expand our comfort zones. What was comfortable will at some point become a limitation. We all had to leave the comfort of the womb in order to grow and develop our potential.

Think of a time when you have been forced to move out of your comfort zone? For example when accepting a promotion, parenting teenagers, sitting for meditation or learning to drive on the motorway. When we give in to fear and resistance we can safely excel and give birth to a whole new reality. The ocean in which we feared to swim becomes our new place of sanctuary.

I have devised three steps for expanding comfort zones.

1. Identify three of your Comfort Zones

The first step of expanding your comfort zones is to know your limitations. What is holding you back? Are there things you want to do, places you want to go? Yet somehow you speak about it, know the theory but don't take action. These are your comfort zones. For example you may lack discipline in your fitness regime, spiritual practice or other areas of your life. You may refuse to let go of your salary to start a business. You know where you are holding back. List three comfort zones.

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2. Name a Comfort Zone you are ready to challenge

Detail one comfort zone you are ready and willing to change. Break it down answering the three questions below.

- *How does it hold you back?*
- *What are your fears?*
- *How do you know you are ready to shift?*

3. Facing the fear and Expanding

Comfort zones are relative; they are merely the limited perceptions of our minds. Comfort for me is stagnation for another, and my advance is another's retreat. We have nothing to fear in overstepping limiting boundaries we have created. Expansion comes through trust.

Clearly list the actions you could take to expand your comfort zones. What are you going to do differently in the next seven days?

Detail specific dates and lifelines and what support do you need?

Remember comfort zones can prevent you

achieving your ultimate performance and success levels. Therefore it is wise to identify, challenge and expand your comfort zones.

You are the author of your life creating your own destiny. As the restrictions dissipate, confidence and passion can emerge propelling you forward.

Pitfalls

No known pitfalls!

Caroline Shola Arewa

For over twenty years Shola has transformed lives using Health and Success Coaching. Author of three books and numerous articles, a Humanistic Psychologist and yoga master. Shola trained practitioners in complimentary medicine for 10 years and is currently a Spiritual Coaching Trainer. She also directs Energy 4 Life. www.shola.co.uk

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Arewa, C, S. (2003). Embracing Purpose, Passion and Peace. UK: Inner Vision Books

Embracing Uncertainty: How to assist your clients in making the most of change!

By Tiffany Kay



We are living in uncertain times, from economic crises to swine flu, things have been pretty chaotic recently and the only real certainty we have is that things will continue to change. According to John Overdurf, the founder of Humanistic NLP™, the quality of our life is a direct reflection of our ability to handle uncertainty. As coaches, how can we support our clients in embracing uncertainty, so that rather than fearing change, they can capitalise on the opportunities it presents?

Uncertainty equals possibility

Major life transitions, especially those that are not invited or welcomed (eg involuntary redundancy, divorce, bereavement), create massive disruption and uncertainty. The natural human response tends to be shock, upset and often denial. But when you come to terms with a negative situation, there is immense value and learning to be had from any experience.

To put it another way, contrast inspires desire. In a situation where there are unwanted experiences, there is a greater opportunity for clarity about what is wanted instead. One of my favourite sayings is *“if you have only ever eaten hamburger, you won’t know what steak is”*. Contrast is essential for clarifying what you want. The bigger the contrast, the greater the opportunity for clarity... if you are open to discovering it!

In an ideal world, our clients would immediately recognise the learning and turn their attention to the hidden opportunities.

But, in reality, their resistance to the situation is often the very reason we are working with them in the first place. As a coach, one of the greatest interventions we can offer is to assist them in making peace with where they are.

Naturally, most people will lean towards certainty. I was working with a client who had been made redundant from her job of 25 years. Her reaction, whilst still feeling shocked and upset, was to desperately seek out alternative jobs in that field, even considering positions with a much lower income. It was clear that without coaching, she would have taken the first offer she got, sacrificing an opportunity to get clear about what she wanted in her life for the certainty of knowing she had a job. One of the questions that had the biggest impact for her was when I asked *“Are you willing to not know long enough for something new to emerge?”* This question equates uncertainty with possibility, a much more appealing option. This created the space to consider more information, including what she had learnt and how she had changed in the last 25 years and whether this was even the field where she wanted to continue to pursue her career (In fact, she has since gone on to set up her own successful business!).

Forget “How”... for Now!

In times of uncertainty, clients will limit themselves by trying (too quickly) to work

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out “how” they can get what they want and yet it is only when you have really come to terms with the situation and explored what has been learnt, that you are ready to focus on what you want to happen next.

I was working with a client who had a lifetime ambition to emigrate to Australia. When we discussed his dreams, he would light up in front of me and be full of enthusiasm for the idea... until he started to try and work out how he could make it happen. When he couldn't see how it was possible in his current circumstances, his mood would rapidly change and he would dismiss the whole idea.

Time spent focussing on the “what” and the “why” is time well spent. Assist your client to get clarity about what they want and their reasons for having it (as many as they can come up with!). A good question to expand perspectives is to ask “*if you knew success was the only result, what would you do?*”

Another great way to help clients to do this is offered by Asara Lovejoy in her book, *The One Command*. She recommends using the following expression...“I don't know how ... (fill in the blank with what you desire) ... I only know that I do now, and I am fulfilled”. So, in this example, the client may say “I don't know how I have the money to move to Australia, I only know that I do now and I am fulfilled” By embracing the uncertainty of the how and focussing purely on the desire or dream, it lessens internal conflict in your client allowing new inspirations and ideas to emerge.

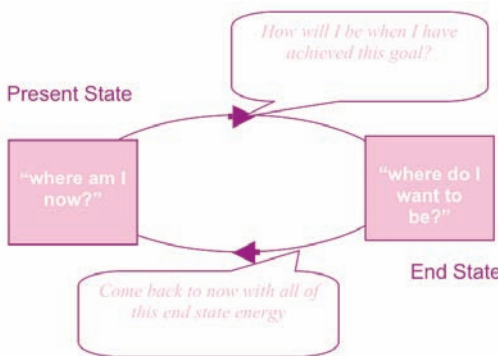
Beyond overwhelm ...

By this point, your client will be feeling much more positive but there will come a time where they do need to get more practical and take some action. Planning

ahead is useful, but to fully embrace uncertainty, there is benefit in not getting too specific about the actions... Yet!

Since we don't have a crystal ball, the further you go into the future, the greater the uncertainty becomes. It is much easier to make a plan for tomorrow than a plan for five years time. So how can we use this to our advantage?

Most goals are really a means to getting to a certain feeling, or in other words, a certain state of being. Why do we want a specific job, or relationship, or lifestyle? Because we want the feelings we think the result will give us. In Humanistic NLP™, this is known as the *end state*. And because the end goal is an emotional state, we can create that feeling now, in this moment, without needing our external circumstances to change.



Invite your client to think about their current situation and where they want to get to (end state). Ask them “*How will you be when you have got what you want?*” Really encourage them to tap into how they will feel when they get there. How will they know that they are feeling that way? Shifting your language to present tense will help them to tap into these feelings even more.

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For example, a client may say “I would be feeling satisfied and content” and you could say “And as you are feeling satisfied and content now, what is that like for you?”

When you can see that they are fully experiencing those feelings, invite them to come back to the present situation and notice how they feel now. The goal may have expanded or even have changed completely from this fresh perspective.

Next invite your client to consider only the next step they need to take that takes them in the direction of their end goal. What is the one, small and simple thing that they could do right now that is going to move them towards their goal?

this way is it allows for new information to emerge and circumstances to change. A general sense of direction is important but it is easy to get too hooked into a plan and miss other opportunities along the way. This avoids investing energy into the whole plan so it is much easier to change direction or even to choose something different as the situation evolves.

When clients experience the significant and widespread benefits of using this process, not only do they come to embrace uncertainty, but many begin to actively seek out and introduce more of this “not knowing” position into their lives. It has been my experience, that when you let go of the need to control the outcome in a situation, many new exciting possibilities emerge. In fact, on the other side of letting go, there is a whole new level of control.

By **Tiffany Kay**
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Present State



End State

If the next small step seems overwhelming, you know that it is too big. Try breaking it down into a smaller step and see how different that feels. I once had a client who stated that her smallest next step was to move out and divorce her husband... definitely not a small step! But when she broke it down to calling her husband and arranging a time to sit down and talk, she felt much more ready to take action.

Your client only needs to choose their smallest next step, and then another and then another. The advantage of doing things

References

For further information on Humanistic NLPTM & John Overdurf - visit www.johnoverdurf.com

For information on Humanistic NLPTM in the UK - visit www.go-beyond-nlp.co.uk

The One Command by Asara Lovejoy ISBN 978-0-9791263-3-8



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Association for Coaching Global Social Innovation Strategy

On the 23rd of June at the Hub in Kings Cross the AC launched its social innovation strategy under the banner AC Global Strategy for Social Innovation, Sustainable Development & Making a Positive Contribution.....in anyone's language that's a bit of a mouthful and in many ways the strategy title attempts to highlight the complexity of the area(s) it covers.

Whilst we accept that the subject area of social innovation (entrepreneurship) is fraught with different points of views the AC has begun taking small steps to demystify the subject area by developing a number of initiatives with a selected group of organisations. We want to build opportunities for our community to make a positive contribution, at the same time as both providing our members with the opportunity to further enhance their abilities as a professional coach, whilst role modelling leadership in the community.

Consider this.....

If every coach across the world sought to make a social contribution with a handful of people, a billion people would soon be positively impacted. There is an estimated 100,000 coaches globally, if we all sought to make a social contribution with just two people 200,000 would soon be impacted, if this was to continue to grow, very soon the global coaching community would be enhancing the lives of our first billion people in a worldwide social movement.

As the AC gets set to go global it's become increasingly apparent that we (the coaching community) have an opportunity to begin a take the lead in addressing social, ethical and sustainable issues that we face in the world. Coaching and coaches have the opportunity to

take a new coaching led approach to help organisations, communities and individuals to unearth new ways of working and to clarify solutions that may not be part of the current conventional wisdom. Coaching is often seen as a great way to support individuals to learn, develop and grow, as they go along this learning journey the positive by product is often a deeper sense of personal direction, greater personal responsibility and often a conviction to seek to positively impact the lives of others.

This trend runs in parallel to the recognition that increasingly we need to move away from hierarchical structures (parent-child) to greater collective responsibility (adult-to-adult). The coaching community has an opportunity to take a lead role in supporting the Human Tribe/Community to take a closer look at the way that it lives and to identify ways to make our time on this planet sustainable.

So what are we talking about here?

As the AC now goes Global, it's become increasingly evident to the AC leadership team that the collective community need to reach out and role model collaborative behaviours. By seeking to link up with other leading coaching bodies such as the ICF, EMCC etc we ensure that all are collectively working together to up skill and support the profession of coaching to raise its global bar.

We start with small steps. Programmes such as the launched Kidsco programme where we are

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going to be working with 10 young people who have come from socially deprived backgrounds, providing them with unique access to and experience of leading UK based coaches. However increasingly it will be about identifying organisations in other countries with whom we can link up with and provide access to the rich knowledge, experience and passions of the coaching community. We are looking at education in the UK at the present time to identify ways that we can support bringing coaching based relationships into this area. We are looking at how we can support a number of aids charities in Africa to see if there is a way for us to support them.

As the AC expands its global reach we intend to connect likeminded individuals, share leading edge practice, champion individual and

organisational role models and celebrate successes that are happening across the globe.

A journey of a thousand miles begins with the first step, here at the AC we are taking that first step and we hope that you would like to get involved to support us as we learn and grow as a collective community.

All the best.

Darren Robson

Director Strategy, Innovation & Partnerships; and Global Social Innovation Leader 'celebrating, communicating and championing coaching led socially responsible initiatives that benefit society'

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AC members are eligible for the discounted member rate

Community Coaching & Training: Making a real difference in the world

By Roger Grennan

Roger Grennan, through his Community Coaching & Training programme is piloting a number of initiatives aimed at improving the lives of young people most in need in local communities.

The programme primarily supports a number of different groups :

1. Young people not in education, employment or training
2. Young people in schools (mainly those who are experiencing challenges e.g. at risk of being expelled)
3. Those in roles in the community that support the development and progression of young people

Work is primarily within schools but also children centres and community centres.

Rogers' drive to set up this programme has come from a number of different sources

A belief that everyone has hidden and often undiscovered potential

That there is a great need to support those who experience more challenging or difficult circumstances in their lives and who do not have many opportunities open to them to fulfil their potential

A belief young people are the future and the more we do to help set them on the right track in life, the more positive a future they can create for themselves and for the communities they live in

The programmes will focus on developing aspirations, motivation and also potential

career paths. There will be different interactions with the various groups including:

- **Individual work:** Life coaching with young people on a one-to-one basis
- **Group work:** Life coaching / life skills in groups
- **Coaching Training:** where we teach people in supporting roles how to coach as part of their day to day activity (the training focuses on coaching tools that are directly relevant to these roles).

Roger will pilot the programme in Kent this year. His vision is that this will roll out further across Kent and ultimately throughout the UK & Ireland.

Having attending the recent AC event in June 'Making a Contribution in the World' in London, Roger was inspired by the number of coaches who were interested in this area and the growing focus on using coaching skills to support areas within our society where there are significant and very tangible direct benefits to the coaching support provided.

The Community Coaching & Training Programme will be a social enterprise whereby the work is provided at a fair cost to those using the services and a proportion of the revenue is reinvested in the community to further support young people.

Through his company (Roger Grennan Ltd), he is now looking to establish initial contact and relationships with coaches who are interested in this type of work.

Roger Grennan

email: rogergrennan@gmail.com

“Further Techniques for Coaching and Mentoring”

Megginson, D & Clutterbuck, D

(Butterworth-Heinemann, 2009)

ISBN: 978-1-85617-499-2

In their latest book, Megginson and Clutterbuck offer encouragement to those of us who perennially wonder whether our learning should go broad or delve deep, by introducing the notion of “managed eclecticism”. Eclectics, they say, will “judge new techniques, models and processes on the criterion of “Will this enrich and improve the effectiveness of my potential responses to client needs?” ” (p.5) Though the book is presented as being about techniques, the implication is that coaches and mentors find a new maturity in their practice by selecting, absorbing and going beyond them.

The authors set out three categories of techniques, each focussed respectively on client, coach and process. The chapter on client-focussed techniques is very generous and comprehensive and contains a discussion of goal setting which will certainly elicit applause from coaches of an emergent disposition. This chapter will be especially useful for newer coaches, as well as those with no allegiance to a particular psychological school and pragmatists who enjoy drawing on a diverse range of tools.

More experienced coaches will perhaps get more value from the chapters on coach- and process-focussed techniques. In the former, there are in particular two invitations to reflect which will serve well in helping coaches take better care of themselves and consequently of their clients: what exactly are our motivations to coach and what might their possible consequences be; and how ready are we to coach? Also in this chapter, and drawing on Hawkins and Smith, the authors remind us that there are six other conversations taking place in addition to the spoken dialogue in the session and that we should develop our competence in all seven. Not least the most useful part of this is the set of questions proposed to help the client process their preparatory inner dialogue, which can lend itself as a tool for the client to get themselves ready for coaching and indeed for use in coaching themselves.

With ever more acknowledgement of the quality of the relationship as the telling factor in coaching, the chapter on process-focussed techniques is to be welcomed. I found comfort in the authors’ descriptions of and suggested responses to moments of disconnect and of “relationship droop”, the latter being that stage in the coaching relationship when the initial urgency and curiosity has fallen away. I was slightly puzzled, however, by the placing in this chapter of a section on using 360-feedback, which I think would sit more comfortably elsewhere.

These many and varied techniques can be placed within the choice of frameworks offered by Part 2 of the book. This comprises a range of contributions representing established psychological frameworks and others emerging directly form practice, all currently at the forefront of attention in the coaching field. All contributors offer easily accessible accounts of their chosen topic, often delivered through descriptions of activities that characterise the approach. Particularly pleasing for me were Marion Gillie’s lucid introduction to using Gestalt in coaching, Megan Reitz’s chapter on developing intuitive awareness and Alan Sieler’s exposition of ontological coaching, which admirably reminds us that clients have emotions and that it is legitimate if not essential to include them in the coaching agenda, executive or otherwise. Team coaching is also offered here as a framework, though I am still not convinced that this is significantly different from team development interventions that take real work issues as their substance.

A final point: the authors have wisely side-stepped the whole coach versus mentoring discussion, not letting their differences and similarities get in the way of their intention of offering us a very worthwhile addition to the bookshelf of practitioners working under both soubriquets.

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Regional Events Focus: AC Co-Coaching Forums

Collection Of Stories Of How Co-Coaching Has Made A Difference To People's Coaching Practice

Compiled by Elspeth Campbell Joint Co-Coaching Forums Manager

Cambridgeshire co-coaching forum

'I learnt that I am not easy to coach. This helps me develop my empathy for clients who may show some resistance in a coaching session. I'm aware of ways I find to distract someone coaching me and so I can see this behaviour more easily with my clients'

Jan 09

'During the forum I began to really understand the need for a change of style in different situations. I can see the need to 'push' on occasions rather than concentrating on just 'pulling'. I have just employed this technique with considerable success – this previously outside my comfort zone, but having seen it in 'action' I am converted!

Oct 08

'So much I have learnt during these forum meetings has been used professionally. The session focusing on Observation and Feedback has made me much more aware of my feelings and interpretation on events and I know this is being used in all my interactions'

Nov 08

South West London Co-coaching forum

'I found the co-coaching forum an extremely interesting and useful meeting, and have been reflecting on it on a number of levels since. After sharing with 6 colleagues and

discussing our coaching practice in the service, we're planning to join the AC with an interest in attending co-coaching forums as a means of supporting ourselves as we learn more about coaching and gain experience in the field. We're also looking at the possibility of setting up an on-site supervision group with a specialist coaching supervisor'

'During a forum session where we used sculpting a work colleague of mine was here also, as a guest, then a few days later we had the courage to use this technique within a leadership development programme for fund managers, it was a very edgy process to choose as we were inviting them to be intuitive and to set aside their very developed faculties of logic and reason. With the sculpting they found it useful to bring many of the people in their world concerned with a particular issue, into the room to imagine how they are interacting'

Oct 08

North Yorkshire, Harrogate

'I'm finding I'm able to be more relaxed with a client which led to greater rapport recently. I'm letting go of having to 'get it right' with a client, I had been trying too hard and I'm much more able to leave silence to give people time to think'.

March 09

'Inspired by coming here I recently challenged a client which helped to unlock an established behaviour that is not helping their job prospects'.

Jan 09

Continued on page 17

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London Bridge co-coaching forum

One participant found different ways to frame 'procrastination' so it is not problematic, rather it represents a useful, deeper level of reflection going on. 'I found my perspective had shifted on quite a long standing 'problem' of procrastination which I was beginning, by the end of the forum, to discover may not be a problem but just part of my process. This will make a difference to my practice as I realise not all problems are problems, I need to go away and think about this more.'

July 09

Hampshire co-coaching forum

'While I'm here hearing other approaches and styles, trying out new things I've gained in confidence to develop my own coaching style with ideas for different ways of approaching clients. This increases my flexibility in my own style'

Jan 09

Nowadays when I come here I set myself a task - experiment or practice and I get great feedback. Its especially useful when wondering about how to put different techniques together - and has meant the difference between myself being an adhoc coach and a proper multimodal coach'.

May 09

Central London co-coaching forum

'Since coming to this forum I'm making a real effort to articulate and clarify coaching to a new client, and feeling easier with a sense of uncertainty in an initial meeting. I'm recognising the importance of bringing stakeholders together at the outset - especially if there are differing expectations.'

Feb 09

'Through coming here I'm realising that we may seek coaching clients in a wider market, outside of our working expertise in the specific context of the coaches' work. So I'm doing this'

Feb 09

Essex co - coaching forum

One of the members that has been coming to the coaching sessions for some time stated that the pieces were really coming together and that she was really getting good feedback from her clients and that she feels that she was becoming more and more confident.

Another member who is a Counsellor stated that his interest with Christianity and his membership with the Association has helped him in forming a new more interesting way of working as a coach

For more information on your local co-coaching forum, or to set one up in your area please contact

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Word on the Street: What coaches are currently saying about team coaching

“Clients increasingly look to coaches to work with teams as well with individuals. Team coaching is seen to offer more value for money and to have greater impact on business results. To bring about real change, coaches need to work with the team, its leader, its members and key stakeholders, over a prolonged period of time – a process we call systemic team coaching.”

Staying attuned to these different levels places considerable demands on the coach: Regular supervision - both for individual coaches and the coach team - is an integral part of the work. Contracting at the various levels, and re-contracting as the need arises, is critical, as is constantly checking the integrity of our collective sense-making and ensuring that client confidentiality is honoured”

— Hilary Lines and Jacqueline Scholes-Rhodes,
Praesta Partners LLP

“Team coaching can be powerful when working with top teams, especially with mergers or alliances. Whilst the key players can agree with the alliance in principle, in practise they can fail to work together to make it happen.”

Using a team of coaches together with appropriate diagnostics, Coaching can accelerate the integration. This is especially true when working with the whole leadership team 360 feedback, as well as on an individual basis. Ascertaining overall strengths and weaknesses as a board can the highlight where resources and energy needs to focus. Positive outcomes can include, better relationships across the two firms, better understanding and respect between partners, increased communication and a focus on new business development opportunities”

— Heather Cooper, Director, Gordon Cooper Associates

“Having attended 3 coaching conferences/workshops last week it is evident that Team Coaching is ‘the new black’: the bridge between individual development and organisational change. Well I remain unconvinced. I

believe passionately that executive coaching needs to be done within a framework of organisational development, in order to gain maximum advantage to the organisation. I have a sneaking suspicion that team coaching is exciting our coaching community because it gives us a way of persuading organisational budget holders in these straitened times they will get more value for their buck. As a community we are not bad at finding ways of making it more difficult for new coaches to join the club – more courses, more qualifications, more assessment criteria, and just as they are getting there – we had a new ingredient to the mix!”

— Annie Medcalf, MD The Fusion Firm

“The dynamics of team coaching depend on how well the coach/facilitator bonds the team and adds “Wow!” from the absolute beginning of the session. The best start is one that includes everyone, gives every member of the team an opportunity to open their mouth and be a physical contributor. The choice of exercise is therefore important. Try something that begins with a pause for individual thought, then, depending on the number of people, split them into twos and threes (‘dyads’ and ‘triads’ as they say in the States) to discuss their thoughts, then share with the whole group. Examples are myriad – try these: If you were to feature on the cover of a magazine, which one and why? When is enough, enough?”

— David Adams

“When Coaching Top Teams in particular, here are my top tips: 1) identity what the top team wants; 2) understand the key business drivers; 3) establish credibility & trust; 4) challenge them to have real conversations; and 5) focus on the right areas. Take a coach approach throughout, with their agenda, and most importantly coach the “whole team”, with team goals that really matter.. And don’t forget to bring “you” into the room, too!

— Katherine Tulpa, Co-Founder Wisdom8 and CEO, Association for Coaching