
Introduction

When we are no longer able to change a situation, we are challenged to change ourselves.

Victor Frankl, Holocaust survivor

Last year I was contacted by the Upper Canada District School Board to help Learning Resource Coaches and other staff and district leaders develop their coaching skills. A few months later, Tim Mills, system principal, noticed some initial and immediate changes: better communication among the leadership team and reduced stress from letting go of the (former) need to know the answers; people were asking better questions and listening at a deeper level. The district is the broadest implementation of professional coaching skills I know of. Staff members used the strategies described in this book after learning how to develop a coaching mind-set and implementing professional coaching skills.

The district was under pressure to change, sparked by declining enrollment and a lofty goal of 90 percent graduation rate for their 27,000 thousand students in eighty-four buildings across an eight thousand square mile area. Over two hundred staff members were trained. Some used coaching skills with other staff, leaders, and some directly with students. Although everyone was experienced and knowledgeable in their respective subject areas, they sought to be more effective developing professional relationships with colleagues. They wanted to feel welcome into the classrooms of their peers and know how to engage in deeper conversations about learning and improving student achievement.

It has become crystal clear that individuals and leaders hunger for ways to manage change and the high levels of frustrating resistance that accompanies it. Today’s leaders need to implement radical changes and develop the know-how for it to happen. There is great urgency to “get change right.” Our education systems, nonprofit organizations, government agencies, and businesses, large or small, are out of time and resources to study the research, or if they have already done so and not successfully applied the learning, this book can be considered a quick-start guide to mastering change.

Up to 20 percent of any size group will strongly resist change, 20 percent will be enthusiastic and the remaining 60 percent will agree to engage in a change effort. The diagram below shows that 60 to 80 percent (all of the resisters plus the middle-of-the-roaders) will require support and leadership intervention to actively and positively engage in a change effort. The twelve CHANGEMASTER strategies will help with specific methods for dealing with the most resistant 20 percent and the cautious 60 percent (Rogers, 2003).

<p>20% Supportive and positive toward change. <i>Ready to go.</i></p>	<p>60% On the fence—need leadership and coaching to guide toward change. <i>Will proceed with caution.</i></p>	<p>20% Negative toward change. The naysayers. <i>Will resist.</i></p>
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The Coaching–Change Connection: The Inside-Out Approach

Until ten years ago, I didn’t know how to create change. I bought into the common woe-is-me attitude, frustration, and belief that change is hard. Change felt like a battle and every step a fight. That was before I was introduced to coaching. It was then that I developed the insight, know-how, skills, and techniques that helped me and my eventual clients shift from “Change is hard” to “Change is easy.” Through coaching, I learned that change is an individual journey for each person. Leaders must start to deal with people individually and adopt a coaching style of leadership that enables change to occur.

For years, I felt challenged in several areas of my life, both professional and personal. I sought ways to help leaders be more effective at implementing change. I wanted to be a better leader but didn’t know quite how to go about it, and I wanted to make some changes

in my personal life to attain greater meaning and happiness. I found the majority of books and training programs too theoretical to translate into practical things I could do. I tried various techniques, read every leadership and self-help book I could find, joined professional organizations, and continued my learning.

Then in 2001 I discovered coaching. Through both being a coaching client and becoming a certified coach, I became convinced that coaching is the process every leader needs to know about and know how to do if they want to create meaningful and lasting change. Coaching is the change process and leaders everywhere need to master the skills and strategies coaches use in order to affect change in their organizations.

Coaching is a strategy, set of skills, tools, and techniques for creating meaningful and lasting change. It is important for readers to know that the strategies in this book form the heart of what seasoned coaches do with clients. You don't have to become a professional coach to create successful change with others (although it would help). You can and will overcome resistance to change by using the strategies that follow.

I believe the main reason change has been challenging for leaders is the lack of common knowledge and skill about coaching skills and the coaching process. Typically, the amount of time and money to become skilled in coaching prevents most people or enough people from bringing it successfully within an organization. Or many people use the term *coaching* with little or no insight or training into how the work of a coach is defined and implemented. Every leader needs to know how to coach. It should be taught in every leadership preparation program.

Coaching works. Coaching is effective because it is the change process. So let's disperse the knowledge throughout and within organizations and enable this powerful process to spread. In my book, *Leadership Coaching for Educators* (2007), I introduced educators to the International Coach Federation's Professional Coaching Core Competencies. They are the standards for the coaching profession and define what should be taught to coaches. This book takes the next step by integrating them with the twelve CHANGEMASTER strategies.

Coaching is still emerging as a profession. Yet we can all learn, understand, and act with a coaching mind-set and a coaching skill set whether or not we pursue it as a profession. The twelve strategies in this book are the same strategies used by professional coaches. Use them often and discover how to lead others to change.

Let's start by defining coaching. The dictionary defines *coach* as a vehicle "used to take people on a journey." I especially like this term because a leader with a coaching approach is surely leading people on a journey, from their current state to a transformed future.

The International Coach Federation professional coach definition is this:

Coaching is an ongoing relationship which focuses on client taking action toward the realization of their visions, goals or desires.

Coaching uses a process of inquiry and personal discovery to build the client's level of awareness and responsibility and provides the client with structure, support and feedback.

The coaching process helps clients define and achieve professional and personal goals faster and with more ease than would be possible otherwise.

The International Association of Coaching defines it this way:

Coaching is a transformative process for personal and professional awareness, discovery and growth.

While coaching focuses on external goals, these goals are often achieved by focusing on the inner self. Change efforts have long focused on mental and physical processes—what we want to do, what it will cost, and what resources are needed. Those emerge from our logical-thinking, left, rational brain. Those left-brained thoughts often talk you or others, *out* of the change. They will tell you why it can't happen and why change is too hard, too costly, or impossible to achieve.

For change to be effective and lasting, it must address a combination of the mental, physical, emotional, and spiritual. Leaders must become skilled in leading from the heart and touching the right brain, where hopes and dreams lie. Coaching is a holistic process, and a coaching approach addresses the head, heart, and soul. When people learn to coach, they learn to affect inside-out change, helping them observe their beliefs, thoughts, behavior, and action; noticing their driving values; and seeing new possibilities in a safe, trusting relationship.

Coaching has evolved from several fields, including the following:

- Neuroscience
- Positive psychology
- Sports psychology

- Solution-focused psychology
- Adult learning
- Metaphysics
- Personal development
- Studies of human potential

One of the most astounding findings derived from the above fields is that we always own the ability to choose. Contrary to what most people think, they can choose what they think, believe, and do, the same way they choose what to wear. Coaching supports change efforts by skillfully listening and questioning thoughts and beliefs while helping people see that they can choose differently. No longer does the old excuse “I can’t help it” work. A person *can* help it. A person *can* change it. We all can change when we choose to.

What this means for anyone confronting a change is that by adopting a coaching approach and the strategies in this book, you can eradicate the excuses that have stood in the way of change. You can lead and guide others to make successful change.

A Coaching Approach

There is a dramatic and meaningful shift in the nature of conversations from everyday talk to skilled conversations that promote introspection, self-discovery, action, and commitments. Skilled leaders with a coaching approach listen more deeply. They ask more powerful, open, discovery-type questions. They are no longer the provider of answers; instead, they become partners in exploring and developing possibilities, guiding others to find solutions. Coaching supports empowerment in the workplace.

The city of Richmond’s vision was to be the most appealing, livable, and well-managed community in the country. They introduced coaching as a strategy to develop leadership skills with their management team. According to Human Resources Manager Rae Williamson, “Richmond trained more than 140 managers. We’ve seen a different culture emerging; one that is more collaborative, where employees step forward with ideas and contributions. Our people believe they are being heard” (Williamson quoted in Smith, 2009). “Coaching supports collaboration. Managers are starting to realize the value of coaching” (Rush quoted in Smith, 2009).

What Comprises a Coaching Style of Leadership?

A coaching style of leadership is very different from a traditional style. Traditional leadership has been top-down in which the leader has experience, knowledge, and wisdom, advising others what they should do. A coaching style of leadership is collaborative, nonjudgmental, trusting, and action oriented. It respects each individual and acknowledges professional growth as a continuum.

<i>Traditional Leadership</i>	<i>Coaching Style of Leadership</i>
Telling	Asking and listening
Focus on problems	Focus on solutions
Focus on staff as a whole	Focus on individuals
Voices opinions	Is nonjudgmental
Focuses on work related issues	Focuses on the whole person
Bottom-line oriented	Mission oriented
Authoritative	Collaborative
Task oriented	People oriented
Discussion oriented	Action & result oriented
Having power and control	Sharing power and control
Focus on the past	Focus on the future

Evidence of Coaching Effectiveness

Classroom only styles of learning are far less effective than when combined with coaching support as follow-up to learning. There are a growing number of inspiring reports about the effectiveness of coaching.

In the December 2006 issue of *Training and Development*, corporate training expenditures were estimated to have reached \$109.25 billion. In most cases, much of these training dollars failed to deliver significant impact.

The 2011 Report on Professional and Management Development Training (Anything Research, 2011) looked at a variety of coaching initiatives. Most studied the result of executive coaching of

leaders by an external, professional coach. The reported results are as follows:

- Executive coaching at Booz Allen Hamilton delivered \$7.90 return on investment.
- Another survey by Manchester, Inc. of 140 companies suggested the average return was 5 times the initial investment.
- A telecommunications company received 529 percent return on investment along with intangible benefits.
- Kodak's coaching program for 1,000 employees delivered double digit increases in employee productivity (Professional and Management Training, n.d.).

Other measurable results from organizational coaching were reported by International Personnel Management Association include improvement in these areas:

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| • Productivity | 53 percent |
| • Quality | 48 percent |
| • Customer service | 39 percent |
| • Teamwork | 67 percent |
| • Job satisfaction | 61 percent |
| • Working relationships
with direct reports | 77 percent
(Hoagland-Smith, 2006) |

In April 2009, the International Coach Federation published the Global Coaching Client Study of 2,165 coaching clients from 64 countries participated from September to November 2008. Respondents were asked to rate the areas they experienced a positive impact from being coached:

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| • Self-esteem/self-confidence | 80 percent |
| • Relationships | 73 percent |
| • Communication skills | 72 percent |
| • Interpersonal skills | 71 percent |
| • Work performance | 70 percent |
| • Work/life balance | 67 percent |
| • Career opportunities | 62 percent |
| • Personal organization | 61 percent |
| • Business management | 61 percent |
| • Team effectiveness | 57 percent |
| • Corporate culture | 51 percent |

These positive results are staggering and inspiring. Everyone with an interest in continuous improvement and professional growth can learn to coach others. It is my hope and meaningful purpose that all leaders gain coaching know-how and help others achieve these results. Doing so will most certainly enhance your change efforts. I urge all leaders to adopt a coaching approach style of leadership and encourage you to use the coaching strategies in this book with others.

The Challenge of Change

It is easy to understand why the prevalent mode of thinking that change is hard is derived from research on change, since the majority of restructuring or change efforts fail. No wonder the buzz about leading change is that it is difficult to accomplish.

Change has a bad rap. Because the majority of organizational and personal change efforts are unsuccessful, there is even more urgency for leaders to discover the keys to success. You do not have to buy in to thinking it will always be this way.

Organizations don't change; people do. Organizational change efforts don't fail because of a lack of smarts or resources or the just-right strategies. They fail because successful change is about people, and leaders need to understand how to coach people, one at a time.

Successful change is an individual process. Leaders need to view change in terms of what each person needs. One will either move toward the change, resist it, or stagnate. Leaders need to individualize the change process by tapping in to the hearts, minds, and souls of each person. They need to know how each person views the goal or change from an emotional, spiritual, and mental perspective. Leaders need to know and understand what the person is thinking, believing. They need to develop relationships based on trust so inner thoughts can comfortably emerge.

We have evolved to a place where we know that one charismatic leader cannot make a sustainable difference. It is essential to build capacity for creating lasting change; establishing habits of mind that create a positive culture, where personal and professional growth are honored.

Judith Harvey, former superintendent, Maine

Professional coaching has skyrocketed in recent years. The reason is the effectiveness of this strategy in creating change. That is what coaching is all about—change! The practice of coaching in many organizations has focused on content and skill development, when in reality coaching focuses on the inner thoughts and beliefs that lead to or inhibit action toward a goal. A skilled coach is an expert in change, changing thoughts, minds, actions,

and results. Leaders will adopt a “coaching style of leadership” when they use the twelve CHANGEMASTER strategies.

Become a CHANGEMASTER

Skilled coaches specialize in creating change in people. Achieving successful change is not about content knowledge, nor is it focused on skills. Sure, sometimes we need to know how to do something and obtain new skills, but to break through the “people part” of resistance requires leaders to focus on how to work with people in ways that move them through change. It can be done!

The twelve strategies below are described in detail in each chapter that follows. They are “people” strategies. Master them and you will master successful change. They are equally applicable to use with individuals, teams, departments, and entire organizations. Use them to ease the process of personal changes for yourself and those you lead. I hope they provide hope and help for you and your organization’s future.

Challenge Assumptions

Have a Higher Purpose

Awareness of Limiting Thoughts

Nix the Negatives and Naysayers

Gather a Group

Emotionally Connect to the Goal

Maintain Momentum

Ask How Can I?

See Success Smiling

Turn Talk to the Future

Expect and Welcome Discomfort

Remain Relentlessly Focused