



In Search of Eagles Inc.

*All leadership is example.
Anything else is coercion.*

Consulting & Coaching

Leading From Resonance™ Organizational Relationship Coaching A Brief Summary of Benefits

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The Question:

The leaders of businesses who have never worked with a Professional Coach, one specifically trained and qualified in Organizational Relationship Coaching, honestly wonder “How can a coach really help us?” “What can they possibly do for us that justify their fees?”

What follows is the short answer. If this brief discussion whets one’s interest, then investing the time to understand the in-depth answer to these questions is justified. (See D-010 LFR Organizational Coaching In-Depth.)

While our national election process may be able to select our President by processing a series of sound bits, such a superficial method of inquiry is not recommended when an organization’s leaders consider such questions as:

- “How can a Coach help us thrive in the 21st Century Global Economy?”
- “How can a Coach help me overcome the stress, isolation, overwhelm, and frustrations in my work?”

Be prepared to explore below the surface so as to understand the limitations as well as the benefits of engaging an Organizational Relationship Systems Coach.

The Answer:

The only reason for the leaders of an organization to engage a coach is to improve the long-term profitability, and vitality of their business in this complex, chaotic, unpredictable and turbulent 21st Century Economy: “Econ 21.” In this new Global Economy, many talented people have “mega-mobility”, they can work anywhere without ever changing zip codes. The rate of change in the market is continuing to accelerate, requiring businesses to change at an ever-increasing rate. Competition is now “Ubercompetition!”

Why engage a coach rather than a consultant? One hires consultants for their specific experience and the knowledge derived from that experience. The forces shaping Economy 21 are so new that few people, if any, have had sufficient time to acquire the depth of successful experience required to be “bona fide” consultants. It is one thing to deal with the fickle and rapidly changing customer expectations; it is something else to deal with tough competition that didn’t exist a few months ago; and it’s something else again to deal with the rapidly changing political and economic structure underlying the global economy itself. “Experience” in this century has a very short half-life!

The Organizational Coach is the resource of choice simply because the coach does not claim to have *any* answers! While a qualified coach has a broad range of business experience and exceptional problem solving skills, he can’t possibly know as much about the client’s business as the client. Further, the technical

 *Eagles don't flock. You find them one at a time.*

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problems of manufacturing, sales, finance, etc. are really “effects” - only symptoms - of more fundamental “causes.” The problems of cash flow and profits identified by the accountants are the “effects” of “cultural causes.”

While the consultant works with a “Deficiency Model”, the coach works with an “Appreciative Model.” The coach regards the clients as naturally creative, resourceful, and whole. If anyone knows the *core* answers to the questions troubling business leaders in this chaotic, turbulent Economy 21, it is the leaders themselves! The coach’s role is to guide these leaders in bringing their wisdom into consciousness so it is accessible and can be effectively used.

A little reflection brings one to realize that we all have much knowledge and more importantly, considerable wisdom that is not readily accessible to our thinking mind. The masterful coach guides us in accessing our deepest knowledge and wisdom in many ways. One way is by asking Powerful Questions. Many of these questions must be revisited many times over several weeks (or months) using a journal to record our thoughts and feelings. It is in these exercises when we tap into our certain knowledge and brawny wisdom that is not otherwise available to us. It is in this quiet time and space when we discover the right answers to those tenacious, intractable problems of our life; the ones that create stress, frustration, overwhelm, and feelings of failure.

Coaching is not for the mentally lazy or feeling deficient. Coaching demands of the client the curiosity and willingness to embark on an inner journey; possibly a journey where “no man has gone before.” The client who wants quick, certain and effortless answers needs a consultant, not a coach. In fact, a good coach will not even consider the engagement.

However, if the client is up to the demands of the adventure, Organizational Coaching, in the form of either Organizational Relationship Coaching (working with groups or teams) or Executive Coaching (working with individuals) can deliver a wide range of benefits, all created by the dynamics of the coaching relationship. An organization changes *only* as its leaders evolve. Coaching focuses on the evolution of the leaders.

The executives control the coaching agenda and any subject, without exception, is appropriate. The range of specific coaching issues is quite broad but generally, they all distill down to four: 1) dealing with stress, isolation, overwhelm, and frustration, 2) improving relationships with employees, suppliers or customers, 3) employee selection, promotion and retention, and 4) leadership development and succession planning. *These are four facets of the organization’s Cultural Diamond!* This is the basis of the Organizational Relationship Coaching paradigm. Brief examples of these four facets follow:

1) Through greater self-awareness and a stronger self-concept, leaders acquire a quiet Clarity about who they are, what they are all about, and what is truly important in their life. They become “Centered.” This is the *Only* way Homo sapiens have ever been able to handle the stress, overwhelm, and frustration from such unrelenting chaos as The 21st Century Global Economy: “Econ 21.” The coach guides this inner journey.

2) The essence of leadership is the ability to gain Buy-in. Without Buy-in, the Leader must rely on coercion. However, in Economy 21, where talent has mega-mobility, coercion will not work! So coaching is about creating Resonant Relationships™ with employees, suppliers, customers (and also bosses), relationships grounded in emotional loyalty and enthusiastic Buy-in to the mission, vision, values, and goals of the organization.

3) Job security is no longer defined as “long-term employment.” It is now “long-term employability.” So coaching is about creating a working environment in which all employees are rewarded for being life-long learners, for taking responsibility for their careers. As long as they are highly productive members of this organization, they have no concern about being employable elsewhere. This paradox creates a deep loyalty

among the talented, creative, and highly productive people required for success in Economy 21. The turnover in such an environment is at the irreducible minimum.

4) Leadership in Economy 21 requires extraordinary problem solving skills. Being good at solving puzzles is no longer sufficient. It is essential to recognize the difference and not treat problems as puzzles. A puzzle has a quantifiable answer. When that answer is carried out, the puzzle is solved. End of puzzle.

A problem, however, is more complex, often requiring multiple-disciplinary thinking just to get it defined. Problems can have many layers, i.e. problems nested within problems. Problems include dilemmas and paradoxes which are nested dilemmas. Problems very seldom have clean, unambiguous answers; every viable option has risks, undesirable side effects, and potential unintended consequences. Often, it is not possible to tell when a problem is successfully solved, and many problems will not yield to a solution; their adverse effects can only be minimized.

The coach challenges the executive to not trivialize problems into puzzles. It is in this Coaching Kiln of wrestling with complex, nested problems - confronted by a competent coach - that the stainless steel of the organization's leaders, present and future, is forged.

Concluding Comments

These four examples are only modest representative of the facets of the organization's culture -- its Cultural Diamond -- that can benefit from a leadership team working with a masterful coach. However, in many situations, the benefits of Organizational Coaching are not immediately apparent. Organizational and human inertia can be tenacious. Change, by its very nature, is threatening and reflexively resisted.

“A change imposed is a change opposed.” (from the book: Who Moved My Cheese?)

Leading From Resonance™ focuses on creating Resonant Relationships™ that create the Buy-in to management's mission, vision, values and goals so that the employees are “Evolving at the Velocity of Change.”

One of the most serious problems in business today is CEO Disease: the executive is surrounded - “infected” - by those who will only tell her what they think she wants to hear. This disease is so insidious that executives can be infected and not be aware of it. So above all else, select an Organizational Coach who is fierce and fearless in getting the messy realities flushed into the open where they can be effectively addressed. The successful executive must have a coach who is not afraid to be fired!

“A Coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you have always known you could be.” ---Tom Landry

If this summary interests you, if what is presented makes sense to you in terms of your mission values, vision and goals, then your interests will be well served by downloading “D-010 LFR Organizational Coaching In-Depth.”

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