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FEATURE ARTICLE

Changing Prison Culture: Aggression and Violence in Dutch Penitentiary Institutions

by Ton de Graaf

Ton de Graaf has undertaken a compelling challenge—altering the culture of the Netherlands' prison system. Within a two-year timeframe, the aim is a significant reduction in reports of intimidation, sexual harassment and violence promulgated by both guards and prison management. Here is a description of the process and the results so far.

Complete Article

COLUMN

The ROI of Business Coaching Revisited

by Bronwyn Bowery-Ireland

Mary Beth O'Neill's ROI coaching model is based on client involvement. From the outset, the client determines the measurable goals and relates them to business results.

Complete Column

COLUMN

Building Business Through Partnerships

by Denise Trifiletti

Most businesspeople fail to think of their employees or their contractors as their partners. This is a shortsighted approach. Denise Trifiletti shares some strategies for converting your employees and your contractors into potent business allies.

Complete Column

FROM THE EDITOR

We often equate efficiency with value. However, hurling forward in a single-minded quest for increased productivity can blind us to the benefits of stepping back and slowing down.

Complete Letter

TAKE THE POLL

Do you use a specific ROI model with your clients to evaluate the benefits of business coaching?

- Yes
- No

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COLUMN

Assessment Corner

by Roberta Hill

Even if you prefer to administer assessments online, paper may be your clients' favored approach. There are tradeoffs between the two methods, and no single strategy suits everyone. Roberta Hill discusses the benefits and drawbacks of each format.

Complete Column

SUCCESS STORY

Diageo Portugal: Reorganization Teamed with Business Coaching Leads to Major Wins

by Jane Upton

Following a major reorganization of the European region, the newly appointed Commercial Managing Director of Diageo Portugal, Pedro Nogueira, faced the challenge of establishing his credibility with his team, working through a period of cultural change, and delivering substantive results.

Complete Article

GET THE EDGE

Coaching to Clarity

by Luda Kopeikina

Working with over 100 CEO's at the Massachusetts Institute of Technology, Luda Kopeikina researched some breakthrough approaches to decision-making. She reveals techniques coaches can use to help their clients confront difficult situations and achieve mental clarity more quickly and easily.

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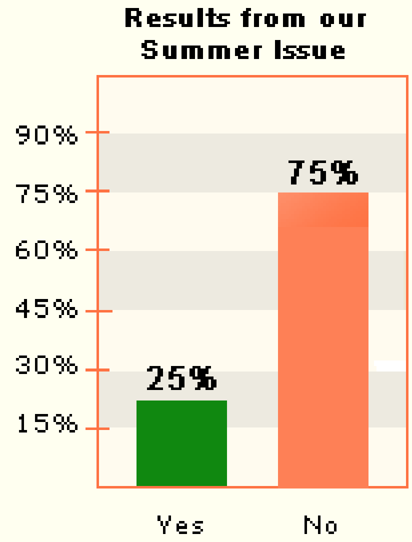
POLL RESULTS

Has your business suffered financial losses due to employee theft?



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...A post-exit interview may help companies address the problem of employee disengagement?

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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!

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HOT TOPICS

Multitasking: Function or Fallacy? (Part 1 of 3)

by H. Les Brown, *BCW* Regular Contributor

Technology not only provides the capacity to do more, it also creates the pressure to do more. Multitasking has been touted as the key to increased efficiency. But can human beings actually multitask? If the multiple tasks in question all require conscious attention, can we in fact perform them simultaneously?

Complete Article

BUSINESS BOOK REVIEWS

The DNA of Leadership
Leverage Your Instincts to Communicate, Differentiate, Innovate

By Judith E. Glaser

In The DNA of Leadership, which follows her successful Creating WE, author Judith Glaser identifies the seven leadership practices that can re-shape an organization into a culture that enables people to work effectively together. In explaining these practices, she creatively uses the metaphor of genes and DNA. Just as individuals' DNA determines their destinies, companies' "organizational DNA" determines their destinies — their successes or failures.

Complete Review

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WABC'S STRATEGIC ALLIANCES

Coming In Our Next Issue!

Feature: Keith To, one of Hong Kong's preeminent business coaches, discusses the impact of Chinese culture on the methodology and practice of business coaching in China. Learn more about Keith in the WABC Coach Directory.

Get the Edge: Francia Baez, co-author of *Latino Culture: A Dynamic Force in the American Workplace* (2005), shares her expertise regarding the cultural issues coaches and managers must understand in order to work effectively with Latinos.

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FEATURE ARTICLE

Changing Prison Culture: Aggression and Violence in Dutch Penitentiary Institutions

by Ton de Graaf

When crisis upsets the equilibrium of individuals and institutions, it readies them for deep cultural change. A 2004 survey of staff members (including prison guards, security personnel, and administrative and medical staff) conducted at all penitentiary institutions in the Netherlands brought just such a crisis to light. According to survey results, staff members suffered from intimidation (25%), undesirable sexual attention (10%), and physical violence (4%) in the workplace. The lightning-rod finding: These acts of intimidation and violence were perpetrated not by inmates, but by colleagues and prison leaders.

Survey respondents reported serious emotional consequences. Thirty percent said they had lost all pleasure in working in a prison environment and 25% seriously considered resigning. Eleven percent reported frequently feeling seriously depressed and miserable about their jobs. Clearly, employees suffered from toxic effects of the prison workplace culture. When two former directors leaked these shocking results to the Dutch media, a nationwide broadcast news program devoted an entire show to the issue. In response, the minister of justice promised to turn the tide. This article describes what steps were taken and the aims and results of the initial phase of this program.

The Culture Change Process

Executive leaders of the Department of Penitentiary Institutions studied the data and collaboratively established goals for improvement. The overall objective of the two-year program is to reduce reports of intimidation, undesirable sexual attention and physical violence caused by prison employees by 50% and incidents caused by prison leaders by 80%. A post-project survey is scheduled for 2007.

The project management team, in collaboration with the education and training department, decided that the desired change could not be accomplished through a training program for personnel and prison leaders. This problem would require swift and effective intervention by experts in workplace social behavior, and here is where the business coaches entered the scene.

Seasoned coaches who were experienced in working in a 'macho culture' and could connect easily with both well-educated leaders and employees who had, in the past, a 'hard time making it through kindergarten' were recruited to work intensively on this project. Selection criteria emphasized experience with coaching organizational leaders, coaching teams, and working in residential settings (such as military bases or healthcare or psychiatric facilities). Coaches were also expected to have experience handling 'non-hierarchic powers' (informal organizational leaders who maintain influence through charisma, intimidation and/or manipulation), coaching for culture change, and using a variety of intervention strategies. A vigorous selection procedure identified 37 coaches to accomplish the job. Each coach was assigned to a prison two days per week for a period of four months.

Before going to their assigned prison, coaches attended a two-day seminar to familiarize themselves with the organization, the problem, and the goals for coaching and facilitation. With all these experienced coaches assembled, it wasn't difficult to create a toolkit with theories, tests, and methods to be used during the intervention period.

Coaches were expected to facilitate culture change by:

- Introducing 'normal' values from 'the outside world';
- Helping prison leaders expand their repertoire of leadership styles to include more social/emotional and supportive styles of interaction;
- Teaching leaders how to intervene tactically and strategically when problems arose, by addressing issues instead of covering them up;
- Coaching leaders through resistance, both within themselves and in the organization; and
- Creating internal social support networks for prison leaders.

The project preparation was great fun to do! Even after coaches went out into the penitentiaries to work, we met each month to compare notes and discuss the best practices.

The Experience

I had the opportunity to work at two locations—one Maximum Security Penitentiary and one Standard Correctional Facility. The survey results colored my expectations of what I would encounter when I entered these prisons for the first time. As a former captain of the Royal Dutch Military Police and Royal Dutch Air Force, I don't scare easily. I wouldn't have been 'caught off guard' if I had found prison personnel chasing each other with baseball bats, cheered on by the prison leaders. Instead, I encountered only hard-working professionals struggling with the pressures of dealing with hardened criminals on the one hand and a demanding organization cutting budgets on the other.

I started in both prisons with a 'kick-off' meeting for all management and prison leaders. We discussed the survey results, project expectations, and our respective roles. Early in the assignment, I talked extensively with the location director, the unit directors, department heads, team leaders, guards and personnel in all layers of the organization. I walked among the prisoners, drank coffee and chatted with the guards and, most of all, I listened. I listened very carefully. I asked myself, "What do these people need? What causes this undesired behavior? What prevents them from taking action?"

I concluded that safety concerns were the paramount issue—not only physical safety in dangerous and sometimes life-threatening situations, but also feeling secure in giving constructive feedback to team members. Fear could prevent personnel from confronting problem behavior. If you confront a colleague, will that colleague still come to your aid when you get into trouble with inmates? What if you address your team leader or director on prison issues—will that boomerang right back at you when you seek a promotion? And what about team pressure? What happens if you speak up when you see goods changing hands, or notice a female team member spending more time than necessary with a male inmate?

These fears and questions were addressed during an eight-hour team session. Each team was given the opportunity to discuss these issues at a location outside the prison. Management showed their commitment by addressing each team at the start of the day.

In my role as facilitator, I asked questions of personnel at all levels of the organization, probing their understanding of leadership and team dynamics. Not many people could tell me the difference between a good team and a great team. And few leaders understood the stages of team development and the style of leadership that was appropriate at each stage. I found Hersey, Blanchard and Johnson's "Situational Leadership" theory particularly useful.

Situational leadership theory identifies four styles of leadership that vary in terms of relationship and task focus. Highly task-focused leadership (authoritarian style) is prescribed for teams with low levels of readiness (unable and unwilling or insecure), whereas a style high in social support but low in task focus is prescribed for teams at stage 3 of readiness (able but unwilling or insecure).

I used this theory with all teams and, without exception, they found it very helpful. This theory expanded awareness of the different leadership styles available, and identified which style would be most effective considering the readiness level of the team. Most of the leaders had relied on only one style for many years, and they came to understand why their leadership style was often ineffective. For instance, one team leader whose style was very directive learned his team wanted and needed a more delegating style. The model helped leaders explain what teams would have to do to progress in their own development. And it was obvious to all that at the highest level of team development there is no room for aggression or violence.

I coached the teams in formulating new 'team codes of conduct,' and each team member had to explain their role in team development. They practiced giving and receiving feedback using relevant examples I gleaned from listening. Some sessions were very emotional. When strong men who deal with hardened criminals on a daily basis burst into tears because they have had enough of the existing situation with their colleagues, you know there is much work to do. Change is challenging and taking responsibility for the 'here and now' situation takes time and a certain maturity.

The Work Continues

We have completed only the first step of the program. In the next phase we will do one-on-one coaching with organization leaders to make them more effective in their roles. Some leaders must be persuaded to overcome their resistance to change and take an objective look at their own performance. As I told one of the unit directors who felt reluctant to examine his style of leadership, "You don't have to be sick to get better!"

For me as a business coach this is a formidable project. How often do you get the chance to facilitate more than 50 team sessions and coach more than 70 leaders in only four months? Changing prison culture means changing people's lives, giving them greater control of their future, and making them happier people. It's a 'finger-licking' great job I have!

Ton de Graaf, MCC, is a seasoned business coach. Following a military career with the Royal Dutch Military Police and the Royal Dutch Air Force, he worked for a number of years as a line manager, crisis manager, change manager and HRM manager before starting Quest Coaching, his own coaching business. Read more about Ton in the WABC Coach Directory. Ton can be reached by email at info@questcoaching.nl.

THE ROI OF BUSINESS COACHING REVISITED

An ROI Model for Executive Coaching - Mary Beth O'Neill

by Bronwyn Bowery-Ireland

I was recently party to a conversation between two coaches about measuring the value they each offered their coaching clients. One coach argued that the greatest measure of effectiveness was how the client felt. The second coach thought this evaluation criterion was too short-term and emotive. Instead, that coach wanted to see the results the coaching had achieved six months after the end of the coaching partnership—what behaviors had changed? How had the client's life and work changed? The conversation was becoming more and more intense, with each coach ultimately conceding that they measure coaching effectiveness using different values.

I saw something else entirely, so I posed this question to them: "Do you value feedback from your client?" Of course, they both immediately answered, "Yes." My next step was to ask, "Does it matter what tool you use to get feedback?" The two coaches looked at each other and realized that they actually were aligned in one way—they both valued the feedback their clients gave them. The tool they used to obtain that feedback was a personal preference, just as choosing a coach in the first place is. The synchronicity was in the value of the feedback, not in the tool being used.

This is not the first time I have heard this type of conversation. Some coaches like an in-depth evaluation available for purchase, while others prefer to measure their coaching results using a tool they have personally designed. In my last column, I described Mel Leedham's model, and asked WABC members to email information regarding tools they are using to measure the ROI of their coaching. One member, Jim Clarkson, owner of Clear Focus Solutions, LLC, is currently using a tool designed by Mary Beth O'Neill (2005), which will be discussed in this column.

O'Neill begins by identifying three key factors that must be defined when setting up the coaching contract or agreement. These three factors are:

- Business results that leaders must achieve;
- Leadership behaviors that leaders must exhibit; and
- Team communication and staff dynamics required to achieve desired results.

These three key factors provide the foundation for the coaching process and assist in creating links to measuring its ROI. Initially, the client identifies areas in which change is desired. Each area is then categorized under one of the three key factors. This classification process is vital—it is very important to clearly recognize to which factor a change belongs.

The next step in the model is to identify clear, measurable goals (including time, cost, quality and quantity) for each factor. This allows the client to recognize when the goal has been achieved. Identifying the behaviors required for goal achievement provides a picture of what success will look like, allowing the client to get very specific about necessary day-to-day action steps. Examining the goal in practical terms of actions and tasks required is another way to ensure that the goal is appropriate. At this point, the coach can support the client in seeing the intertwining behaviors required by each factor and clarifying the picture even more.

The next stage for the client is to put new behaviors into practice. This can be one of the most challenging aspects of the process, since it requires clients to honestly confront their old behavior patterns. If those old behaviors are not aligned with accomplishment of the goals described under the three key factors, this difficult issue must be addressed, and clients must change how they work.

So far, O'Neill's experience has been that some clients see this model as a great tool. However, they also want to include variables in the model that are outside the scope of coaching, but which influence the success of the key factors. So she has created a list of four variables which ask the client questions to measure the ROI:

- What variables (internal to the organization) improve the chance for success, including the strengths and assets of the team/organization?
- What internal organizational variables detract from the likelihood of success?
- What variables (external to the organization) will improve the chance for success?
- What external variables may jeopardize success?

Once all of these steps are taken the ROI will begin to become apparent. Increased clarity will result from frequent monitoring of the goals and the key factors. Over a period of time, the results of the coaching based on goal achievement will become evident. The measurable information obtained at the beginning of the coaching partnership will provide clear measures of the changes occurring in the organization, and also of the Benefit/Cost Ratio of the coaching.

O'Neill uses the following formula to calculate the Benefit/Cost Ratio. In this formula, the '% impact of executive coaching' is the percentage of bottom-line improvement in the key factors that is attributable to the executive coaching itself, as opposed to other variables (e. g., individual leadership ability, market changes, etc.).

$$\frac{\text{business results x \% impact of executive coaching}}{\text{costs of executive coaching}}$$

In order to use this formula, the client must be able to put a price tag on the business results that stemmed from the achievement of measurable goals during the coaching partnership.

One of the key elements that works well with O'Neill's ROI model is the ownership the client takes of the process. When the client determines the measurable goals and relates them to business results, and thus ROI, the client can see the benefits of the coaching and the organization can see the measurable outcomes achieved. The result is a win-win for all—clients and coaches.

In my next column, I will present another ROI model. Please continue to share the models you use, or ask any questions about the ROI of business coaching that you would like to have addressed. You can forward your models or questions to bron.bi@icoachacademy.com.

Source:

O'Neill, Mary Beth. 2005. "An ROI Method for Executive Coaching: Have the Client Convince the Coach of the Return on Investment." *International Journal of Coaching in Organizations*, Vol. 3, Issue 1, pp. 39-52.

Bronwyn Bowery-Ireland is the CEO of International Coach Academy, an international coach training school. She has been an executive coach for over 10 years. Read more about Bronwyn in the WABC Coach Directory. Bronwyn can be reached by email at bron.bi@icoachacademy.com.

BUILDING BUSINESS THROUGH PARTNERSHIPS

The Power of Partnerships: Partnerships with Your Employees and Contractors

by Denise Trifiletti

My last column discussed how strategic business partnerships can increase client satisfaction, client referrals, and long-term client retention. This article explains how forging strong partnerships with your employees and/or contractors can also grow your business.

Most business owners don't consider their employees to be their strategic and tactical business partners. This is unfortunate. Most of the time, your employees have a closer relationship with your customers than you do. Your employees also have a vested interest in the success of your business. You need to recognize these realities.

Appreciate the fact that your employees are human beings. Their feelings about you and your customers run the full gamut. Some days they will be up, some days down. Some days they will come to work energized and focused, some days they won't. By treating them as your partners, you will be able to work with them, and they with you. They will be more considerate of your needs and more willing to 'go the extra mile' to help your business grow. Their strong sense of ownership will be reflected in their work.

The key here is that you must reciprocate. Work with your people. Help them by showing consideration for their situations, both professional and personal. Get to know them and learn what makes them tick. What are their interests? What are their needs? Think of ways to recognize them and the work they do. The old axiom, "Reward in public; reprimand in private," is as valuable as the Golden Rule.

Help your employees to understand and internalize the relationship between their financial well-being and the success of your business. Make sure they have the tools necessary to do the job—and to do it well. If possible, base a portion of their compensation on the success of the business.

Give your employee partners ample opportunities to give you advice - yes, advice. An employee whose expertise is solicited by the boss is grateful for the opportunity to contribute. Remember, however, that if you accept input with a polite expression of thanks, and then fail to consider it, you are closing the door on great ideas in the future. You may not choose to follow every suggestion that you receive, but you should always give your employees recognition for their efforts and interest. Be sure to let them know what action, if any, you plan to take. If you implement one of your employee's ideas, make sure everyone understands how that idea meshes with your overall business strategies.

Speaking of business strategies, do you share yours with your employees? If not, the time to start doing so is now. You know from personal experience that in order to be the best you can be, you must know why you're doing what you're doing. You can't be committed if you're not connected, and neither can your employees.

Now, let's consider your contractors.

As with their employees, most business owners fail to regard their contractors as partners—viewing them only as sources of products or services. This is a mistake. Your contractors are businesses as well, run by business people who work with their own clients and suppliers. If your suppliers become your partners, you will have many opportunities to improve each other's bottom lines.

You can establish a mutually beneficial business-to-business partnership with a service provider, such as an attorney or an accountant. Your attorney, for example, has other clients, as well as a variety of business relationships within and outside the profession. It is likely that he or she will be familiar with those individuals' needs. If you can meet those needs, your attorney will be comfortable making introductions and providing referrals, since the two of you have already built a relationship based on mutual trust. You, in turn, can reciprocate by confidently referring your attorney to your clients and business contacts.

These partnerships with your employees and your contractors are not only excellent partnerships to have. In my view, they are essential. Failing to recognize the possibilities inherent in these partnerships leaves countless opportunities untapped—something you don't want to do!

Consider this: If your employees and contractors were your raving fans, providing you with quality referrals, how much business could you handle?

Denise Trifiletti, a business coach and an accomplished leader in the fields of sales and training, is the co-founder of [Dynamic Destiny Partnerships, LLC] and the founder of [Women's Community, LLC]. Her most recent book is *Create the Business Breakthrough You Want: Secrets and Strategies of the World's Greatest Mentors* (Mission Publishing, 2004). Denise can be reached by email at denise@womenscommunity.com.

ASSESSMENT CORNER

Online Versus Paper Assessments: What's the Best Approach?

by Roberta Hill

I am always surprised when others, including coaches, fail to share my excitement about online assessments. However, there are good reasons to be skeptical. My mother's childhood expression, "What you lose on the swings, you gain on the roundabouts," is, I think, an apt summary of the tradeoffs between paper and online assessments. For purposes of this article, I will consider online and computer-based instruments together, since the same principles apply to both.

Despite the hype and excitement about online assessments, paper versions continue to remain more popular. Here are a few reasons why:

- Getting everyone to complete an assessment online can be an administrative challenge. Working in groups requires a strong and well-structured communications strategy, so this issue must be sorted out on an individual basis before offering the tool to your client.
- Despite my obsession with technology, I have discovered that my enthusiasm is far from being shared by the general public. Even in the business world, I find that about one third of the people I deal with neither like nor trust assessments—particularly online ones. They doubt both the confidentiality and the credibility of the process.
- Although technology seems great, emails and reminders are often forgotten, or they can end up in 'Junk' folders. Company firewalls can block emails and/or prevent client access to the internet site that holds the results of their assessments. And, believe it or not, not everyone has a personal email account or internet access at home.

In my view, there are only two 'real' but significant drawbacks to paper versions: Inventory and time. When purchasing paper assessments, a good unit price usually depends on buying a minimum of ten instruments. When I cleared out my inventory of various hard copy assessments last year, I discovered that I had close to a thousand dollars worth of retail material for the Myers Briggs Type Indicator that I will never use. Some of it was dated—I had various versions or editions of material that I could only administer in one-on-one situations. In addition, I had approximately another thousand dollars invested in other types of assessments.

While it takes about the same amount of time for a client to take an online or paper assessment, the administrative process is more cumbersome with a paper version. It takes time to deliver the assessment to the client, collect it back, score it (which can be quite labor-intensive and time-consuming if the instrument is complex), and return the output for client review. Conversely, when using an online assessment, distribution to the client, data collection, scoring and response to the client are automatic and seamless.

That said, I have encountered the following drawbacks to online tools:

- 25% of clients fail to complete them by the due date;
- The instruments are often limited to the English language;
- As with paper versions, virtual 'inventory' or credits can be a problem. Purchasing a distributorship or even opening an account often requires the purchase of materials that you don't want and never use;
- While the unit cost appears to be much lower than unit cost for paper, there can be hidden charges, such as annual access fees, which result in equivalent cash outlay over time;
- Not all of the online systems are terribly user-friendly—either to the client or to the administrator. Lengthy logon systems, difficulty in accessing the reports, and other technical issues can be problematic, and not all systems have reliable Help Desks; and
- Finally, there is a tendency for coaches/administrators to rely too heavily on the report, letting it take the place of proper introduction of the model behind the tool, adequate debriefing, and resultant dialogue between client and coach.

It is far too easy to send out the information for an online assessment and then let the process take care of itself. If you are administering a paper instrument, you need to 'know your stuff.' You must be there to answer questions, explain the tool, review the material and discuss the results with your client. There is no fancy 30-page color report to fall back on. Instead, you personally discuss what the information means to the individual. An automated assessment often takes on a life of its own!

The level of training and certification required to administer online assessments seems to be somewhat inconsistent. While this may or may not be true, it often appears that anyone can purchase an instrument or a 'knock off' online. This tends to be less common with paper versions.

On the other hand, instruments that can be taken online can be perceived as more 'valid' than paper versions. This is simply not the case. Psychometric rigor is even more of an issue with automated systems. Just do a Google search on 'personality tests' and you will find thousands of free quizzes available. There are many companies that provide survey and checklist creation services. Unfortunately, anyone—and I do mean anyone—can add a personally created 'assessment' to their website. While these informal inventories can be great tools when used properly, they are not legitimate assessments. Consequently, clients have good reason to be somewhat wary.

When it comes to using multi-rater assessments, online instruments win hands down. Computer programs can instantaneously perform the calculations that take hours to do by hand. Graphs of all sorts can easily be created to depict the results. However, I often think that the growth of the 360-degree market, and its prominence in the business world, is due more to technology than to good Human Resource Management strategies.

In summary, I continue to use paper in many team settings. However, with most of my business now being conducted virtually, I find that my needs are best met by online assessments. Besides, I am a techie assessment junkie! The ultimate question really is, "Will this particular online assessment meet the needs of my clients?" The answer to this question will always determine my recommendation.

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.

SUCCESS STORY

Diageo Portugal: Reorganization Teamed with Business Coaching Leads to Major Wins

by Jane Upton

The Business/The Organization

Diageo Portugal - Distribuidora de Bebidas Lda is the world's leading spirits company. Diageo manufactures and sells brands such as Johnnie Walker, J&B, and Cardhu whiskies, Tanqueray and Gordon's gin, Bailey's Irish Cream, and Captain Morgan rum. In Portugal, the company also sells Logan and Old Parr whiskies and a range of wines.

The Partnership

In conjunction with a major reorganization of Diageo Portugal, Pedro Nogueira was promoted to the position of Commercial Managing Director. He needed to make an impact on the business in a very short time frame, and I was asked by the HR Director Iberia to coach Pedro and his team through the change. My previous experience in the liquor industry and the time I had spent working in Portugal were key considerations in my appointment. My ability to understand both the business and the cultural issues provided a smooth introduction into a company which had no prior experience with business coaches or the business coaching process.

The Challenge

In a European-wide reorganization, the long-standing Managing Director of the Portuguese 'in-market company' (a legal entity reporting into a region) was replaced by Pedro Nogueira. An Iberia hub was created to manage the combined markets of Spain, Portugal and the Canary Islands. This reorganization affected both formal reporting lines and the perceived status of the Portuguese team.

The reorganization resulted in some redundancies, with all the anxiety and uncertainty that involuntary and unanticipated job loss brings. The Iberia-wide management approach turned an intensely private and independent culture into one of forced openness. Under the new structure, some managers began to report to executives in Madrid. The reorganization also clearly signaled a change from the previous directive management style, moving to a more open, collaborative approach. Although this change was broadly welcomed, it was accompanied by more uncertainty.

These were the challenges that Diageo faced:

- Pedro needed to establish himself quickly as a credible leader;
- Under Pedro's leadership, the newly formed Executive Leadership Team (ELT) had to effectively drive the new organization;
- The groundwork for a long-term cultural change had to be laid; and
- The management change offered a once-only opportunity to establish new marketing/ commercial strategies, which had to be implemented while simultaneously reaching challenging sales targets.

The Approach

Following his promotion from Marketing Director to Commercial Managing Director, Pedro recognized early on that the breadth and complexity of his role had increased considerably. During our early coaching sessions, what became known as 'Pedro's Virtuous Circle' emerged, which highlighted the four key areas on which Pedro needed to focus:

- Building effective relationships with his boss and his colleagues on the Iberia Executive Committee (with the exception of Pedro himself, all based in Madrid);
- Leading and managing his Executive Leadership Team (ELT);
- Providing leadership for the broader organization in Portugal; and
- Managing resource allocation.

This Circle provided a quick and easy way to make sure that everything for which Pedro was responsible was covered effectively. When he needed to put more time and effort into a specific area, he did so deliberately, while attending to urgent issues in other areas.

Pedro is highly intelligent, very quick-thinking and analytical. He soon realized, however, that these qualities alone would not bring him success. He also needed to adapt his style to those around him, give others time to think, and pay more attention to the emotional needs and reactions of others than he would have required for himself. His openness and willingness to try new ideas enabled him to progress rapidly.

Only a month into the process, we started working on team-building issues with the ELT. Some team members had previous experience at a senior level, while others were new to executive functions. Some had thrived under the old regime, while others were still bruised from it. We started by focusing on two areas:

- Understanding the different team members' styles of working, so that each member could value the contributions of each style rather than fighting against it; and
- Getting the team members to define how they wanted to be perceived as a leadership team, and recognizing and implementing the behaviors required to reinforce that perception.

That short intervention early on was a key factor in establishing a common approach and a coherent way of working together.

Pedro invited me to attend the monthly ELT meetings, during which the high-priority business issues were discussed and decisions made. My support and feedback helped Pedro to design a format for the meetings to render them as productive as possible—including how to balance the need for discussion and debate (a new-found freedom) with the requirement for timely, effective business decisions. Pedro has now incorporated a regular review of team effectiveness into the monthly ELT meeting.

The first big test for the reorganized Diageo Portugal came at the end of 2005. The pressure was on to achieve projected sales, and the customers were playing a waiting game to see if Diageo would persevere in implementing its new marketing/commercial strategies. As Pedro clarified his own role, he learned when to intervene with his team, when to delegate, when to pass instructions from Madrid on to his team and when to deal with them himself. The ELT spontaneously worked as a real, committed team, seeking creative solutions together and transmitting a unified message to the rest of the organization.

I received one of my most satisfying phone calls of the year on the evening of December 30, 2005, when Pedro announced that the company had met its sales target!

The Value Delivered

Pedro has established himself as a credible leader. He is accepted and respected by his colleagues in Portugal, his immediate superior, and the senior management of Diageo alike. Pedro has adapted quickly to the demands of a broader general management role, becoming more flexible in his style and more responsive to the needs of others.

The ELT has learned to work so well together that it is able to present a united front to the rest of the organization. The team members actively strive to overcome differences in personality, experience and functional approach, and value the unique contribution of each individual.

As a whole, the organization in Portugal has survived a significant functional and cultural shift, accomplished with a minimum of disruption and an increase in bottom-line business results.

When I asked Pedro to assess the ROI of our coaching partnership, he replied, "It's extremely difficult to assess the financial impact of coaching because we will never know what would have happened without it. But we'll grow more than 21% in trading profit over last year, and I doubt that the team would have been successful without the work we did with you. More important than the positive contribution in the current year's financial performance is the long-term positive effect that it will have on my performance as a manager."

Jane Upton, head of Praesta in Spain, coaches senior executives, high-potential managers and senior teams in Spain and Portugal. At present, Jane is a Visiting Executive Fellow, leading courses on coaching at Henley Management College in the UK. Read more about Jane in the WABC Coach Directory. Jane can be reached by email at janeupton1@gmail.com.

GET THE EDGE

Coaching to Clarity

by Luda Kopeikina

Just as the quality and clarity of our decisions shape our lives, leadership decisions mold business success. Major strategic decisions carry tremendous business consequences. When your client is wrestling with making just such a decision, helping him or her reach clarity can present a significant executive coaching challenge.

Good decisions hinge on mental clarity, which is the product of mental concentration, focused thoughts and attentive awareness. Clarity is reached by training the mind to be precise and accurate in its definitions, assumptions and evaluations. The following strategies will help your clients with the challenges associated with effective decision making.

Foster the Clarity State

Working with dozens of CEOs of various-sized companies in different industries convinced me that the key to reaching clarity in the decision-making process is the ability to focus physical, mental and emotional resources on an issue with laser-beam intensity. The best leaders attain such focus quickly and easily. It is a skill, and it can be learned. Once learned, it can be leveraged. I call this state of mind a Clarity State. It is a balanced state in which an individual is:

- Physically relaxed;
- Emotionally positive, happy, and free of fear and anxiety;
- Charged with power, self-confidence, and energy;
- Totally in the present; and
- Mentally focused on the task at hand.

Studies show that entering this Clarity State several times a day dramatically impacts our performance. For example, a study conducted by The Institute of HeartMath (2000) reported that after practicing the Clarity State three times a day for three months, test scores for a group of high school students improved by 75%. By entering the Clarity State, 93% of the CEOs in my sample of 115 were able to reach clear decisions regarding issues which had been pending for weeks or months.

Within five to ten minutes, such simple methods as deep breathing, mind focusing, and visualization of happy past events can produce this Clarity State. It can be measured by the individual's level of physical, mental and emotional coherence, based on data obtained from a simple measuring device, such as a pulse rate sensor. Off-the-shelf software that measures coherence ratios is available to help your clients discover their Clarity State and their most effective methods of attaining it. This powerful state helps to eliminate indecision and elicit better choices.

Build a Decision Map

Attaining the Clarity State will not, of itself, ensure a clear decision. The decision-maker must also correctly frame the decision—define the objective, constraints and options, and align the decision with desirable outcomes. This can be a difficult task, even for the best leaders, due to the tendency to get so wrapped up in the problem that the brain gets 'stuck' and can't move forward. This occurs when the parameters surrounding the decision are fuzzy.

A one-page graphical 'decision map' that clarifies the objective, spells out concerns, and describes available options and other critical parameters can create a surprising level of clarity in identifying the right choice. While this process takes only a couple of minutes, it can speed your client to clarity.

Encourage Perspective Shifts

Upbringing, education and life experiences render each person unique. As a result, every individual views a particular decision from a different perspective. This personal 'frame' focuses on certain decision parameters and diminishes the rest. Any frame may limit options and inhibit the development of a good solution. Therefore, the ability to shift perspectives is vital to effective decision making. Unfortunately, humans rarely reframe voluntarily. Reframing requires a focused effort. In addition, identifying framing factors is difficult, so skilled coaching assistance in this area can be invaluable.

What determines framing factors for your client? There are two sources: The way the problem is presented (the motivations of those involved), and your client's own biases, based on his or her personal history.

Unrecognized assumptions tend to frame as well. For example, one company's leader rejected the opportunity to enter a particular market because his team considered the market a 'niche.' With a competitor's subsequent success in this niche, the executive realized that he had based his decision on an erroneous assumption regarding the actual size and profitability of a niche market (i.e., that 'niche' equated to 'too small for a serious business venture').

Armed with specific techniques for identifying framing factors, a skilled coach can ask probing questions to expose underlying biases and unrecognized assumptions. Listing assumptions, defining the motivations of those involved in the problem, and identifying expectations can facilitate the client's shift to clarity.

Reach for Internal Alignment

A conventionalist judges a decision by its consequences. Leaders are paid to select strategies that increase value to shareholders, increase sales and improve effectiveness. Business decisions are usually made with these major objectives in mind. However, effective leaders judge decisions by different criteria.

No one can fully foresee the consequences of a decision at the moment he or she is making it. Market shifts or other environmental factors can interfere and negatively affect the results. Therefore, effective leaders define how right a decision is by the degree to which it is aligned with their vision. In order to reach clarity, they focus on the three components over which they have control: The quality of the decision-making process, the quality of data involved in the decision, and the level of internal alignment with the choice.

While this does not guarantee good consequences, it does guarantee that the decision maker will do whatever is in his or her power to deliver the intended result. This internal alignment with the choice—the clarity, excitement, and certainty that the decision is the right one—cannot be faked, and effective leaders know that they cannot lead without it. Without internal alignment, it's difficult to clearly communicate the intent behind the decision and engage a team in its implementation. Coaches can play a crucial role in providing feedback, encouraging the leader to persist until that deep alignment point is reached.

Business executives are paid for the quality and clarity of their decision making. Those who are able to make clear choices excel, and their value in the marketplace increases. Managers are rarely innately skilled in this area. For most executives, this is a continuous process of improvement that is crucial to overall business success. The most powerful recipe for improvement is the combination of the four strategies described above. Using these powerful tools, an executive coach can help clients make clear decisions in moments of crisis and excel at the decision-making process over the long term.

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HOT TOPICS

Multitasking: Function or Fallacy?

by H. Les Brown

These days, virtually every employee, from entry level to executive, claims the need to multitask in order to attain optimum performance. At the same time, others assert that true multitasking is impossible. Who's right? This article, the first of a three-part series, explains what multitasking is and why people attempt it.

What is Multitasking?

The term 'multitasking' originated in the arcane world of computer design. In that context, multitasking refers to a computer operating system's ability to process input and respond to a user in the 'foreground,' while simultaneously performing other operations in the 'background.' For example, a user might start to download a large file, then open a new window to compose an email. Since the file continues to download, the computer appears to be doing multiple tasks simultaneously, or 'multitasking.'

Designers of computer architecture seem to have based their work - consciously or unconsciously - on the functioning of the human mind. The more psychologists learn about the brain's structures and operations, the more parallels with computer design are discovered. Both computers and humans store and manipulate bits of data using procedural 'know-how.' These basic similarities between the functions of the human mind and computer operations suggest we can learn a great deal about how our minds work by studying how computers multitask.

A computer's central processing unit (CPU) handles many thousands of operations each second. Much of the time, the CPU sits idle, because it processes much more quickly than the flow of conscious human thought. Until recently, most personal computers contained only one processor, which could work fast enough to jump rapidly from task to task. It would quickly process one job until that job required some slower operation (such as displaying results on-screen). At that point, it would leave that job to start on the next. Thus, single-processor computers create the illusion of multitasking by moving so quickly from one job to the next that our minds cannot detect the tiny gaps between the switch points—somewhat like the frames in a moving picture.

Larger computers (and some newer personal models) contain multiple CPU's. These machines use 'distributed processing' to break tasks down into small sections and feed them simultaneously to the multiple processors. This is true multitasking: Different processors are working on entirely different jobs at the same time. Large, complex programs run much faster as a result.

In computing and in business, multiple tasks may be performed serially (one after another) or in parallel (at the same time). For true parallel processing, however, both computers and humans need multiple processors. In a human sense, true multitasking requires multiple people (a team) who simultaneously work on a number of tasks. What we think of as multitasking in individuals is not truly simultaneous. Although we can breathe, blink and digest food all at the same time, these functions don't require conscious attention. Most work-related tasks require higher-level thinking, and we can't fully focus our conscious attention on one thing without taking it away from something else. Although we can jump quickly from one focus to another, we're not actually multitasking. Rather, we're doing serial processing (one job at a time) very quickly.

Why Do People Multitask?

For generations, business leaders have valued efficiency. Frederick Winslow Taylor (1856-1915) advocated breaking down an operation into its fundamental component tasks, and identifying the most efficient way to perform them. He trained workers to execute component tasks and gave rewards to the most productive performers. Taylorism reflects a mechanistic approach to workers (whose human needs interfered with efficiency) and a purely profit-based ethic (workers' only valued contribution was their time and energy, not their knowledge or creativity). Even today, machinery appears on corporate balance sheets as an asset while labor is classified as a liability!

As long as labor is seen as a liability (expense) rather than as an asset (intellectual capital), workers will feel pressure to be more 'efficient' and 'productive' in a Tayloristic sense. The only path to success in this paradigm is to work longer hours and accomplish more in each hour at work. However, workers will continue to switch quickly from one task to another, hoping their strategy will not adversely affect either task.

People attempt to multitask to keep up with the incredible speed and complexity of our society. New technological advances (fax machines, cell phones, email) exponentially speed up the work process. Unfortunately, these 'labor saving devices' don't really 'save' time or energy. They only enable people to accomplish more work in less time. The increased capacity made possible by technology has increased the pressure for productivity.

As the speed and pressure of performance increases, so do the demands for efficiency and effectiveness. These demands often conflict. For example, workers must absorb greater workloads resulting from downsizing, while simultaneously performing their regular duties cost-effectively and with an eye to customer service. People who tend to avoid conflict may attempt to multitask in the hope of managing an unreasonable workload. This allows them to report to everyone involved that all projects are underway, although each may be 'a little behind schedule.' Rather than diffusing conflict, this approach only augments it, because no one's expectations are being fully met.

Conclusion

We often use the term multitasking to describe our work behavior. However, if the task requires conscious attention, we humans only appear to perform multiple tasks simultaneously. In reality, we are directing our attention to a number of different focus points serially. When paying attention to one task, other tasks are left unattended, even if only momentarily. Multitasking is a natural response to the pressure for efficient, productive, low-cost labor. That pressure increases as workers confront shrinking resources and rising performance expectations.

The next article in this series will explore the mental mechanics of multitasking and examine the factors that impact its effectiveness.

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 can be reached by email at lbrown@proactivation.com.

BUSINESS BOOK REVIEWS

The DNA of Leadership
Leverage Your Instincts to Communicate, Differentiate, Innovate

By Judith E. Glaser

Review by Leslie Johnston, Business Book Review™

Author Judith Glaser uses the metaphor of DNA to explain and describe variations in leadership styles and organizations, how leadership is transmitted, and how organizations evolve. Leaders can shape their organization's "genetic code" for success by adopting seven vital leadership practices to create a culture that enables people to work together—leaders, managers, and employees—toward a shared vision and purpose.

These practices either motivate, or de-motivate employees, depending upon a leader's DNA. Leaders can change how environments feel to employees. As people are engaged through conversation and actions, their potential is expanded, which, in turn, becomes a catalyst for individual and organizational growth and success. It is leaders' ability to communicate and build to communities that determines their long-term success.

The leadership genes are bonded together in pairs like cellular DNA. The seven pair bonds of characteristics determine the culture of the organization and how it responds to change: the C gene, does the leader include or exclude; the H gene, does the leader appreciate or blame; the A gene, does the leader encourage employees to strive or does the leader engender fear; the N gene, does the leader share or withhold; the G gene, does the leader stimulate wonder or insist upon adherence to what is already known; the E gene, does the leader develop or dictate; and the S gene, does the leader celebrate or conform.

One half—the progressive half—of these pairs leads to growth, capitalizing on change, while the other results in stagnation, or resistance to change. When leaders activate the progressive half of the pair bonds and understand the concepts associated with new leadership DNA, they transform their leadership from power over to power with and shift from I-centric to WE-centric language and conversations. As language and conversations shift, the environment changes—for the better.

A chain-reaction or domino effect through the organization results in employees who take in pride in, and ownership of, not only their own individual work responsibilities, but their company's success as well. When leaders are aware of these genes, they can develop their organizations in the face of challenges as the progressive genes are "grafted" onto meetings, conversations, new product development, and strategic business transformations such as mergers and acquisitions.

The DNA of Leadership is not about skills, training, or experience. It is, rather, about discovering how to create environments that enable growth and expression of each individual's DNA, and therefore addresses the most important responsibility of leadership: creating environments that allow leadership to emerge. Leadership genes are expressed through conversations and practices. This translates into how leaders treat individuals, foster teamwork, inspire others, bring out creativity, and how they maintain morale. While some companies struggle and try to hold on in the face of challenges and dramatic changes, others take leaps forward. Both types of companies can have talented leaders and sufficient resources at their disposal; the difference, however, is in the environments they create, environments that trigger the best in everyone.

The ability of an organization to reach the next level of greatness is determined by atmosphere, and atmosphere is determined by relationships; relationships are determined by conversations and behaviors. Leaders have in their grasp the ability to create and shape an environment that inspires greatness at every level. Spreading greatness throughout an organization is, therefore, not only possible, but necessary if companies want to succeed. It is not about money or power, even mind power. It is about heart, soul, and spirit power, which are released by creating healthy environments, and healthy environments are determined by the type of leadership genes expressed.

FROM THE EDITOR

Caught in a Speed Trap?

by Donna Mills

In reviewing this issue's article on multitasking, it struck me what a high premium 21st century businesspeople (and people in general!) put on speed. Slaves to the efficiency god, we are perennially seeking ways to pack more productivity into less time.

In his book, *Crossing the Unknown Sea*, poet and corporate consultant David Whyte addresses the issue of speed. He states: "Speed in work has compensations. Speed gets noticed. Speed is praised by others. Speed is self-important…. Yet speed by itself has never been associated with good work by those who have achieved mastery in any given field…. The great tragedy of speed as an answer to the complexities and responsibilities of existence is that very soon we cannot recognize anything or anyone who is not traveling at the same velocity as we are."

This is so frequently the case! How often are we able to slow down and recognize value that isn't related to efficiency? Perhaps a bit heretical in the competitive world of business, in the everyday business of life I think it's vital to our mental and emotional health to slow down—to recognize the value of stepping back and taking an honest look at where we're going and who we'd like to accompany us on the journey. "Stop and smell the flowers" is an old cliché. In our ever-speeded-up techno-world, it's a challenge to slow down long enough to even notice the flowers in the first place!

One of the major tasks of coaches is helping our clients attain and maintain life balance. Sometimes balance means a short-term full-bore push towards a vital goal. However, over the long term, I need a reminder to walk my coaching talk—to regularly put efficiency and goal accomplishment aside and sync with people who are moving at the speed of curiosity and wonder rather than at the speed of light. How many great ideas are born in the blur of Tayloristic efficiency?

In the legitimate quest for goal achievement, productivity and efficiency are often equated with speed. But as Whyte points out, speed can often have the effect of leaving behind individuals who travel at a different pace. And often, that slower pace is indicative of a creative mind at work.

I tend to respond quickly to most questions, tossing off the answer that first occurs to me. However, I have observed that when someone else is slow to respond to a query, and I am impatient for a response, the delay is due to the fact that the person is actually *thinking* about the answer. Those are the people, I find, who are the truly deep and innovative thought leaders. Rather than responding in knee-jerk fashion, they ponder questions and ideas, and come up with the brilliant solutions. Perhaps if employees or clients are slow to 'fall into line,' it might be a good idea to decelerate and match their pace. They may be mulling over the problem and fomenting an unexpected, ideal solution!

Donna Mills, BA, CFCC, is editor of *Business Coaching Worldwide*. As the owner of Creative Clarity, Donna helps her clients to discover their authentic purposes, define goals that are aligned with those purposes, and design and implement strategies for their achievement. Read more about Donna in the WABC Coach Directory. Donna may be reached by email at editor@wabccoaches.com.

Did You Know…

That a post-exit interview may help companies address the problem of employee disengagement?

Throughout the world, organizations are coping with the consequences of increasing employee disengagement. The latest Gallup poll information identifies 55% of the US workforce, 61% of the British workforce, 67% of the Japanese workforce, and a whopping 82% of the workforce in Singapore as "not engaged." "Not engaged" employees put time, but not energy or passion, into their work.

"Actively disengaged" employees aren't just unhappy at work—they may actively express their negative attitudes verbally or behaviorally. Such employees aggressively undermine what their engaged coworkers accomplish. In Singapore, 12% of the workforce falls into this category, in the US, 16%, in Britain, 19%, and in Japan, 24% of the workforce is actively disengaged.

Traditional exit interviews may be part of the voluntary termination process. The information divulged during these exit interviews may help companies better understand the problem of employee turnover. But Dr. John Sullivan of San Francisco State University suggests an alternative—the "post-exit interview." Because a post-exit interview is conducted about six months after termination of employment, the responses may vary significantly from traditional exit interviews. Why? Individuals are less emotional six months down the road, they have had time to reflect and compare their new position to the one they left, and they no longer need a positive reference from a former employer—a fear which can color responses in exit interviews.

"Post-exit" interviews can elicit employee opinions about positive and negative aspects of the former job, barriers to productivity encountered in the former job, and significant triggers that drove the decision to leave. Information regarding aspects of the new job that the employee enjoys more, suggestions for improvement, and an indication of whether or not the employee would consider returning to the company can also be collected.

Data from current employees may shed light on employee disengagement, too. Employees may be surveyed on "Why Employees Stay" (the reasons an employee likes his or her current job) or on "Barriers to Productivity" (the conditions that frustrate employees and inhibit their productivity—some of which might be easily changed).

Finally, no amount of feedback does any good unless companies are prepared to act on the results. As Dr. Sullivan states, "If the employer's plan is simply to file the information, stop the feedback collection process." Employee cynicism skyrockets when people give thoughtful input and believe "No one listened and nothing changed." In the final analysis, information is only as useful as its application.

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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!

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