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Business Coaching Worldwide is an online quarterly publication.

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FEATURE ARTICLE

You Can't Win at Golf with Just One Club: Coaching Leaders for Today's Complex Business World

by Ellen Samiec and Scott Campbell

Business coaches and leadership experts have been proclaiming the demise of the "command and control" leadership style for years. Underneath that assertion, however, most still buy into a common leadership myth: there's one right way to lead for all situations. This article debunks that myth, revealing the five key Leadership Dimensions that today's leaders need to master.



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FROM THE WABC PRESIDENT/CEO

What the World Needs Now... (Part 4 of 4)

by Wendy Johnson

How does the changing climate of business impact the future of business coaching? The true opportunity in the future of business coaching is not what it does to make businesses more successful, but the influence it has on a "Bigger Life" picture.

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FROM THE EDITOR

Sara Hurd, outgoing editor of Business Coaching Worldwide, discusses the past, present of future of business coaching and *Business Coaching Worldwide*. We also say hello to our new editor, Donna Mills!

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COLUMN

Beyond Business Basics

by Sylva Leduc

Are you interested in simplifying your money processes, easily and quickly getting invoices *out* and money *in*? Streamline your accounts receivable. Create semi-automated processes with invoice templates, add accounting or coaching software, or even use your own Shopping Cart for online purchases.

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LETTERS TO THE EDITOR

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COLUMN

Assessment Corner

by Roberta Hill

You no longer need to be afraid of "psychometric rigor." Roberta explains in layperson's terms what you really need to know about the statistics behind the research and studies.

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MOVERS AND SHAKERS

An Interview with Rosa Krausz

by Wendy Johnson

Wendy Johnson, president and CEO of the Worldwide Association of Business Coaches, discusses the future of business and business coaching in Brazil with Brazilian coach Rosa Krausz.

↘ [Complete Article](#)

SUCCESS STORY

Coaching Across the Enterprise: The Agilent Technologies Case

by Brian Underhill

Agilent Technologies has broken new ground in the business coaching industry by establishing one of the first enterprise-wide coaching programs. An international coaching pool of 65 has now served over 100 leaders worldwide, and the APEX program has demonstrated empirically measurable positive results.

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I consider spiritual intelligence to be relevant to my business.

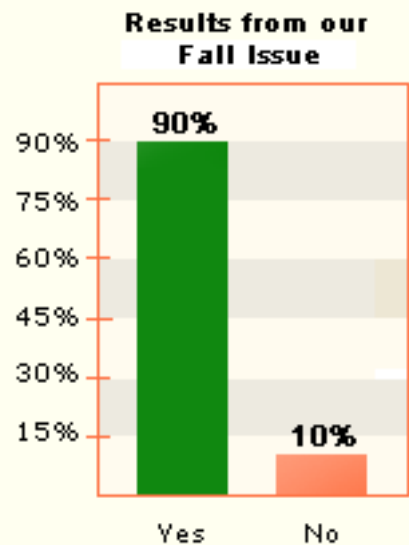
Yes

No

*Select Yes or No
and click Vote!*

POLL RESULTS

I have (or my business has) been the victim of copyright infringement.



DID YOU KNOW?

...That blogging about work can get an employee fired?

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GET THE EDGE

Success Secrets: Selling Your Ideas

by Suzanne Bates

Executive coach and author Suzanne Bates reveals that selling your ideas is the vital factor in landing the business you want. She shows you how to "think like your audience," determine why they need your idea, product or concept, and seal the deal with the essential skills of persuasion.

↘ [Complete Article](#)

HOT TOPICS

Coaching for Spiritual Intelligence (Part 1 of 2)

by H. Les Brown, *BCW* Regular Contributor

While the concepts of "IQ" and "EQ" have long since passed from academia into the mainstream, "SQ," or spiritual intelligence, has yet to complete the transition. In this first of two articles on spiritual intelligence, Les Brown explores the benefits and methodology of developing SQ in the corporate world.

↘ [Complete Article](#)

Coming In Our Next Issue!

Columns: Bronwyn Bowery-Ireland joins *Business Coaching Worldwide* as a columnist in 2006.

Bronwyn, CEO of International Coach Academy, takes "The ROI of Business Coaching" in some innovative directions. Learn more about Bronwyn in the [WABC Coach Directory](#).

Feature: Dr. Sabine Dembkowski and Fiona Eldridge, authors of the forthcoming *The Seven Steps of Effective Executive Coaching* (Spring 2006), describe their Achieve Coaching Model®, developed to provide a systematic approach to effective

HIRING A BUSINESS COACH?

Many people wonder what the difference is between business coaching, life skills coaching, mentorship, consulting or therapy. Here are some clear definitions and distinctions.

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executive coaching. Learn more about Sabine in the [WABC Coach Directory](#).

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There are hundreds of events worldwide pertaining to coaching, business and leadership. In this issue, we highlight select human resources events.

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FEATURE ARTICLE

You Can't Win at Golf with Just One Club: Coaching Leaders for Today's Complex Business World

by Ellen Samiec and Scott Campbell

Imagine this scene: Tiger Woods arrives for the Masters Golf Tournament in Augusta, Georgia with only a driver in his golf bag. When asked, "Where are your other clubs?" he replies, "Well, my driver is my favourite club, and I figured I could just use it for all my shots."

As ridiculous as this sounds, many executives and business leaders use the same logic when leading their organizations or business units; they utilize a single approach to leadership--typically "command & control." While business coaches usually try to shake these leaders loose from relying on a commanding approach, they too frequently fall prey to the same underlying assumption: there is *one right way* to lead that will work in all situations. Not surprisingly, the leadership style usually suggested as the replacement for commanding is coaching.

The truth is, *there is no one right way to lead!* Relying on any one approach is like trying to win at golf with just one club.

In our book, *5-D Leadership: Key Dimensions for Leading in the Real World* (Davies-Black, 2005), we define effective leadership as "achieving desired results through people's willing participation." Through our experience and research, we have concluded that there are five key leadership approaches--what we term *Leadership Dimensions*--which effective leaders use to respond to the demands of today's complex business world.

What follows in this article is an overview of these Five Dimensions. Readers can refer to the chart at the end of the article for a convenient summary of the definition, strategic objectives, and appropriate contexts for each of the five Dimensions.



The Five Leadership Dimensions

Dimension # 1 - Commanding: Taking Charge

As mentioned above, business coaches and leadership experts have been proclaiming the end of the Commanding era in business leadership for at least fifteen years.

However, there is a danger in this dismissal. There are times when Commanding is not only acceptable, it's desirable. In certain contexts, business coaches may actually need to assist their clients in developing the skills and perspectives needed to "command" effectively.

We define Commanding as *taking charge and seeking immediate compliance to quickly effect a desired result*. The primary context in which this Dimension is needed is a genuine crisis, particularly in turnaround situations or tragedies. In these circumstances, the need for quick decisions, combined with employee insecurities, call for a Commanding approach.

New York mayor Rudy Giuliani's remarkable leadership during the days and weeks following 9/11 are a powerful testament to the benefits of a Commanding approach during difficult days. Giuliani had, in fact, been at his lowest ebb in opinion polls just prior to the attack on the Twin Towers. His reputation was salvaged (to the point of winning Time magazine's Person of the Year award for 2001) due to his strong leadership in its aftermath. His efficiency, aura of authority, rapid decision making, inspirational words, and compassionate actions towards the victims and their families fit perfectly the needs and demands of the moment. The strength of his Commanding approach allayed people's fears, renewed their hope, and gave them an emotional anchor in the days following the terrorist attacks.

When circumstances are dire--during turnarounds and tragedies--people look for Commanders. As Faye Wattleton of the Center for Gender Equality says, "The only safe ship in a storm is leadership."

Nonetheless, it is quite common to find leaders over-relying on Commanding, using it in non-crisis contexts. The result is significant damage to morale, retention, and peak performance. It is therefore critical that leaders, and business coaches who work with them, be aware of the four other Leadership Dimensions and the contexts in which they are appropriate.

Dimension # 2 - Visioning: Pointing the Way

While you can command short-term compliance, you can't command ongoing commitment. One of the most powerful approaches for fostering lasting commitment to excellence is through the skilled use of the Visioning Dimension. As Peter Senge says, "Few, if any, forces are as powerful in human affairs as shared vision."

Visioning is defined as *creating and effectively communicating a clear and compelling picture of a worthwhile vision for the group*. While visioning is needed in many different business contexts, it is particularly important in times of organizational change.

The story of Jan Carlzon's leadership at the helm of Scandinavian Airline Systems (SAS) in the 1980's is a notable illustration of the Visioning dimension of leadership and its positive impact on staff morale, productivity, and company profitability. Carlzon employed a variety of means to create a new passion around the vision of delivering outstanding customer service *each and every time a passenger had contact with the airline*. In a single year, SAS employees turned a \$20 million loss into a \$54 million profit! The airline went on to garner several awards in the 1980s. In Carlzon's own words, "The new energy at SAS was the result of 20,000 employees all striving toward a single goal every day" (Carlzon 1987, 27). *That is the power of shared vision.*

Dimension # 3 - Enrolling: Getting Buy-In

Margaret Wheatley states, "People only support what they create." As a Leadership Dimension, Enrolling involves *creating buy-in and commitment by genuinely seeking input and/or employing democratic decision making processes*. A skilled use of Enrolling fosters high degrees of employee commitment and leads to high quality decision making and production.

The recent history of Harley-Davidson provides a powerful example of the benefits of Enrolling. While a Commanding approach--driven by its (then) CEO, Vaughan Beals--had brought the company back from the brink of bankruptcy, *Enrolling* sustained and improved its performance in recent years. Richard Teerlink, Beal's successor, understood the limitations of a Commanding approach when not facing a crisis, and led instead with an Enrolling emphasis.

In late 1988, Harley's senior management team began a number of initiatives designed to elicit the ideas, concerns, complaints, and dreams of *all* its employees. In the early 1990s, a "Joint Partnership" committee was created between management and the unions to foster continuous improvement at the company. The ensuing results at Harley--sustained profits and renewed market leadership throughout the 1990s--speak to the power of Enrolling.

Teerlink later stated, "I myself didn't have a plan for the company in my back pocket. I only knew that capturing the ideas of our people--all the people at Harley--was critical to our future success" (Teerlink 2000, 5).

Dimension # 4 - Relating: Creating Harmony

We define Relating as *creating and sustaining strong relationships (1) between you and individual staff members, and (2) between staff members themselves*. The goal of

Relating is the creation of harmonious working relationships characterized by mutual trust, respect, and goodwill. The use of this Dimension has tremendous positive payoffs for both the leader and the organization.

Mike Abrashoff's leadership as Commander of the *USS Benfold*, an awe-inspiring, guided-missile Naval destroyer, provides an outstanding example of the skillful use and practical benefits of the Relating Dimension. Although a Naval destroyer may be an unexpected setting for this Dimension, under his leadership in the latter half of the 1990s the *Benfold* went from having one of the worst retention rates in the Navy to 100% re-enlistment, and having one of the worst states of combat readiness to winning the coveted Spokane Trophy for best combat readiness in the fleet. Abrashoff attributes much of this success to the emphasis he placed on his personal relationship with the crew and attending to relationships between crewmembers. Abrashoff demonstrated a skilled use of the Relating Dimension in numerous ways, including:

- learning the names, family history, and personal story of every one of his 310 crewmembers
- instilling a sense of each member's personal importance to him, regardless of rank
- attending to issues of harmonious crew relationships and potential discrimination against women and minorities

Positive relationships are the lubricant that keeps the "work-engine" turning smoothly. The Relating Dimension is the approach that creates and sustains those relationships.

Dimension # 5 - Coaching: Developing People

The Coaching Dimension focuses on *developing an individual's potential and performance while aligning the individual's goals and values with those of the organization.*

One of our colleagues, Carole Cameron, recently described to us the positive outcome of having a manager (Phil Geldart) who was adept at coaching during her tenure at Nestlé Canada. Here is Carole's assessment of Phil's impact on her and the organization:

The lessons I learned from Phil greatly allowed me to develop my skills as a trainer and deepened my confidence to move my career forward in the Performance Development Department. What I experienced in being coached was typical for all his staff. Phil always focused on developing his people.

Phil not only enhanced the lives and careers of his direct reports, he also used his coaching style to help create a corporate culture that was founded in respect for the individual and a commitment to the

development and strengthening of others. When Phil left Nestlé he left behind him a seamless succession in his own department, and an organization with a solid leadership base.

Conclusion

Just as great golfers use all the clubs at their disposal, great leaders use all five Leadership Dimensions at their disposal--the choice of Dimension is governed by the context and desired outcomes they want to achieve. The masterful use of all five Dimensions is critical to achieving desired results through people's willing participation.

The Five Leadership Dimensions

Commanding: Taking Charge		
Definition <i>Taking charge and seeking immediate compliance to quickly effect a desired result</i>	Strategic Objectives <ul style="list-style-type: none"> • To effect a quick result • To give clear direction in an emergency or crisis situation • To obtain immediate compliance • To soothe people's insecurities 	Appropriate Contexts <ul style="list-style-type: none"> • When facing a genuine crisis or emergency • To kick-start a turnaround situation • When dealing with a problem employee where other approaches have failed
Visioning: Pointing the Way		
Definition: <i>Creating and effectively communicating a clear and compelling picture of a worthwhile vision for the group</i>	Strategic Objectives <ul style="list-style-type: none"> • To move people towards shared goals/dreams • To realize a new opportunity • To unite a group around a significant challenge • To increase or maintain employee motivation and enthusiasm 	Appropriate Contexts <ul style="list-style-type: none"> • When change requires a new vision • When staff are losing/have lost their connection to the meaning and value of the work • When the group has lost its focus or sense of direction • When responding to tragedy or crisis
Enrolling: Getting Buy-In		
Definition: <i>Creating buy-in and commitment by genuinely seeking input and/or employing democratic decision making processes</i>	Strategic Objectives <ul style="list-style-type: none"> • To gain commitment through participation • To increase quality of products / processes • To gain information needed for decisions 	Appropriate Contexts <ul style="list-style-type: none"> • When you need to get buy-in on a decision or direction • When you need to improve quality • When you need others' input to make a sound decision

Relating: Creating Harmony

Definition:

Creating and sustaining strong relationships (1) between you and individual staff members, and (2) between staff members themselves

Strategic Objectives

- To create harmony
- To create a sense of togetherness and community
- To increase the degree and quality of communication, trust, and openness in the group
- To enhance the informal information networks between groups

Appropriate Contexts

- When rifts in a team need healing
- When communication networks need to be improved or extended
- When problems in communication or teamwork are hampering the group's effectiveness or potential
- When stress is fraying relationships

Coaching: Developing People

Definition:

Developing an individual's potential and performance while aligning the individual's goals and values with those of the organization

Strategic Objectives

- To connect a person's desires and talents to the group's goals
- To improve quality or production or service by a staff member
- To extend the group's leadership base

Appropriate Contexts

- When an employee *wants* to improve his/her performance
- When an employee *needs* to change behaviour that is harming the group's performance
- When the breadth and depth of the group's leadership needs to be improved

Sources:

Carlzon, Jan. 1987. *Moments of Truth*. New York: Harper Perennial.

Teerlink, Richard. July 2000. "Harley's Leadership U-Turn." *Harvard Business Review* 78:4, 43-48.

Ellen Samiec is the Director of Coaching for [5D Leadership](#). She works with executives and business leaders across Canada, the United States and Australia, helping them leverage their strengths to overcome challenges and achieve breakthrough results. Read more about Ellen in the [WABC Coach Directory](#). Ellen may be reached by email at Ellen@5DLeadership.com.



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Ellen and Scott are co-authors of [5-D Leadership](#) (Davies-Black Publishing, Oct. 2005).

FROM THE WABC PRESIDENT / CEO
What the World Needs Now... (Part 4 of 4)
by Wendy Johnson

Clearly the top two issues in business today are globalization and the rapid advancement of technology. In the first three articles of this series, in which I suggest that more than ever, what the world needs now is **business coaching**, I highlighted these issues and the impact they have had on the changing climate of business. In my last and final article on this subject, I am focusing on the impact of this changing climate on the future of business coaching.

The true opportunity in the future of business coaching is not what it does to make businesses more successful, but the influence it has on a "Bigger Life" picture. As business coaching becomes more prevalent in global organizations, coaches will challenge and support individuals within those organizations to stay true to their personal values, ethics, and morals. The opportunity then for a "Bigger Life," or a worldwide influence, begins to gain momentum as more and more individuals are inspired to act upon their guiding principles.

What does this mean for the **future of business coaching**? It means:

- **More focus on ethics** - Global organizations are operating at a speed of change that exceeds the speed of regulation. This gap creates an environment of self-regulation that often challenges ethical and moral boundaries. In the second article, I highlighted "e-waste," or the disposal of hazardous technology by-products such as computers and mobile phones, as one of those challenges. While regulation in developed countries prohibits such disposal, similar laws have not yet been enacted in less developed countries. Therefore, the decision to dump hazardous materials at the risk of human life is left in the hands of organizational leaders. *Business coaches in the future can expect clients to struggle with even more ethical and moral decisions.*

- **More focus on spirituality** - A recent Newsweek article cited spirituality as the fastest growing social movement in the world. Spiritual globalization has increased interest in non-traditional religious studies as well as emerging or "New Age" beliefs that are not related to any particular religious base. The quest is for the discovery of purpose. As people are finding themselves more globally connected, even in non-business settings such as the world relief efforts during the recent tsunami, they are beginning to ask themselves "Bigger Life" questions. *Business coaches in the future can expect clients to seek spiritual exploration.*
- **More focus on balance** - Technology will continue to make virtual operations easier and more flexible. However, global business requires communication over a variety of time zones. Psychologists and family therapists cite wireless technology and being "constantly connected to the office" as leading causes of marriage and family distress. *Business coaches in the future can expect clients to search for more personal and professional balance while operating in a 24/7 world.*

Business coaching in the future will not only support individuals who will in turn build up their businesses, but also support individuals who will in turn build up the world...creating a "Bigger Life" and worldwide influence.

Wendy Johnson, MA, CEC, CMC is the full-time president and chief executive officer (CEO) of the Worldwide Association of Business Coaches (WABC). Johnson's vision is a business coach working with every business, organization and government. Learn more about WABC at <http://www.wabccoaches.com>. Wendy may be reached by email at presceo@wabccoaches.com.



BEYOND BUSINESS BASICS

Managing Your Money Processes: Manual and Automated Options

by Sylva Leduc

I don't know about you, but for me, sending client invoices is one of those "necessary chores" in managing my business. Sure, I love it when the checks arrive. But I have to admit, taking time to go to the bank can be an interruption in my day.

Even as I am writing this, I have one invoice to create and send, plus three checks to

deposit. You may wonder if I am so fabulously wealthy that I can afford to let several thousand dollars sit outside of my bank account. Hardly!!

It's just that the money process is another of those administrivia tasks that can really make coaches less than efficient.

In the last issue of *Business Coaching Worldwide*, I wrote about the many tasks and processes that can be delegated to a Virtual Assistant. A VA may not be able to physically take your checks to the bank for deposit, but a VA can do your invoicing, and may be able to help you set up and manage a Merchant Account or Shopping Cart.

Wait, though! I'm getting ahead of myself. First, we need to talk about the difference between manual and automated processes, and then discuss why you may want to use a Shopping Cart or Merchant Account. Plus, since you may not know the differences between the two, I'll provide a brief comparison.

Totally Manual Processes

If you use a manual process, you'll need to create and send multiple individual invoices for every client. I suspect that the majority of the people reading this article have a template they use for their invoices, so I won't belabor the idea of creating a standard format. If you have not standardized a format, then take the time to create a template to use. Then, each time you invoice, you can refer back to the master copy to create the current invoice for your client.

Software for Invoicing

There are many programs on the market that you can use for invoicing. Among them are QuickBooks and MYOB software products. If you use ACT! as your contact manager, then you can also use the invoicing plug-in to connect to QuickBooks. These software programs can create invoices for your customers based on the specific information that you choose. Instead of creating invoices from scratch each time for each customer, however, these programs can include past due information or allow you to choose from a menu of your products and services. Much of the invoice information is created for you.

If I didn't tell you about Client Compass software and its invoicing system, I'd be remiss in providing you with complete information for automating your business. I am biased, of course. Although it was recently acquired by John Wiley and Sons, I was the founder of Client Compass, the company that created Client Compass software for coaches. Client Compass provides invoicing templates and calculation wizards, tracks payments, and allows you to process credit card charges via a "virtual terminal."

Online Automated Systems

Merchant accounts and shopping carts provide additional methods for automating both the invoicing and payment processes.

Coaches, consultants and small business owners use merchant accounts and shopping carts to sell their services and products. What's the difference between the two?

MERCHANT ACCOUNT: A merchant account is established by a coach through their bank or a "payment gateway" to receive payment via credit card. You don't need to have a Web site to use a merchant account.

SHOPPING CART: This is online software that allows clients/customers to order a number of products/services from a coach's Web site (using the merchant account for processing payment).

There are basically four ways to set up a shopping cart system:

1. Buy software and install it on your own server
2. Buy software and install it on your hosting company's server
3. Sign up with a hosting company that has shopping cart software available
4. Sign up with a shopping cart service; the shopping cart software runs on their server, linked directly from your Web site

The first two options are incredibly expensive for a small business. The third option is very viable. Ask your hosting company if they provide a shopping cart as part of their offerings. Check to see if it is combined with a merchant account or if you'll need to provide your own merchant account.

The fourth option is probably the easiest. There are several companies which provide cost-effective all-in-one solutions or stand-alone shopping carts. While third-party payment processors, like PayPal, will charge you a higher percentage of each transaction, they don't require you to carry a merchant account. Most shopping cart solutions, like 1ShoppingCart.com, do require a merchant account.

Be aware that some shopping cart solutions are resold by other companies. For example, Practice Pay Solutions, one of the most widely-known merchant account solutions in the coaching world, offers a shopping cart through Professional Cart Solutions. What many people don't know is that Professional Cart Solutions is a private label of 1ShoppingCart.com.

Why Use A Shopping Cart?

Shopping carts serve multiple purposes:

- gather contact information
- automate processing, including credit card processing
- fulfill orders through links or direct downloads
- activate e-mail autoresponders, reducing the need for manual replies
- process orders automatically 24/7

If you have products and services for sale, providing client access to your site at any time of

the day or night from anywhere in the world in order to complete purchases is very appealing.

On my own coaching sites, my shopping cart is set up to allow people to opt in to my newsletter and order free reports (with automated delivery). I also have separate Web pages where clients can purchase assessments, e-books, special reports, coaching sessions, and coaching programs.

An automated system frees up time you're currently spending on administration for working with clients and marketing your services. And the more time you have to work on those activities, the better!

If you are currently using manual processes to get invoices *out* and money *in*, consider streamlining your accounts receivable and putting your business on autopilot.

Sylva (Syl) Leduc, MEd, MPEC, is a Certified Executive Coach who has worked with business owners, leaders, executives, and coaches for the past 14 years. She is the President of [Benego Business Solutions](#) and creator of the [Coaches Tool Box](#). Read more about Sylva in the [WABC Coach Directory](#). Sylva may be reached by email at info@Benego.com.



ASSESSMENT CORNER
Assessment Rigor Mortis
by Roberta Hill

Readers of my column will know by now that I am quite irreverent about the "absolutes" of using assessments. In this issue, I want to attack the concept of psychometric rigor, or, as I like to refer to it, psychometric rigor mortis. This whole discussion is a bit like flogging a dead horse.

Let me qualify this by saying that the scientific research behind an assessment is an extremely important component. However, the user of assessment instruments does not need to go into great depth on the studies.

Coaches who provide assessments to clients should ask two simple questions:

1. Have both reliability and validity studies been conducted?
2. Do the results fall within the accepted norms?

That's it. The exact statistics are less important. Why?

- These studies are usually paid for and sponsored by the company that created the tool and they are therefore subject to some perceived bias.
- The math is too complicated for most of us. Statistics may not lie, but I am not so sure about the statisticians.
- Depending on how the results are reported, they can be quite misleading. Usually the assessment company pays for more than one validity study out of five possible types. The results must then be compiled and reported, usually in a way that is favorable to the sponsor.

However, coaches seem to feel that they have to have the data in case someone asks. Most people won't ask, but if you do have some one who wants "proof," here is my short standard answer. Memorize it and you won't have any issues:

"I can tell you that the research and studies have been done. I am not a statistician and that is why the company that developed this instrument hired someone else to do the research. I have been assured that the results fall within the acceptable range for psychometrically sound instruments. "

If they still push to actually see the data for themselves, I add, "I am sure that we can get you a copy of the study if it is that important to you, but since the report will be quite large, there will be a cost associated." This has always stopped the discussion and provided a way for someone to back down gracefully.

Now for the part about this issue that really annoys me. I am tired of some vendors' representatives telling me (us) that their instrument is more valid (they should say scientifically sound) because it has a higher .90 versus a .70 correlation. Poppycock.

This may sound a little too much like math but bear with me. First, when these numbers are provided, they are related to reliability, NOT validity. Reliability measures stability--test-retest consistency over a period of time. Validity measures accuracy--that it actually measures what it says it measures. Second, "over a period of time" in the research is usually six months. The results are meant to mean that if I take an assessment with a .80 correlation today, my results will be about 80% the same in six months, but not necessarily in ten years. Third, some instruments by their very nature will have higher correlations on this scale.

This is my old complaint of trying to compare apples and oranges. It is much easier to get high reliability results with behavioral assessments, such as the DISC profile. Assessments that measure internal traits (motives, preferences, instincts, etc.) rather than externally observed behavior are less likely to achieve high reliability. The MBTI (Myers-Briggs Type

Indicator), which is not behavioral in nature, has one of the lower reliability correlations. It is still within the acceptable range established by the *Standards for Educational and Psychological Testing*, published by the American Psychological Association. In addition, it is probably the most comprehensively researched tool of its kind in the "popular" market of ipsative (subjective) instruments.

Here is an analogy that might help. Assessing traits like motives, preferences, and instincts is like listening to a person speak in order to determine his or her mother tongue. It's not quite as obvious as it appears due to accents, dialect, education and many other criteria. On the other hand, assessing behavior is more like looking at a person and determining their physical gender. Sometimes you may not be sure, but I'll bet you are right over 95% of the time (or a .95 correlation).

I have three pieces of advice:

1. Make sure the studies have been conducted.
2. Forget the numbers and stop worrying about the technical stuff.
3. Keep to the basics. Remember that the tool is not an end in itself--it's a means to help the client with discovery.

Roberta Hill, MBA, is a Professional Certified Coach (PCC), as well as a Professional Mentor Coach (PMC) and Certified Teleclass Leader with Corporate Coach U International. Roberta owns www.AssessmentsNow.com, an online assessment provider with a network of more than 40 qualified coaches worldwide. Read more about Roberta in the [WABC Coach Directory](#). Roberta may be reached by email at roberta@wghill.com.



MOVERS AND SHAKERS

An Interview with Rosa Krausz

by Wendy Johnson

Rosa brings 30 years of experience to her role as Director of Intellectus, a consulting, training, and executive coaching firm in São Paulo, Brazil. In addition to her consulting, training, and coaching background, Rosa has taught at the University of São Paulo and is a respected lecturer at conferences and business events.



Rosa works primarily with small to mid-sized organizations, assisting executives and owners with interpersonal professional relations, delegation, leadership, time management, decision making, problem solving, and change issues. In addition to numerous business-related articles, Rosa has written five books. Her most recent, Compartilhando o Poder na Organizações (Sharing Power in Organizations), addresses the relationship between leaders and employees, demonstrating how to create business success through effective leadership and the professional and personal fulfillment of both leaders and employees.

Read more about Rosa in the [WABC Coach Directory](#).

After 30 successful years in consulting, training, teaching and writing, what attracted you to coaching?

In the mid-1970s, I began as a consultant and HR trainer at one of the most well-known consulting firms in Brazil. After acquiring industry knowledge and experience, creating a business network, and establishing a solid professional image, I started my own consulting and training business.

I found that organizational leaders were struggling with professional difficulties and challenges that mainstream consulting failed to address. As I became involved in coaching, I could clearly see that coaching processes help leaders to understand how change impacts individuals, teams, and systems within an organization. Coaching also enables them to empower their employees to effect behavioral change.

Business and executive coaching also stimulates coaches' continued growth and development, upgrading their performance and their personal and professional competence. This continuous improvement, in turn, allows coaches to better contribute to their clients' growth and development.

What distinguishes you from other business coaches in your country?

I have great enthusiasm for my work, and I exhibit the high level of responsibility and professionalism my thirty years of experience have brought me. My clients trust that professionalism and experience, and introduce me to others who could benefit from my services.

My partnership with my clients is based on a coaching process that is focused on heart and mind. My training and certification in Transactional Analysis also provides an important framework for my clients' understanding of individual and organizational relationships.

How has business coaching emerged in Brazil?

In the late 1990s, a small group of practicing coaches began to discuss and publicize the profession. In 2001, at the 30th World Conference of the IFTDO (International Federation of Training and Development Organizations), I presented a workshop on Executive Coaching--one of the first presentations on the subject in Brazil.

Independent and internal coaching is increasing, although internal coaching seems to be more prevalent. Internal coaches tend to work with middle managers, focusing on career and performance issues. An organization's internal coaches often blur the line between counseling and mentoring processes and the coaching process. Conversely, top executives are increasingly engaging external coaches, which allows them to avoid the trust issues that may otherwise interfere with the coaching process. They seek assistance in the areas of leadership, decision making, problem solving and interpersonal relations.

What kind of barriers has business coaching faced in Brazil?

A major barrier is a lack of understanding about the nature of coaching. Many organizations and clients expect training or consulting rather than a collaborative, trusting coaching partnership in which the client addresses his or her real needs via reflection and action.

The Brazilian cultural context is not very favorable to the coaching process. Some highly-positioned executives avoid discussing their uncertainties, and, even when they do, they resist taking action, expecting the coach to provide solutions. Trust, involvement, and openness to the coaching process takes time to develop.

Brazil is also subject to serious political instability. For example, members of the currently installed Workers' Party (including the President) are under close scrutiny due to allegations of corruption in paying debts and raising money for the upcoming 2006 presidential campaign. Workers' Party members are now involved themselves in what they fought against in the 1960s--abuse of power to favor their own political party.

This political instability can limit the reach of business coaching. During a political crisis, despite an apparently stable economic situation, organizations become cautious, limiting their investments and expenses.

You've mentioned corruption in government. Have you also witnessed corporate malfeasance? If so, what role can business coaching play in preventing or minimizing it?

Unfortunately, public and private corporate malfeasance is not uncommon in Brazil, and we are impacted by this social disease. In recent years, we have had cases of malfeasance in the banking and investment business, retail commerce, food industry, public services, and telecommunications.

Business and executive coaching can minimize some of these effects. Executive coaching, in particular, can impact the heart of an organization's power center, and has the potential to

create a culture of respect, transparency, social co-responsibility, ethics and competence.

Reflecting on your work with clients over the years, can you recall a time when a client really impacted you and helped you to grow?

One of my first clients, a brilliant young executive, was incredibly transparent, honest, dedicated, and loyal to his organization and its leaders. He was a living example of trustworthiness and respectability. His conduct impressed me and caused me to reevaluate some of my beliefs about the corporate world.

What philosophy has guided you as a business coach?

My work is based on respect, mutual trust, confidentiality, non-directiveness, cooperation, relevant information sharing, a contractual relationship, and the no-harm principle. My integrity as a coach, and above all, as an individual, is important to me. My integrity leads me to use my intuition, accept challenges, and take action in my own life, and then to share my experiences with others.

What are some of your personal and professional goals?

My goals are to:

- Continually grow and develop, personally and professionally.
- In partnership with my colleagues and trainees, build a community of highly competent business and executive coaches in Brazil. This would be accomplished through training and certification processes supplied by those organizations that are internationally recognized as the best in the field.
- Consolidate ABRACEM (the Brazilian Association of Business and Executive Coaches) as the professional organization of Brazilian business and executive coaches, and as the recognized training and certification organization in business and executive coaching.
- Maintain my part time practice, publish books and articles, participate in conferences, and continue to train and supervise new coaches.
- Collaborate with the WABC to boost international recognition of the profession of business coaching.
- Enjoy my family life.

What are the issues that we are facing as a business coaching industry, and how are we addressing them?

As professional business coaches, we must:

- Create minimum international standards and competencies
- Consider cultural differences in approaching the coaching process
- Ensure adequate experience as we enter a coaching partnership
- Continue to educate the consumer about business coaching
- Approach each coaching partnership with the complete context in mind
- Establish a professional value system
- Create a well-established certification process

The WABC can help to address these issues by building an international network of business coaches that share the same standards, competencies and certifications, and that respect

cultural differences in the coaching process.

What's the best piece of business advice you have followed?

"Your errors can always teach something new."

This advice has helped me both to learn from my errors and avoid repeating them, and to analyze my options before deciding or taking action.

What advice do you have for the novice business coach?

Remember that your potential clients value:

- The competence you have acquired through sound training, practice, and supervision
- Continuous improvement of your skills
- Your own personal balance
- The quality of your services

These principles will allow you to establish a strong foundation for your coaching business, and build your client base predominantly through referrals.

What advice would you offer to our more experienced business coaches?

Build your success on the solid ground of quality, not quantity. Effective coaching is a delicate process that requires personalized attention, care, reflection and mutual trust.

What is the key to working effectively as business coaches in our increasingly global business world?

We must be prepared to respond to the emerging needs of a sophisticated workforce. Such a workforce demands speedy, effective, specific and focused responses to their needs. Business coaching in this context requires expertise, sensibility and understanding of the pressure for results that prevails in organizations.

In addition, businesses will demand a clear return on their investment in the coaching process. As we enter a professional relationship with the client and the organization, business coaches need to pay special attention to the expectations of both. Understand that business coaching encompasses three relationships--coach/client, coach/organization, and client/organization. Without a sound and viable contract that addresses the expectations and needs of all parties, the coaching process may fail to accomplish the expected results.

SUCCESS STORY

Coaching Across the Enterprise: The Agilent Technologies Case

by Brian Underhill

The Business / The Organization

In 1999, Hewlett-Packard announced a strategic realignment to create two companies. The spin-off company, Agilent Technologies, would be comprised of test and measurement

components, chemical analysis, and medical businesses, while HP retained the computing, printing, and imaging businesses.

When Agilent launched in November 1999, the organization declared three new corporate values to represent the company: speed, focus, and accountability. Agilent also kept the original HP values that made Hewlett-Packard famous: uncompromising integrity, innovation, trust, respect, and teamwork.

The Partnership

While HP utilized coaching, efforts were generally uncoordinated, and coaching was not strategically integrated with the company's leadership development initiatives. Multiple vendors and individual practitioners provided different coaching approaches at varied prices. As a result, Agilent had a desire to create an outstanding "corporately recommended," strategically-integrated coaching program with a preferred pricing rate, using a single vendor.

In February 2000, Dianne Anderson, Agilent's Global Program Manager, set out to design a corporate coaching solution for the company's senior managers and executives (approximately 750 people worldwide). She collaborated with Brian Underhill of Alliance for Strategic Leadership (A4SL) to design and deliver the new coaching program. This new program would be named APEX (Accelerated Performance for Executives).

The Challenge

Agilent laid out the parameters for a new coaching program that could address multiple objectives, such as:

- *Global reach:* Agilent has facilities in more than 60 countries. The APEX program would need to effectively serve leaders with coaches near these sites. Awareness of local cultural nuances would be critical and local language capability would be preferred.
- *Senior leader focus:* Candidates for APEX participation would focus on vice presidents, corporate officers, business unit leaders, general managers, directors, and functional managers.
- *Accountability for results:* APEX needed to prove its value for Agilent. In return for the company's investment in them, participants would need to demonstrate positive, measurable change in leadership effectiveness as seen by direct reports and colleagues.
- *Flexibility and user-friendliness:* APEX had to be user-friendly from beginning to end. A simple menu of options was created, suitable for a range of budgets and varying levels of interest in the coaching process. Priority was also placed on creating a program that made it easy to initiate a coaching engagement and administer payment for coaching services.

The Approach

Several months of design ensued to meet these objectives. Brian Underhill of A4SL and Dianne Anderson of Agilent Technologies worked together to outline the structure of several coaching options and draft a general program description. They developed a process for administering and scoring an initial 360 degree survey and a follow-up survey. A4SL then determined certification standards for APEX coaches and established procurement standards to smooth the contracting process.

Agilent then began the internal marketing process for the APEX program. They developed pages for Agilent's corporate intranet containing the program description, pricing, coach bios, and contracting information. Throughout the process, Agilent made it clear that APEX would be a behaviorally-based executive coaching approach, focusing on improving leadership behaviors on the job. APEX would not be used for career planning, life planning, strategic planning, or remedial coaching.

Finally, A4SL established a global coaching pool, emphasizing locations of Agilent's key global facilities. Since inception, the coaching pool has grown to over 67 coaches worldwide. Each coach participates in a telephone orientation and receives a 60-page orientation package. Agilent hosts quarterly conference calls to keep coaches informed on corporate news, to learn about the coaches' challenges in working with Agilent leaders, and to provide a forum for peer-to-peer learning.

The Process

Following a brief initial interview with the A4SL Coaching & Consulting (C&C) program manager, executives who are qualified for the program receive a set of bios of two to four coaches, based on the participant's needs, style and location. The participant then conducts telephone interviews and chooses his or her own coach. This provides a greater sense of ownership in the process and greatly reduces coach/client mismatches.

In the course of the coaching relationship, the participant receives assistance in two general areas: the overall feedback process (an initial 360, one or two mini-surveys, and de-brief and follow-up with feedback raters/providers), and content coaching to help the participant become more effective in a specific target area (e.g., listening skills). The actual APEX coaching process is comprised of in-person visits and regular, ongoing phone or email contact.

The Value Delivered

APEX results to date (as demonstrated by aggregated mini-survey data) are exciting. Mini-surveys are a critical part of the process. Each individual leader's key stakeholders complete mini-surveys of short (three- to five-item) questionnaires. Raters are asked, among other things, to measure improvement in the leader's overall leadership effectiveness and specific areas for development. Additional written comments are also requested.

Mini-survey results show that over 78% of key stakeholders felt that APEX leaders had

improved in their overall leadership effectiveness (Figure 1). Nearly 77% felt that leaders had also improved in their individually selected development goals (Figure 2).

In virtually every organization in which A4SL C&C has delivered coaching services, one lesson is universally the same: the leader's regular follow-up with key stakeholders correlates with perceived improvement in leadership effectiveness.

In the course of the continuing program, A4SL has received specific feedback from both stakeholders and the program participants themselves. Dianne Anderson states, "The APEX program has been very well received by senior leaders and HR professionals alike...and the participants in the program have experienced considerable growth in their leadership effectiveness."

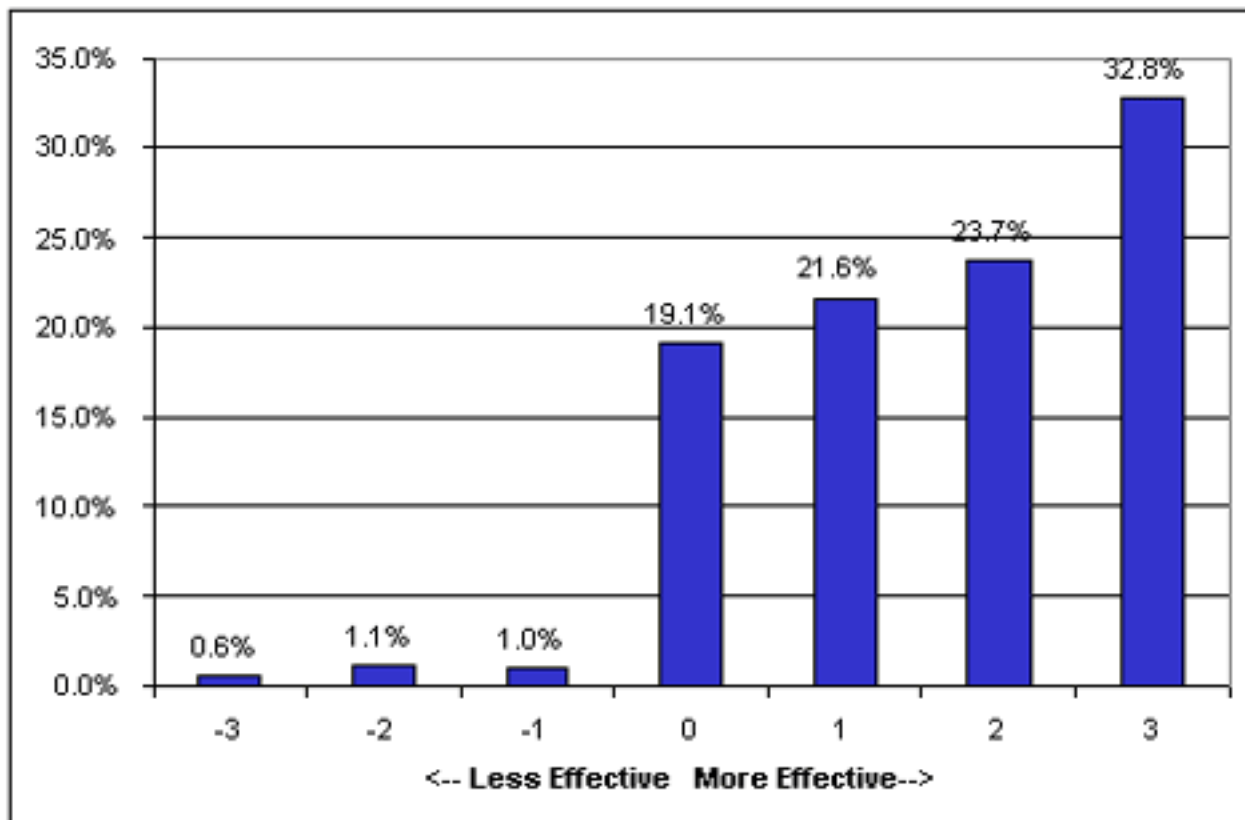


Figure 1. Aggregate Results for Overall Leadership Effectiveness.

Question: "Has this person become more or less effective as a leader since the feedback session?"

Scale: "-3" Less Effective to "+3" More Effective

N = 831 Raters

73 Leaders

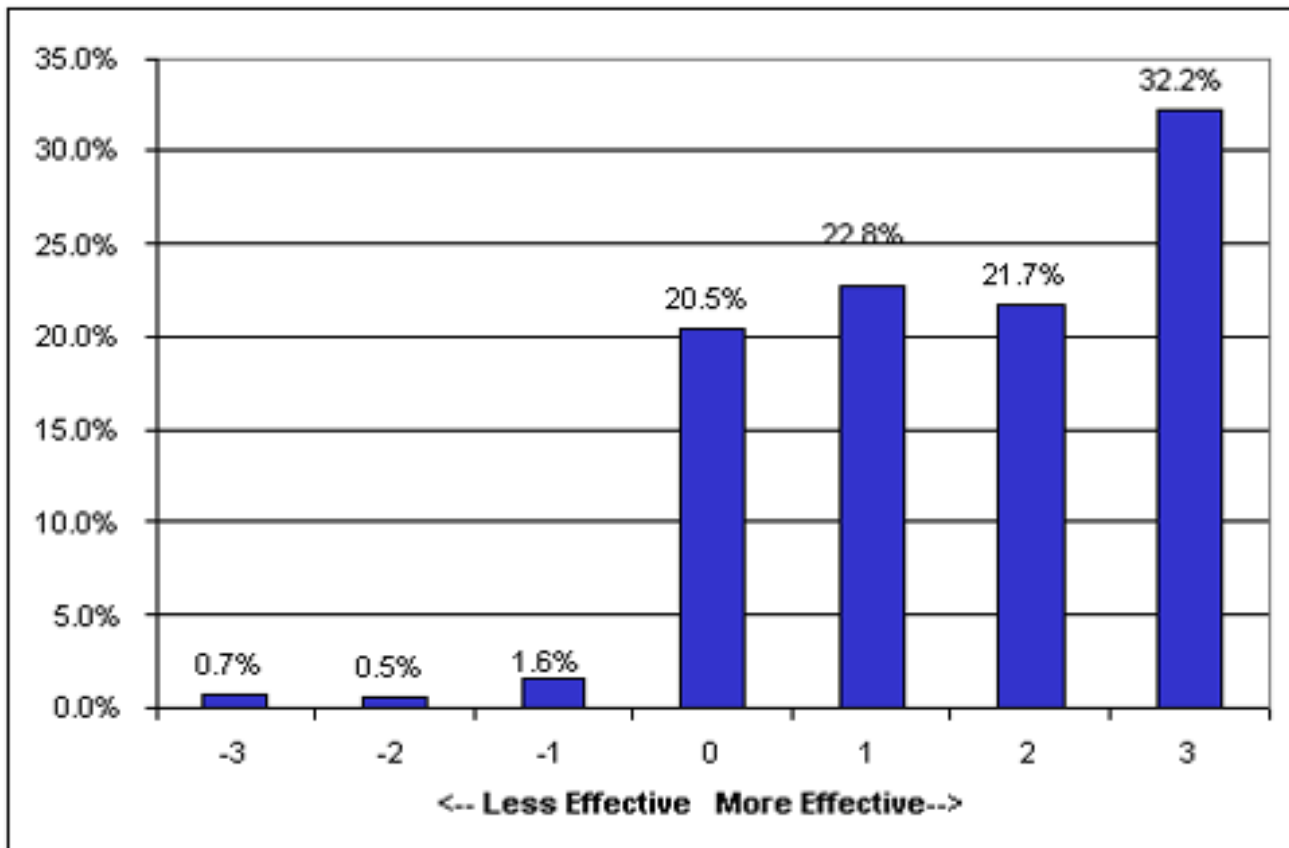


Figure 2. Improvement on specific areas for development selected by leaders.

Scale: "-3" Less Effective to "+3" More Effective

N = 2276 Raters

73 Leaders

Brian O. Underhill is a specialist in the design and management of large scale executive coaching initiatives. He is a founding member of the [Alliance for Strategic Leadership](#) and CoachSource. His clients include Agilent Technologies, CalPERS, Dell and Johnson & Johnson. Read more about Brian in the [WABC Coach Directory](#). Brian may be reached by email at bunderhill@a4sl.com.



GET THE EDGE

Success Secrets: Selling Your Ideas

by Suzanne Bates

Wouldn't you like to know how to persuade others and, in the process, get what you really want? Persuasion is both an art and a science. The secret is to find out what others want, and then learn some essential skills of persuasion.

Assume that you have an initiative that is mission-critical, but you're encountering a lot of resistance. You're proposing change, it costs money, and it isn't absolutely guaranteed to work. Sound familiar?

As Robert Louis Stevenson, the Scottish poet and novelist, once said, "Everyone lives by selling something." If you want to lead an organization you must learn to sell. Building support for your ideas, winning converts, and getting things done are largely dependent on your sales skills.

Quick question: **What's the most important word in selling?**

Answer: The word "**why.**"

You must learn why people would want or need to buy your idea, concept, program, service, initiative or new, new thing. If you do not know about them--their problems, needs and views--you will never successfully sell your ideas, period. People tune out when they know you're only focused on what you want. They tune in when they sense that you have an interest in them as well.

Another question: **What's everybody's favorite topic?**

Answer: ***Themselves!***

People want to hear about themselves. They want to hear about their projects, initiatives, goals, timelines, challenges and interests. Unless you have factored their concerns into your presentation, go back to the drawing board. Don't show up at the meeting until you've sat in their seats or walked in their shoes for awhile. Actually imagine yourself on their team, working in their office, managing their project. Remember, this is not about you and what you need. It's not about how great your ideas are. It's not even about what's good for the company. Face it--a lot of people really don't care. What they care about is getting through their day, meeting their quotas, hitting their deadlines and making their bosses happy.

So remember, your talk should focus not on you and your idea, but on:

- Their problems
- Their hopes
- Their dreams
- Their goals

- Their needs
- Their timetable
- Their budget
- Their success

How do you learn about their problems, hopes, dreams and goals? It's pretty simple. You ask! Long before you give a presentation, make the effort to meet informally, by phone or in person, to ask questions and gain some understanding of your prospects' concerns. At the very least, take any information you already have and extrapolate their highest priorities.

People appreciate it when you take the time to sit down with them, learn about what's going on in their world, and understand what they're up against. If they are going to buy into your proposal, they must first feel comfortable with you, believing that you're on their team and that you are sensitive to their needs. Anyone who can influence a decision, get it approved, or implement it has a choice--support you, ignore you, or undermine you later.

Here are some questions you can ask to find out what you need to know:

- What is your goal?
- What is most important to you?
- What are your priorities?
- How do you need it to work?
- When could we make it happen?
- What are the budgetary considerations?
- What are your human resources?
- Who needs to be involved?
- What does an ideal solution look like to you?
- What would make this a success for you and your group?

What do you do with this information? Incorporate it into your presentation! You might even mention the great opportunity you had to meet with a key group member and learn about the group's concerns. Then, when you outline what you're going to discuss, address those specific issues, confirming that those issues are also priorities for you. With that reassurance, your prospects will relax and be more receptive to your ideas.

Of course, one of the greatest benefits to doing this homework is that prior to presenting any plan or initiative in the future, you'll be more likely to take others' needs and priorities into account from the very beginning. You'll go through fewer revisions, receive fewer objections, and be applauded for thinking of the big picture. Those are outcomes that get you noticed and win you rave reviews!

Suzanne Bates is a speaker, media personality, business consultant, executive coach, and author of McGraw-Hill's new book, *Speak Like A CEO: Secrets for Commanding Attention & Getting Results*. Read more about her work at www.speaklikeaceo.com. Suzanne may be reached by email at Suzanne@bates-communications.com.



HOT TOPICS

Coaching for Spiritual Intelligence (Part 1 of 2)

by H. Les Brown, *BCW* Regular Contributor

Due to recent and continuing discoveries of corporate malfeasance, trust and credibility with the public are issues that even the smallest business faces. The development of spiritual intelligence in the business leader may be the critical factor in determining the success or failure of a business enterprise. As this need grows, coaching is sure to have a role in the development of spiritual intelligence in business, and the challenging yet non-directive process of coaching may be the best method for developing this intelligence.

The Definition

In her book *SQ: Connecting With Our Spiritual Intelligence*, Danah Zohar defines spiritual intelligence as follows:

By SQ I mean the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another. SQ is the necessary foundation for the effective functioning of both IQ and EQ. It is our ultimate intelligence (Zohar 2000, 3-4).

Physiological data identifies the area of the brain dedicated to the synthesis of meaning from perception and experience. Zohar discusses this scientific background in the second section of her book. Despite this evidence, SQ has not enjoyed the popular acceptance that has been accorded IQ or even EQ. This skepticism may be triggered by the word "spiritual" itself. Many who hear the word may equate it with "dogmatism," and thus dismiss what is identified as "spiritual" as contentious opinion at best and superstition at worst. Obviously, Zohar is referring not to dogma but to an intelligence that aligns with Howard Gardner's theory of *multiple intelligences*. SQ is the mind's capacity to discover and synthesize meaning within perception, and extract the values that serve as a basis for meaningful, purposeful and authentic behavior.

The Situation

We don't have to look far to see the problem dogging the corporate world today: *credibility*. As corporations grow larger and more powerful, the repercussions of the old adage, "Let the buyer beware," become more serious and far-reaching than ever before, not only for customers, but for employees and investors as well. In the United States alone, the damage perpetrated by such corporate giants as Tyco, MCI WorldCom, HealthSouth, Enron, and Arthur Andersen has generated a public outcry demanding a solution.

The Problematic Reaction

In response to this public demand for legal consequences for businesses and business leaders engaged in malfeasance, the U.S. Congress passed the Sarbanes-Oxley Act, which holds corporate leaders personally liable for their companies' conduct. However, the popular slogan, "You can't legislate morality," summarizes the critical flaw underlying this approach to managing corporate activity. Although a political solution to a moral problem is ineffective, the use of legal precepts to define crimes and prescribe penalties is the only solution available to the general populace. While a legal code may modify some of the grossest behavior, it is unlikely to spawn a conscience.

Also, since "code morality" is dependent on popular support, it cannot effectively create organizational or social change. While the letter of the law is inflexible, its interpretation is arbitrary. The question of what is actually right or wrong remains unresolved. For example, is the precept "Thou shalt not kill" absolute? If not, what values system dictates the ethics of the exceptions?

The Development of SQ

The study of human intelligence resolves this dilemma. In his book *Frames of Mind: the Theory of Multiple Intelligences*, Howard Gardner showed that we actually possess *multiple* "intelligences," each based on a human skill or talent (e.g., linguistic, artistic, or musical). Daniel Goleman (*Emotional Intelligence*) subsequently demonstrated that emotional "intelligence" (EQ) was the most significant predictor of personal success or failure.

Finally, in 2000, Danah Zohar, working at Oxford University in the field of corporate management, further expanded the concept in her work, *SQ: Connecting With Our Spiritual Intelligence*. According to Zohar, our spiritual intelligence (SQ) gives us access to the principles that provide the foundation for the establishment of a sound moral value system.

Appreciating SQ

Apparently, all intelligence arises from our ability to store and retrieve data, which we can then synthesize creatively to form new elements. Both of these capacities (storage-retrieval and creative synthesis) can be developed. We can become "smarter" in the way we handle the different kinds of "data" that make up our human experience.

In spiritual intelligence, the "data" include our understanding of how the interrelated aspects of our world function best together. SQ results in a cohesive spiritual *vision* which enables us to make ethical value judgments. We can better see how our judgments impact the world, and can then evaluate whether a given decision will advance or hinder that spiritual vision.

Practical Conclusions

Since business leaders exercise such powerful influence, it is absolutely essential that their SQ, and the spiritual vision arising from it, be highly developed. High SQ allows leaders to recognize, respect, and inculcate universal ethical principles into their corporate vision, ultimately determining the fate of the enterprise.

SQ develops in response to the non-directive challenging that is the basis of coaching methodology. While the obstacles to coaching for spiritual intelligence are many, and the challenges great, a skillful coach can foster the SQ growth that dramatically benefits both the business leader and the enterprise. The next article will explore those possibilities.

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H. Les Brown, MA, CFCC, Researcher for *Business Coaching Worldwide* and co-founder of [ProActivation](#), is an innovator and change strategist who helps clients to effect deep and lasting change in their personal and professional lives. Read more about Les in the [WABC Coach Directory](#). Les may be reached by email at lbrown@proactivation.com.



FROM THE EDITOR

What I've Learned From Our Inaugural Year

by Sara Hurd

As we celebrate the close of our inaugural year, we have a great opportunity to reflect and evaluate our lessons learned. *Business Coaching Worldwide* strives to be a leading-edge online publication that delivers solid, practical and relevant business coaching content to our readers. Through the coming years, we will continue to evolve as we continue to learn from you. The questions I posed in my very first "From the Editor" are still paramount: "What concerns our readers the most?" and "What would they most like to know?"

Lessons From the Past and Visions for the Future

While we are beginning to learn some of the answers to those questions, we still have room for improvement. Reflecting back on the past year, we have learned that in order to clarify our direction and focus, we must:

- **Continue to define ourselves as a publication.** It will be critical for us to continue to refine a clear, shared vision and communicate that vision to our readership. Solicitation and receipt of feedback from our readers is vital to the accomplishment of that goal.
- **Continue to implement a team approach to finding relevant, leading-edge content.** We will continue to seek editorial team members, as well as WABC members and readers at large, to assist us. We have enlisted the aid of the WABC Ambassador Advisory Group, whose members keep in direct contact with WABC members. We hope to learn what they're hearing from many of you about your challenges, your goals, and your interests. In addition, we will be drawing from leaders in business and in business coaching, many of them members of the WABC, who have expertise and practical experience that our readers can use.
- **Position ourselves as leaders in addressing what is happening in business and in business coaching.** Although it's difficult to predict the future of our ever-evolving, ever-morphing profession, I see some of the following issues impacting the future of business coaching. Many of these topics we've begun to address in our publication.
 1. *Business coaching will no longer be primarily a solo profession.* Independent coaches will seek connection, collaboration and cooperation with other coaches and other professionals, complementing each others' skills and services.
 2. *Businesses will continue to demand clear return on investment data to validate their investment in business coaching.* Business coaching must step up and develop clear data to illustrate what we already know anecdotally--that coaching, skillfully delivered, has a huge impact on businesses, their leaders, and their employees.
 3. *Business coaching clients will expect coaches to help them understand and prioritize the huge volume of information they encounter.* We will continue to see an increase in the quantity of available information, and we will rely on those who can help us wade through it, find the most relevant, and decide

how to apply it. There will continue to be a demand for individuals--including business coaches--who can garner the necessary data and then share what they have learned.

4. *Businesses will increase their focus on spirituality, meaning and purpose, and the ethics of the way their actions impact the world.* Many business leaders will seriously reflect on their roles as visionaries, change agents, and moral compasses, and align their behaviors with their principles.
5. *Business coaching will be an oasis for many business leaders.* Within the coaching partnership, leaders will have the opportunity to speak confidentially and openly with a neutral party about their most pressing issues, allowing them to achieve clarity of thinking, clarity of focus and clarity of purpose.

Our Transition as a Publication

We are also going through a transition here at *Business Coaching Worldwide*. As the editor during our first year, I had wonderful opportunities to collaborate with some leading thinkers in business and business coaching. My perspective shifted as I constantly sought topics that might be relevant to our readers. And now, I have the opportunity to pass the reins to a new editor, Donna Mills.

As I look forward to the coming year, let me tell you what I'm personally looking forward to. Diapers, cute pink baby clothes and more diapers! Last month, we welcomed a new baby girl to our family. My perspective will shift yet again as I transition from being a mother of one to being a mother of two wonderful little daughters. Although I will still be running my coaching business part-time, I'm moving away from many of my other commitments, including my position as Editor of *Business Coaching Worldwide*. I will stay on in an advisory capacity, but merely to ensure that the transition is smooth and that our new editor feels completely comfortable in her role.

Donna brings a wealth of experience and a real enthusiasm to her new role as Editor of *Business Coaching Worldwide*. I've known Donna for several years, and as I was looking for my replacement and thought of her, I was struck with how well her skills fit the position. It's my pleasure to introduce her:

Donna Mills, BA, CFCC is a certified Franklin Covey coach and a Legacy Learning Coach Training Graduate. She has over 20 years of management and administration experience at a Fortune 200 company. Donna's purpose is to enhance the human experience through communication--written, verbal, and visual. To that end, she edits several newsletters and e-zines, provides copywriting and editing services for individual and corporate clients, and is also a fine artist, specializing in portraiture.

As the owner of Creative Clarity, Donna focuses on helping her coaching clients to discover their passions, define their goals based on those passions, and design and implement strategies for their accomplishment. Read more about Donna in the [WABC Coach Directory](#). Donna may be reached by email at [BCW Editor](#).

Please join me in warmly welcoming our new editor as I say farewell, or more appropriately, "I'll be seeing you." To echo my sentiment at the beginning of the year, the future of business

coaching and *Business Coaching Worldwide* looks bright!

Sara Hurd, BS, CFCC, is editor of *Business Coaching Worldwide*. She coaches small business owners through her company [Keyway Strategies LLC](#), and since 1998 has been a coach and coach trainer for Franklin Covey Coaching, Legacy Learning and Professional Education Institute. Read more about Sara in the [WABC Coach Directory](#). Sara may be reached by email at sara@keywaystrategies.com.



LETTERS TO THE EDITOR

"I appreciate that WABC brings the business perspective to coaching. I see a clear contrast with the more general 'life coaching' that seems to be more prevalent. However, I would appreciate it if WABC would take a broader look at defining business coaching than just corporate coaching. Most of your articles are focused on helping large organizations with CEOs, senior executives, HR groups, etc.

"Please consider more articles focused on small business coaching. I coach small business owners, people with organizations of five to 50 employees. While some of the corporate topics can be reworded and applied, the use of corporate-speak, globalization topics, specialized departments, and so forth can be difficult to relate to. Also, because many issues come back full circle to the owner in a small organization, topics like personal disciplines, simple financial controls, direct organization issues, and people relationships 101 are usually more relevant for the leader of a small business."

Lynda Conrady Hess,
Alpha Business Coaching

Do you have a comment or question about *Business Coaching Worldwide* or any of its content? Do you have a suggestion about what you'd like to read in our eZine? We would love to hear from you! Email us at Editor@wabccoaches.com.

Did You Know...

...That blogging about work can get an employee fired? Blogging, or "weblogging," is increasing in popularity worldwide. In the United States alone, there are approximately eight million Web sites categorized as blogs. These blogs are like public online diaries. The person who creates a blog entry (the "blogger") may write about a wide range of subjects. Businesses are also getting into the act as a form of grassroots marketing and a way to keep in close contact with their customers.

Employees who create blogs, however, should be aware that mentioning work in a blog, even anonymously, can be risky. Companies have been slow to create blogging policies (e. g., indicating what is or is not appropriate to blog about, whether or not an employee can use company time or resources to blog, etc.). Although blogging is rarely officially identified as the cause for employee termination, and a survey done by the Society for Human Resources Management reports that only three percent of companies surveyed reported disciplining bloggers, over 50 bloggers have stated that their blogs played a role in getting them fired. Most of the incidents reported were employees of companies in the United States, but a few international bloggers in the UK, Spain and Singapore have become vocal about their experience. One former employee of a software company who was fired for blogging even coined a term for it: "dooiced." There have also been a few high-profile disciplinary actions taken against bloggers, including the NBA fining Mark Cuban of the Dallas Mavericks for comments made in his blog.

In general, bloggers should use common sense. Many companies do have policies about the types of information you can share about the company with outsiders. Remember that blogs are not like diaries you can write in and stick under your pillow at night. They are public and globally accessible. Bloggers should be careful about comments they make about their day at work, the company, coworkers or customers.

Companies should also consider their philosophy and policies about blogging. Some companies, like Sun Microsystems, have embraced employee blogging, setting up servers for it and clearly outlining policies for using company blogs. Many of these companies require that employees post a disclaimer on their blogs indicating that what they post does not represent company views or opinions. Others include blogging in their list of banned internet activities. Even the blogging that employees do outside of work hours, using their own resources, should be considered. How will you address comments that are made about your company, its employees or customers?

Although being fired for blogging is still relatively rare, past incidents give employees and employers an opportunity to clarify what is and is not acceptable in the ever-expanding "blogosphere."

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HIRING A BUSINESS COACH?

What's the Difference Between a Business Coach and Other Professionals?

A **business coach** collaborates with his or her coachee (the individual receiving the coaching) in a highly interactive partnership for the purpose of reaching professional/ personal goals and objectives within the context of the business' or organization's goals and objectives.

Business coaches are seen as strategic business partners who facilitate enhanced business results.

Within a well-defined working relationship, the business coach and coachee typically engage in a continuous progression of conversations, observations and practice. The coach acts as a change agent, sounding board and strategic-thinking partner as he or she facilitates a structured and safe learning environment for individual development through such processes

as clarifying personal values, setting purposeful goals, and developing and implementing strategic action plans. Accountability in coaching is shared between the coach and the coachee.

A **life skills coach** (also referred to as a personal coach) collaborates with his or her coachee in a highly interactive working partnership for the purpose of assisting the coachee in clarifying what he/she really wants from life.

Life coaches are seen as strategic partners who facilitate enhanced life satisfaction.

The life skills coach and coachee work together on setting more effective personal goals and new strategic actions, and on staying focused and accountable so that the coachee may lead a more successful and satisfying life. The coach and coachee co-design a direction and the coachee commits to taking the action necessary to succeed. Accountability in coaching is shared between the coach and the coachee.

A **mentor** is usually an older and/or more experienced person who provides advice, guidance and support to a younger and/or less experienced person for the purpose of enhancing personal, professional, spiritual or life growth. In business settings, those groomed for advancement are often formally or informally mentored by senior executives.

Mentors are seen as experts who show protégés "the ropes."

A **consultant** provides advice or expert knowledge to a client in a particular field or discipline. It's predominantly one-way communication, with accountability on the consultant for delivering on the outcome. The client is expected to implement the consultant's recommendations.

Business consultants are seen as experts who advise on business issues.

A **counselor** or **therapist** focuses on psychosocial issues and/or psychological disorders, with an emphasis on the diagnosis, analysis and treatment of the client/patient. The focus is exclusively on the client/patient and there's a low probability that the counselor or therapist will request feedback.

Counselors or therapists are typically seen as experts who try to heal psychosocial dysfunction.

Find out more about: [hiring a business coach](#).

Join the Conversation

Are you a WABC Member? Did any of the *Business Coaching Worldwide* articles stimulate thought or a desire to take action? Discuss it with your business coaching colleagues in the Worldwide Association of Business Coaches All Members' eCommunity!

Your eCommunity is the place where you can collaborate with other professionals online, have open and uncensored discussions and receive immediate notification whenever someone responds to your postings.

Want to ask a business question? A business coaching question? WABC eCommunity offers you one of the fastest and easiest ways to connect with and learn from your colleagues around the world!

<http://www.wabccoaches.com/members/ecommunities/>

WABC Coaches In the News!

Barry Zweibel, MBA, CEC, had an article published in the April 2005 issue of T+D Magazine, a publication by American Society for Training & Development (ASTD). The article, "A Strategic Coach," described the benefits of coaching, defined how coaching works, and gave some guidelines for choosing a coach. View the article at <http://www.ggci.com/publications/ASTD-April-2005.pdf>. | [WABC Coach Directory Profile](#)

[View all WABC Coaches in the News!](#)

Are you a WABC member who has been recently featured in the media? Submit the information about your media exposure at [WABC Coaches In the News!](#) and let us tell the world!

UPCOMING WABC EVENTS, EDUCATION & TRAINING

FEATURED EDUCATION & TRAINING

WABC Registered Corporate Coach (RCC) Designation

WABC is pleased to offer the Registered Corporate Coach (RCC) designation. This designation is awarded to those individuals who pass a screening interview, successfully complete an *accelerated business and corporate focused* coach training program that includes demonstrating both fundamental and advanced coaching skills, and join the Worldwide Association of Business Coaches (WABC). To date, this designation has been obtained by hundreds of professionals seeking to learn how to coach effectively in businesses and organizations. [Register and more details](#).

OTHER EVENTS

WORLDWIDE HUMAN RESOURCES EVENTS

Americas

- Canadian Council of Human Resources Associations
<http://www.cchra-ccarh.ca>
- Society for Human Resource Management
<http://www.shrm.org/>
- The Human Resources Forum
<http://www.hrforum.com/>
- The Training Registry
<http://www.trainingregistry.com/calendar.asp>

Europe, Middle East, Africa and India

- CorporateTraining.ie (Ireland)
http://www.corporatetraining.ie/first_train/training.php
- PersonnelToday.com (UK)
<http://www.personneltoday.com>
- The Human Resources Forum UK
<http://www.hrforum.co.uk/>
- The Human Resources Forum Europe
<http://www.hrforumeurope.com/>

Asia Pacific

- Australian Human Resources Institute
<http://www.ahri.com.au/>
- HR Summit
<http://thehrsummit.com/>

Worldwide

- Human Resources IQ, International Quality and Productivity Center
<http://www.humanresourcesiq.com>