



MOBIUS EXECUTIVE LEADERSHIP

TRANSFORMATIONAL COACHING OVERVIEW



TRANSFORMATIONAL COACHING: DIALOGUE FOR LEARNING, LEADING AND DRIVING RESULTS

Mobius Coaching Model



Coaching Philosophy

- A trusting, open, honest and mutually respectful relationship between client and coach provides the foundation for a successful coaching outcome.
- Both the client and the coach need to recognize that there is a gap between current reality and the client's full potential and align around a set of coaching outcomes.
- Viewing the client from a systemic perspective is key to understanding the client's situation and setting and achieving appropriate goals.
- The coach gathers peer feedback and offers input to the client to heighten interpersonal awareness. The coach then plays a significant role in challenging the client to consider transformational outcomes of the coaching relationship which the client might not identify on their own.
- The coach can be of service by holding the client accountable for their choices and responsible for authoring an effective life.
- Learning, on the part of the client and coach, is fundamental to a meaningful coaching relationship, as well as to a successful outcome of the coaching process.

Distinctive Approach and Quality Standards

Our approach to coaching is based on two decades of learning and research in the field of organizational learning and systems thinking. It focuses on five interwoven domains of executive development: physical, cognitive, emotional, interpersonal and spiritual.

Our coaching model focuses holistically on increasing self-awareness, changing mindsets and frameworks for action and fostering sustainable behavioral shifts. Our highly applied action learning model uses real-time client challenges to place the individual client in the specific systemic context in which they operate. Much of our coaching work teaches clients to become reflective practitioners, stepping outside the pressures of everyday business and looking at their work lives with fresh eyes.

This increased personal fluency and self-management produces enhanced leadership and collaboration. The mindsets of adaptability, self-control and accountability support the building of a high performance organizational culture and the achievement of powerful business results.

Mobius coaches are chosen for their seniority and maturity in the field of coaching and most enjoy a thriving individual practice working with C-Suite executives. Many of our coaches have founding and/or leadership roles in the following bodies: The annual Executive Coaching Summit, an international think tank for senior executive coaches; the International Consortium of Coaching in Organizations and the International Coach Federation.

Mobius provides supervision groups for ongoing professional development, peer-led feedback and sharing of best practices. In addition, we sponsor a monthly global Master Class by telebridge to widen the breadth of expertise, approaches and methodology to which our coaching cadre has access.

Coaches Qualify by Completing an Intensive Three-Level Screening Process

Level I

The potential coach must apply and be accepted by the leaders of our Coaching Practice based on an interview, an evidence-based assessment process with master coach evaluators and ICF accreditation. Priority is given to those coaches with operational leadership experience in a large company and master coach certification (PCC or MCC) from the ICF.

Level II

From a wide pool of several hundred Mobius coaches with an array of backgrounds and experience, a group of candidate coaches are selected to meet the sponsor organization's coaching needs and requirements. This becomes the dedicated pool of coaches who then familiarize themselves extensively with the organization's culture and its goals for the coaching initiative.

Level III

A final matching process occurs, in partnership with the sponsoring organization, when individual clients select or are matched with particular coaches. This match is based on the client's needs and preferences, the organization's perceived needs of the individual, and the knowledge the coaching practice has about the unique attributes of each coach. Once assigned a client, coaches confer throughout a coaching engagement to share insights that arise from the coaching relationships within a particular organization.



Discrete Practice Elements

ENTER the Coaching Relationship

- Establish contractual terms with sponsoring organization, where appropriate
- Pre-match client with coach to best fit their individual needs
- Clarify client's commitment and readiness to engage in a coaching relationship

1. Establish and Commit to or Renew the Coaching Relationship

- Test the "fit" between coach and client
- Build trust
- Discuss expectations, including parameters of the coaching relationship, such as ways of working (face-to-face, phone, email) and frequency and duration of sessions

2. Clarify Aspirations and Current Reality

- Establish overarching aspirations for personal development
- Position these aspirations within broad life purposes and organizational objectives
- Explore where client is in the system, how s/he sees the system and other players in it, how s/he is perceived by the system
- Share feedback, as available, from pre-coaching diagnostic assessments and stake holder interviews

3. Set Goals for Development in a Systems Context

- Obtain client commitment to specific areas of development
- Set appropriate balance between leveraging strengths and focusing on developmental needs
- Clarify desired outcomes and strategies to get there
- Align around measurable results

4. Support Learning in Action

- Select naturally occurring challenges ("practice fields") to serve as learning opportunities between sessions
- Explore what worked, what didn't, why, unintended consequences, and how this knowledge impacts future behavior
- Use the dynamics of coach/client interaction as data for mutual reflection
- Balance adaptive change with respect for individual pacing and integration

5. Coach to Full Potential

- Challenge client to stretch beyond their comfort zone
- Assist client to deconstruct truths, assumptions, and beliefs about who they are and the world in which they live
- Challenge client to explore different and broader perspectives than what initially appear available or possible
- Encourage action experiments where client solicits feedback from the organization on newly adopted mindsets and behaviors

6. Create Sustainable Results

- Identify structures in client's environment that support their new perspective and new behaviors
- Identify strategies to incorporate reflection time and build self-awareness



- Identify and embed ongoing feedback mechanisms
- Develop social networks for continued growth

EXIT the Coaching Relationship

- Review outcomes against initial goals, baseline, and established measures of success
- Celebrate success!
- Action Plan for ongoing professional development

Recursive Practice Elements

Partnered Reflection for Learning and Results

- Hold a coach/client reflection at end of each session to check on progress in session, clarify next steps and their link to developmental goals
- Create structures to support client reflection between sessions (e.g., client learning journals shared with coach, co-development groups for peer learning)
- Conduct periodic mutual "big picture" reflection throughout the engagement

Generative Conversations

- Coach by using listening, paraphrasing, requests, assessments, assertions, and other linguistic acts in support of development goals
- Create conversations that free clients from past constraints, support them in inventing new futures, and open new possibilities for being and doing
- Include cognitive, emotional, and somatic awareness and experiences in the conversation

Mobius Community of Practice

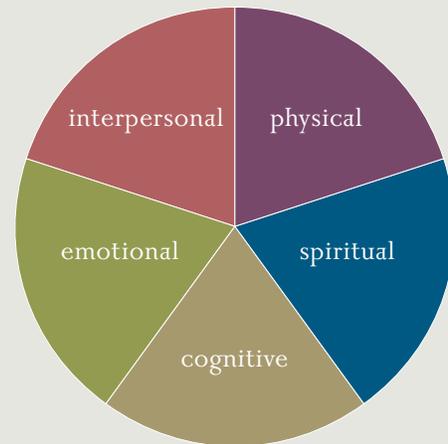
- Apply a rigorous learning process on three levels: what we learn about coaching, what we learn about the organization, what we learn about coaching within the organization
- Explore ways to leverage information gained through coaching to enhance the organizational system
- Partner with the organization so it benefits from knowledge gained through coaching, while also protecting the confidentiality of our clients



MOBIUS TRANSFORMATIONAL COACHING

Executive Summary

- Coaching model focuses holistically on increasing self-awareness, changing mindsets and frameworks for action and sustainable behavioral shifts.
- Highly applied action learning model using real-time client challenges for coaching conversations to maintain focus on enhanced business results.
- Strong emphasis on building relationship skills that enable leaders to establish and sustain deeper relationships (with clients, colleagues) as counselors and trusted advisors.



Vision: The Mobius Transformational Coaching model immerses clients in a transformational experience that transcends the acquisition of knowledge, skills, and tools—but rather fosters professional, intellectual, and personal development at the deepest levels. The coaching relationship challenges executives to grow as leaders, to shape powerful ideas into competitive solutions, and to think and manage differently in a changing and fast-paced business environment.

The Mobius Transformational Coaching model is holistic in nature, focusing on various interpersonal and intrapersonal dimensions of executive functioning. The aspects of reflection and practice include the Physical, Cognitive, Emotional, Spiritual and Interpersonal domains of a leader's world. Our leadership development and coaching efforts put equal emphasis on the domains of “doing” and “being”, combining cutting-edge social technologies with a wider set of tools for developing inner maturity and depth. We are ideally working on individual leadership development with senior executive teams (micro) while working on organizational systems design and organizational evolution (macro) so the company can enjoy the synergies between these efforts.

Focus of Transformational Coaching: Doing, Thinking, Feeling and Being: All of our leadership and coaching work addresses multiple aspects of organizational life including: clarity of vision, ability to inspire, team building, skill to negotiate, ability to intervene in and transform conflict, know-how in systems design, tools to engage dialogue and build consensus around strategy and other mission-critical issues, working in ways that reflect and reinforce one's core values, taking multiple perspectives, empathizing with others, and executing against a plan. There is a consistent focus throughout on leadership presence, self-knowledge, and personal mastery. Our leadership and coaching model focuses on four aspects of Self: our actions, our thinking and mindsets, our mood and emotions and our “beingness”. This model of whole person in action enables us to look at the underlying factors driving a person's interpersonal behavioral footprint and coach them towards more choiceful behavioral repertoires that enable improved business results.

Our coaching team fosters reflection and strategic action on the business critical issues all leaders face. We collectively have wide experience designing, implementing, and leading large-scale change efforts. The values-based approach we take to our work enables us to help our clients align to their own corporate values, personal ethics and individual vision for their mission and contribution.

Seniority of Coaches and Consultants: For C-Suite and other senior executives we have a tier of senior consultants who serve as executive coaches. Many of these senior consultants serve as Lecturers at Harvard Law School, at Stanford Law, at Columbia Law, and at other law schools teaching Negotiation, Business Ethics and Conflict Resolution. Others have been

leaders in the field of coaching for the last fifteen years, including practitioners who have worked with the International Coaching Federation, MIT Learning Laboratory, Executive Coaching Summit, The International Consortium of Coaching in Organizations, Action Science/Action Design, and The Newfield Network.

We are confident that our team represents one of the highest caliber communities of practice available anywhere to coach and assist leaders in organizations.

Creating Reflective Practitioners: Much of our coaching is aimed at teaching our clients to become reflective practitioners of their own interpersonal style. Focusing on a chance to examine both a person's actions and moves in dealing with business challenges as well as their mindsets and assumptions allows our coaching to raise awareness and choice. As our colleague Bob Putnam has remarked, "The power to reflect allows us to step outside the pressures of everyday business and see things in a new light. The trouble is, most reflection occurs privately in hallways or after the fact, when it no longer has the power to affect outcomes. Reflecting-in-action is the paradoxical ability to step outside immediate events while still in them. It helps us consider fundamentally different alternatives while taking account of current constraints. Working with others in the moment, we can create more effective action." Mobius coaching fosters the competency of reflecting in action, what our colleague, William Ury, refers to as "Going to the Balcony" so action choices are more informed, decisive, equanimous and productive.

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ROBERT PUTNAM

Mindsets and Leadership: Richard Boyatzis, in his book on *Resonant Leadership*, articulates three key mindsets for leaders to cultivate: mindfulness, hope and compassion. In its deepest strands, and underlying its mindset and framework models, Mobius aspires to foster these attributes in its clients, offering tools and practices to engender greater degrees of self-awareness, personal mastery and connectivity with others.

This enhanced personal fluency and self-management, combined with greater emotional intelligence and flexibility of action produces enhanced possibilities of leadership and collaboration. It under girds any high performance organizational cultures and achievement of sustainable and powerful business results.

At its best, Mobius Coaching ignites leaders with increased awareness, consciousness, and wisdom, and the capacity to use them skillfully in challenging circumstances.

Leadership is both active and reflective. One has to alternate between participating and observing. Walt Whitman described it as being "both in and out of the game." Although the principle may be easy to grasp, the practice is not. Rather than maintain perspective on the events that surround and involve us, we often get swept up by them. Exercising leadership and bearing personal responsibility requires seeing the difference between oneself and one's role. Distinguishing role from self is not a prescription for keeping emotions — values and passions — at a distance and disingenuously playing a role. But it enables an individual not to be misled by his emotions into taking statements and events personally that may have little to do with him.

RONALD HEIFETZ
Leadership Without Easy Answers



OUR INTELLECTUAL FRAMEWORKS AND UNDERPINNINGS

Executive Summary

Mobius transformational coaching as an approach is informed by the best in class research and thinking on personal mastery and interpersonal effectiveness. This includes, but is not limited to, familiarity with:

- Program on Negotiation at Harvard Law School methodology for communication and relationship management;
- Seminal scholarship on leadership development from Harvard University including Bob Kegan, Ron Heifetz, Tom DeLong, Chris Argyris, Amy Edmondson and Edgar Schein;
- Emerging Neuroscience, brain research on neuroplasticity, trauma and its impact on adult learning;
- Traditions and practices in somatic and ontological coaching;
- Research on moods and emotions including but not limited to Daniel Goleman's models of Emotional Intelligence; Paul Eckman, John Gottman and Daniel Wile; David Kantor's Family Systems Theory as well as Gestalt Psychology, Psychodrama, Group Dynamics and Transactional Analysis;
- Meditation, Stress Management and Mindfulness techniques;
- Organizational Systems Thinking and Process Consultation and
- Organizational Evolution and Change Management

Overview

Many of the ideas and models underlying the Mobius Executive Leadership Transformational Coaching Methodology represent the culmination of thirty years of investigation, cross-model dialogue, and rigorous research and application by the communities of practice surrounding Harvard University including Harvard Law School, John F. Kennedy School of Government, Harvard Business School and the MIT Organizational Learning Laboratory. Our coaching methodology is rooted in the work of these pioneers. We have the privilege of counting many of these thought leaders as members of our faculty and coaching community and our approach has, in many cases, been informed by the seminal theorists who created or deepened these bodies of work. Mobius is proud to be developing a global coaching cadre who is highly qualified to continue the legacy of these colleagues by serving as effective coaches to executives and teams in organizations seeking to learn and change.

Program on Negotiation

The Program on Negotiation at Harvard Law School (PON), founded in the late 1970's, is a world-renowned interdisciplinary center on negotiation and conflict resolution. For the last thirty years The Program on Negotiation has served as a preeminent think tank for emerging theory and practice on deescalating and mediating conflict. PON draws from numerous fields of study, including law, business, government, psychology, economics, anthropology, and education. As a center for application and dialogue, PON works to connect rigorous research and scholarship with a deep understanding of practice.

Mobius coaches are trained in the win-win models for collaboration and resolving conflict developed at PON and presented in the seminal books *Getting to Yes* and *Difficult Conversations: How to Discuss What Matters Most*. Our work at PON has put us in close conversation with thought leaders such as Daniel Goleman, William Ury, Bob Putnam, Bob Kegan, Lisa Lahey, Tom DeLong, Peter Senge, Dianne Argyris, Diana Smith, William Isaacs, Michael Wheeler and Bruce Patton.

Action Science

At Yale, Harvard Business School and the Harvard Graduate School of Education, Chris Argyris, along with the late Donald Schön, built a school of research and intervention called Action Science. Its premise is that human beings design action to achieve results they intend, either consciously or unconsciously. Argyris devised and articulated concepts now in the common lexicon of organizational consulting and coaching, such as “The Ladder of Inference,” “Combining Advocacy and Inquiry,” “Two Column Case Work,” “Action Logics,” and “Single and Double-loop Learning.” Peter Senge’s *The Fifth Discipline*, and Stone, Patton and Heen’s book *Difficult Conversations: How to Discuss What Matters Most* are both examples of influential research and practice in which Argyris’ theoretical models were a key influence.

Mobius interventionists Bob Putnam, Phil MacArthur and Dianne Argyris carry on a second generation of Action Science practice. Together they were involved in much of the early research that resulted in the now-standard concepts mentioned above. They have applied Argyris and Schön’s research to the design of unusual and powerful coaching practices. These practices focus on the use of close observation, various strategies for “embedding” the coach in the world of the client, and extremely close feedback loops based on these direct observations (micro-observation). Having been present at the earliest stages of research into some of the key concepts mentioned above, they are able to help us integrate them into the Mobius coaching approach in a highly pragmatic and seamless manner.

Family Systems Theory

Complementing the major influence of Action Design theory and practice on Mobius’ transformational coaching methodology, an important ongoing influence on our coaching practice has been our work with family systems expert David Kantor. Kantor is a family systems therapist and theorist who has been a founding principal in each of the family therapy institutes in the Boston area over the past three decades. In the course of this work he has created a theory for developing one’s model of practice as an interventionist. A model of practice in Kantor’s view consists of three parts: a theory of the thing, for example families or organizations; a theory of how the thing changes; and a theory of how one intervenes. Action Science has done model-building work with Kantor since the 1980’s and these collaborations have resulted in synergy between the two systems. The second contribution of Kantor to our coaching approach is increased understanding of relationship structures and how one’s personal structure enters into important relationships. Kantor’s model allows the coaching to be informed by the coach’s boundary profile (open, random or closed) and primary value drivers (meaning, power or affect). Kantor also helped create the Interpersonal Skills Exercise for the Program on Negotiation at Harvard Law School, which is a foundational aspect of its teaching and coaching methods, and has been a key dialogue partner in the emergence of systems thinking over the last twenty years.

Organizations are repositories of cumulatively built up knowledge; principles and maxims of practice, images of mission and identity, facts about the ask environment, techniques of operation, stories of past experience which serve as exemplars for future action. When a manager reflects in action, he or she draws on this stock of organizational knowledge, adapting it to some present instance. He or she also functions as agents of organizational learning, extending or restructuring, in their present inquiry, the stock of knowledge which will be available for organizational (change).

DONALD SCHÖN
The Reflective Practitioner

Adult Developmental Theory

An additional influence on our work is developmental theory, especially as represented by the work of Robert Kegan and Lisa Lahey. In the tradition of Piaget, Kegan and Lahey describe stages in the ways human beings construct meaning and the relationship of self and other. There is a theory of practice for coaches who help people make meaningful developmental transitions, for leaders of large organizations, and for adult development. In their more recent work Kegan and Lahey have begun to look at organizational development and the built in resistance to organizational adaptation and “immunity to change.” Taken holistically, their work helps inform coaching guidelines to fostering change and managing resistance at the individual and systems levels. Bill Torbert, another Mobius colleague, has adapted Kegan’s thinking to a theory of organizational development. Torbert, who studied with Argyris at Yale in the 1960’s, is a prolific writer and has helped differentiate transformational approaches to change work from more classic strategic interventions. He was the first to use the term “action science” (1976) and now speaks of his way of working in this domain as action inquiry or developmental action inquiry.

Organizational Learning

In the late 1980's, Peter Senge hosted a group of faculty and doctoral students from MIT and Harvard in an informal seminar on organizational learning, with special focus on how action science and systems dynamics might contribute to each other. Chris Argyris and Donald Schön, David Kantor and Edgar Schein joined Peter, along with John Sterman and Alan Graham in systems dynamics and with Amy Edmondson, William Isaacs, Bob Putnam, and Diana Smith. Peter was writing what would become the breakthrough book *The Fifth Discipline*. In that book he drew on the work represented by Argyris for the basis of the discipline of mental models and part of the discipline of team learning. Mobius Principal Robert Hanig has worked extensively over the last twenty years with Peter Senge and co-authored *The Dance of Change*, published by Doubleday with Senge. The Mobius transformational coaching methodology is rooted in the principles outlined in *The Fifth Discipline* and Senge's other best-selling books particularly the idea of mental models and personal mastery as cornerstones to fostering learning and change both in individuals and organizations.

Adaptive Leadership

Ron Heifetz, founder of the Center for Public Leadership at Harvard's Kennedy School of Government, first mapped a groundbreaking theory of leadership in the seminal book, *Leadership Without Easy Answers*.

Followed by the bestselling *Leadership on the Line*, he and long-time Harvard colleague Marty Linsky offered a compelling set of arguments and stories to show cultivate leadership and organizational success during the stress of fast paced change. Most recently, Heifetz and Linsky, joined by Alexander Grashow, have produced a practical hands-on guide to making leadership both more effective and more powerful. Using the frameworks and techniques from their newest book, *The Practice of Adaptive Leadership*, as a guide, Mobius coaches help clients think and execute amidst profoundly changing complexity., Mobius coaches make use of a practical set of stories, diagrams, techniques, and activities that help clients both assess and address their toughest leadership challenges.

Somatic Coaching

In Mobius Transformational Coaching, a somatically informed coaching methodology, we work with clients at every level of their being: the physical body, the mental structures, and the spirit. Somatic coaching helps clients to with the physical body in order to mindfully focus and condition themselves to operate with ease, grace and efficacy under pressure or perceived conflict. As with any top performing athlete, we offer clients a range of practices that build stamina, presence, focus, empathy and integrity so that mind and body are operating in concert and on command.

Our somatic discourse draws most specifically on the work of somatic trauma expert Peter Levine (*Waking the Tiger: Healing Trauma*) and on the pioneering teaching of Dr. Richard Strozzi-Heckler, Ph.D. who has championed the relevance of the body in coaching practice. His teachings have infiltrated, in limited form, many coaching schools including The Newfield Network and New Ventures West. His writings, focused on increasing somatic awareness in the workplace inform our exercises, action experiments and teaching with coaching clients. These include: *The Leadership Dojo: Building Your Foundation as an Exceptional Leader*, *Anatomy of Change*, and *Being Human At Work*. Richard's protogee, Jennifer Cohen, has served as the Director of Coaching Education for Mobius since its inception.

Ontological Coaching

Ontology, the art and science of being, is derived from the philosophical work of Martin Heidegger as articulated in his text *Being and Time*. To address "being" in coaching we must understand that we are not solid, rigid beings but rather malleable. With increased awareness and skill we can alter or transform our way of being. In turn, we will generate more effective action and unprecedented levels of integrity and effectiveness. Human "being" is antecedent to human "doing" so in order to achieve sustainable action changes a powerful coaching exchange has to address this foundational and existential aspect of a clients' make-up. In ontological coaching we assert that "being" is the source of all effective "doing" and that leadership evolution requires this level of dialogue and trustful coaching.

Management works hard at reducing the causes of embarrassment or threat by creating sound organizational structures or policies. Management also creates programs or visions toward excellence that, in theory, can be used to counteract the rigidity, hopelessness, and cynicism of the organization..."

CHRIS ARGYRIS

Overcoming Organizational Defenses

For all its philosophical depth, Ontological Coaching is a down-to-earth discipline that defines knowledge as the capacity to produce a desired result. It provides an array of practical distinctions that help us to discern the perceptions, assumptions and assessments that we take for granted and that shape our capacity for action: for example, how assessments, declarations, and other “speech acts” shape the world we see and act upon; how the fundamental moods of resentment, resignation, acceptance and ambition (or hope) correlate with, and reinforce, the stories and assessments that we live in; and how our physical state reflects our mental state at all times.

Everything you want
is just outside your
comfort zone.

ROBERT ALLEN

The power of ontological coaching lies in capacity to expand who we are as observers, so that we become capable not only of more effective action, but also of becoming more responsible and self-generative as learners. One of the hallmarks of Ontological Coaching is the capacity for “lightness”--a joyous and compassionate way of being, even in the face of profound challenges.

Many Mobius coaches have broad exposure to the leading thinkers and theorists in the development of ontological coaching. Several Mobius senior consultants are former close colleagues of Fernando Flores and Julio Olalla, pioneers in the field of Ontological Coaching. Many Mobius coaches are studied in the methodology of Ontological Coaching, and still more are graduates of The Newfield Network training programs or of Landmark Education leadership courses which incorporate this orientation in their curriculum.

Moods and Emotions

Human thought and human emotions are married for life: one never goes anywhere without the other. At Mobius, we coach people to be intelligent about feelings so that they can think clearly, build rapport and trust, and develop feeling informed discernment both at home and at work. We work to clear emotional roadblocks to productivity and to reinforce the feelings foundations for sustained satisfaction and lasting health.

Recent organizational research has suggested that emotional intelligence and strong interpersonal skills is a far more reliable predictor of organizational and managerial success than technical expertise. As a cornerstone of our coaching practice, we teach emotional self-awareness, mood management and the capacity to “go to the balcony” and negotiate with one’s own reactivity and defensiveness as a key leadership capacity. Emotional self-awareness and self-management are core competencies in the domain of relationship skills and foster heightened accountability and choice.

Mobius’ coaching approach was shaped with significant input from leading thinkers in multiple disciplines of psychotherapy and group work. We draw on their expertise in gestalt psychology, psychodrama, group dynamics and narrative therapy to inform our curriculum design work in the domain of coaches training, as well as to shape our coaching models and understanding of how to work with emotions.

Organizational Systems Thinking and Process Consultation

A pivotal aspect of our coaching theory is that the individual cannot be viewed outside of the context or system in which he or she is working. Although coaching is comprised of a one-on-one set of interactions, there are multiple means in which the coach allows the wider system to inform and shape the coaching process. These include understanding the objectives of the coaching and tracking the larger performance transformation in which it is often embedded; fluency with the mindset and behavioral shifts desired by the organizational client; stakeholder interviews which provide feedback in real-time on the impact the coachee is having on the significant professional networked relationships around them; and working with other Mobius coaches within that client to aggregate themes and highlight collective challenges and structural traps being identified during the course of the coaching conversations. Coaching also always involves applications of new behaviors in the context of real work and embedding these new behaviors in the routines of the coachee.

Our coaches are trained to take an integral or systems approach to understanding how to help drive and support high performance, especially when coaching members of a team or a wider cohort in an organization. Sustainably increasing teams’ effectiveness involves an understanding of how objective systems (all things measurable), conscious culture (rules of engagement), and individual thinking and behavior interact to generate or hinder the desired results of a strategic vision. Our approach requires a coach to understand the various levers influencing their coaches choices, motivations and behaviors. While this approach can be a difficult process, it is this very honest reflection of behavior, culture and

systems that illuminates the integral gaps and leverage points for creating change. This integration bridges the usually disconnected individual coaching, team learning and system changes toward a common purpose resulting in more dynamic business advantages.

Building on the methodology outlined by Edgar Schein in his seminal books *Process Consultation: Its Role in Organization Development* and *Process Consultation Revisited: Building the Helping Relationship*, the coach observes the interpersonal and task-related processes teams use to complete their work during the life of a project and intervenes to help the group engage with and learn from its own process. The coach's goals include raising team members' awareness of the impact their behavior has on the quality of their relationships with one another and on the project's results or the work product itself. The coach's interventions are designed to help team members develop the interpersonal and process skills necessary to deliver the business results they seek to achieve. Mobius coaches most often use Schein's perspective and process consultation tools in the context of coaching senior executive leadership teams and cross-functional teams seeking to create significant results within particularly challenging or ambiguous work environments.

Organizational Evolution and Change Management

Managing transition well is a central factor in the ultimate success of any company. Like a hockey puck sliding across a smooth piece of ice, the dynamics of change move quickly and constantly, making it hard to know where to focus. More often than not, organizations suffer through change. Inattention to the organizational and human aspects of change is often the culprit. Even strategic initiatives that make good business sense can fail because the leadership, workforce, company systems and culture cannot evolve in alignment with each other. The good news is that handled well, corporate change can be creative and enormously constructive.

At Mobius Executive Leadership, we help leaders to understand the underlying features of successful business transitions. This includes assisting them to make wise choices to meet immediate business demands while keeping a firm grasp of the strategy and longer-term corporate issues as well as developing a global mindset. Our team fosters reflection and alignment on the essential issues companies must confront in building their enterprise. Our coaching cadre has sensitivity to the business challenges faced during a period of rapid change. Our coaching supports our intervention work with organizational evolution and performance transformation by focusing on the mindsets needed to manage well in periods of uncertainty, constant innovation, and quick decision making.

Neuroscience

Mobius' transformational coaching methodology is further informed by cutting edge research on neuroplasticity and brain function. The neuroscience aspects of our coaching work were developed in collaboration with Harvard Assistant Clinical Professor of Psychiatry, brain imaging researcher Dr. Srin Pillay, M.D. Our coaches study with his organization, NeuroBusiness Group, to understand how to use neuroscience practices to anchor behavioral change efforts and optimize learning.

The approach focuses on the areas of leadership, change, innovation, strategy acceleration, and spirituality in the business context. For example, with regard to executive leadership, the approach helps coaches to integrate fundamental coaching principles with brain science to help develop effective organizational leaders. With respect to change, coaches learn how the brain manages change and how transformation can be accelerated in the brain while managing the switch costs that inhibit experimentation and change. Regarding strategy acceleration, brain science reveals the biology behind psychological traps that keep individuals and organizations from advancing, thereby enabling coaches to help clients move beyond these traps toward acceleration.

Meditation and Mindfulness

Through our close association with the Global Negotiation Insight Institute we have been part of a growing trend exploring the application of perennial wisdom and mindfulness practices to leadership development. We have been developing new syntheses of organizational change work in dialogue with wisdom masters whose expertise lives in cultivating inner awareness, mindfulness and presence including, but not limited to, Jon Kabat Zinn, Norman Fischer, Joseph Goldstein, Tara Brach, Sharon Salzberg, Joan Halifax, Lama Surya Das, Rabbi Moshe Waldoks, Genpo Roshi, Japanese Zen Abbot Paul Silverman, Jim Gimian and Mobius Principal Mark Thornton and Mobius coach Alex Trisoglio.

In 2006, *Business Week* included a special report on the “significant but sometimes quirky new trend” in which businesses are embracing Indian philosophy and meditation practice. Companies, it reported, are increasingly making links between the development of intellect and the focusing of concentration that can control the mind and body and the business results and success an executive is capable of achieving. Likewise, business schools, they report, are adding courses that combine ancient wisdom with the needs of modern managers.

Peak performing athletes and elite military teams know that high performance requires more than a skill set. To deliver breakthrough performance under intense competitive pressure requires superior mental clarity, focus, problem solving ability and perspective. Each one of these skills provides critical competitive advantage and can mean the difference between winning and losing. Mobius coaching practices sometimes include meditation, guided visualization, somatic awareness and biofeedback. These coaching practices dramatically enhance a leader’s ability in key areas. Mobius coaches have at their disposal real time, state-of-the-art biofeedback technology to dramatically show how a leader’s state can be enhanced with these mindfulness practices as well as tools for increasing concentration, flexibility, and relaxation.

Mind/Body Renewal

Mobius Executive Leadership offers ongoing renewal retreats called the Mobius Leadership Intensive. Available to all client companies, this three day state of the art mind/body program includes extensive health diagnostic pre-work followed by a retreat program in a rustic location. In this premium executive conference setting, participants receive consultations with myriad world class health practitioners including nutritionists, pain and injury specialists, exercise physiologists and physical therapists. The Intensive also includes sessions of yoga, meditation, therapeutic massage, Alexander technique, and Five Element acupuncture. Optional modules include multiple types of transformational bodywork, somatic coaching intensives, and creativity, team building and self-expression modules such as expressive arts, play and innovation programs and wilderness experiences and time in nature. Aspects of this whole person approach (including meditation/mindfulness, somatic practices and yoga) are incorporated into many of our training programs including our year long coaches training program.

OUR COACHING CADRE: SIZE, GEOGRAPHIC COVERAGE AND EXPERTISE



Executive Summary

- Mobius Executive Leadership has one hundred and fifty core senior consultants and coaches.
- Mobius can deliver best in class coaching services on all seven continents, using regionally based executive coaches of the highest caliber.
- Our core coaching group resides in North American and Europe. Mobius is affiliated with several international bodies of senior executive coaches to widen still further its capacity for global roll-outs.
- Mobius coaches tailor their coaching approach to consider regional differences and receive training in developing a global mindset.
- We have rigorous professional accreditation requirements and select coaches who share our values-based approach.
- Our coaches have significant corporate experience working with senior organizational leaders.
- Our competency model for coaching focuses heavily on personal mastery and maturity.

Who We Are

Our first layer of active executive coaches are drawn from the one hundred and fifty consultants who serve as trainers, advisors, facilitators and coaches for a wide range of Mobius corporate clients. In addition to this core group of exceptional professionals, we have close ties to several hundred of the most expert coaches around the world.

Our international breadth is enabled by our close relationships and active participation in some of the most prestigious global networks of professional coaches and coach training programs.

Our active participation in these forums enables us to influence the future outlook of the coaching profession, foster high level professional standards, and stay fluent with the state of the art coaching methodologies. Our coaches have founding and/or leadership roles in the following affiliative bodies:

- The annual Executive Coaching Summit, an international think tank for senior executive coaches;
- The International Consortium of Coaching in Organizations;
- International Coach Federation; and
- The international practitioner community affiliated with the Harvard Negotiation Project.

“Coaching/therapy, by contrast, is more concerned with facilitating individual behavioral change, building individual capabilities, and exploring subjective experiences. The unique coaching approach assumes an equal (versus expert) relationship between executive and coach with the aim of helping the coachee to discover his or her own path toward optimal performance in an organizational context.”

CAROL KAUFFMAN AND DIANE COUTU
The Realities of Executive Coaching
Harvard Business Review



SELECTION CRITERIA AND COMPETENCIES

Executive Summary

Mobius Coaches are selected from among the most senior and experienced executive coaches worldwide. We have rigorous criteria for screening and placing mature professionals in the arenas of executive and leadership development.

Criteria for Selecting Coaches

Among the key criteria used to select coaches are the following:

- Professional Accreditation as a Master Certified Coaches through the International Coaches Federation;
- Senior Level Experience as exemplified by five or more years of experience working in corporate organizations as an internal or external coach to managers, vice president and above and/or;
- Five or more years of experience in leadership development, transformational leadership development or human resources senior role in the arenas talent management, learning and development or organizational development;
- Alignment with Mobius approach to transformational coaching and learning as expressed by a demonstrated depth of personal practice (personal mastery and quality of presence), articulated alignment with Mobius values of service, integrity, and professionalism and impeccable reputation in the industry; and
- Business acumen and experience.

Competencies for Mobius Transformational Coaches

In terms of competencies, we vet coaching candidates for personal mastery and presence as expressed in the following interpersonal and intrapersonal attributes:

Commitment: Expressed desire to support people to be their best; deep and abiding commitment to the greatness of human beings.

Listening: Must already have some capacity to listen deeply and be “present” to someone without fixing anything. Offering presence, empathy and deep listening rather than moving anyone to action. To be able to listen to what someone is saying and also hear into the equally critical silence of what is not being said. Patience.

Acceptance: Must ultimately be able to walk between the paradox of deep acceptance of a client exactly as they show up and the willingness to stand for and push them towards their own betterment. Committed and willing to fight for their client to be bigger than they know themselves to be.

Emotional Intelligence: High levels of emotional intelligence, empathy and ability to facilitate personal mastery conversations; authentic and congruent; can serve as confidant and advisor to even senior leaders and executives.

Integrity: Highest levels of personal and moral courage and impeccable behavioral standards. Acknowledges when their behavior falls short and makes amends.

Walk Your Talk: Coaches who are willing to engage themselves in inquiry and transformation at the same level and with the same commitment they are asking of their clients.

Business Acumen: Coaches who are at ease in the business environment, understand how corporations work, and use a vocabulary that speaks to their business clients.

Self as Instrument: Coaches who are willing to offer their own life experiences and journeys and insights in the service of the client’s learning, as appropriate.

Trust: Must be able to produce, maintain and repair trust.

Humility: Demonstrates a continuous willingness to learn and to laugh at their own shortcomings and blind spots.

Adult Learning: Must have an informed view of the neurological, psychological, intellectual and social underpinnings of effective adult education and the capacity to build and foster a dyadic conversational learning relationship.

Willingness to Confront: Mature capacity to maintain rapport and good will while holding the tension of confrontation and possible interpersonal conflict. Coaches must routinely serve their clients by calling attention to disabling and ineffective interpersonal habits and confronting points of unconscious action and then manage resistance and anger.

Ethics: Spotless ethical record and highest professional standards of maintaining boundaries, decorum, confidentiality, contracting and managing commitments and promises. High levels of personal accountability.

Maturity and Legacy: Able to think past immediate life cycle and employs a developmentally adult time horizon, including the legacy and long term impact of their choices and the consequences of their actions. Maturity can, in part, be defined as the ability to think ahead to several generations when weighing options for action.

Maturity and Multiple Perspectives: Another developmental hallmark of maturity is the ability to hold diverse perspectives.

Maturity and Reflection in Action: Coaches need to be able to step back from the domain of doing to reflect on themselves as an actor and to teach and cultivate that capacity of the reflective practitioner to clients.

High Performance: Fluency with high performing organizational cultures and an ability to direct coaching towards organizational objectives and improved and sustained business results.

Working with Resistance: Understanding the myriad forms of learning resistance and how to break through resistance in clients to foster development. Makes sophisticated distinctions between resistance that indicates a wise and unconscious calibration of integration versus denial or defensive deflection. Challenging gaps between espoused theory and theory in use (action theories) to increase alignment between a client's intentions and the impact their actions produce in the world.

Some tools for keeping on track: The pursuit of being right usually results in being alone. Learn that you don't always have to be right. Instead, learn to learn, so that you can (work) together. Do not assume that only one of you can be right. Shift the strategy from attacking to evoking, from changing to being curious again. Avoid blaming your colleagues. Instead, take personal responsibility.

DAVID KANTOR
*My Lover, Myself:
Self-Discovery Through Relationship*

"...the kind of hope I often think about... I understand above all as a state of mind, not a state of the world. Either we have hope within us or we don't; it is a dimension of the soul, and it's not essentially dependent on some particular observation of the world or estimate of the situation. It is an orientation of the spirit, an orientation of the heart; it transcends the world that is immediately experienced and is anchored somewhere beyond its horizons.

Hope, in this deep and powerful sense, is not the same as joy that things are going well, or willingness to invest in enterprises that are obviously headed for early success, but, rather, an ability to work for something because it is good, not just because it stands a chance to succeed. The more unpropitious the situation in which we demonstrate hope, the deeper that hope is. Hope is definitely not the same thing as optimism. It is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out.

It is also this hope, above all, which gives us the strength to live and continually to try new things..."

VACLAV HAVEL
playwright and defender of human rights, former president of Czechoslovakia



MASTER COACHES: BEING AND DOING

Executive Summary

- Mobius coaches are thought leaders in the field of executive development.
- Our coaching uses power of observation, diagnosis, close feedback loops, and intuition to work spontaneously with clients.
- We draw from a repertoire of tools and experience, grounded in decades of organizational research and theory on leadership development and personal awareness.
- Mobius coaches are selected as much for who they are as for what they know or what they have done.
- Mobius coaches are catalysts listening in an attuned manner for what wants to emerge with the client in that moment.
- Mobius coaches are committed to each individual coachees' professional development and evolving competency in the intrapersonal and interpersonal domains.
- The Mobius coaching program is an active community of practice that engages in ongoing professional development, peer coaching, regular supervision and contributes to the evolving field of coaching and organizational culture building.

Coaching involves the transfer of sophisticated techniques and tools that can help clients conduct their business affairs more effectively. At the same time, there is a transmission of knowledge and methodology and the cultivation of insight via the vehicle of a one-on-one coaching relationship. One distinction of mastery in the Mobius coaching model is that our executive coaches are thought leaders in the field of executive development and personal growth. In addition to a wide body of professional experience and best in class interpersonal technology to draw from, Mobius coaches are sophisticated synthesizers and improvisers, who are able to respond with a customized coaching process for each individual client. They are also helping advance the field itself by their innovative contributions to theory and application.

The real master coach can walk into any situation and be able to clearly diagnose what is going on, know what interventions are possible, and choose the appropriate practices and tools to draw on in the moment. The unique alchemy between a seasoned coach and their client enables breakthrough insights on the part of the client. These new self-understandings foster significantly enhanced business acumen, influence and efficacy as a result.

One final and significant hallmark of a master coach is their own quality of being, the authenticity, presence and power they bring to their own interactions and coaching. For us, the congruence and personal integration along the domains of the coaching model (cognitive/mental acuity, emotional intelligence, physical well-being and renewal and spiritual or values based integrity) are vital attributes. This powerful way of being enables our coaches to use a "*self-as-instrument*" model of coaching in which the coach is modeling the very qualities of personal awareness and self-management being cultivated by the client.

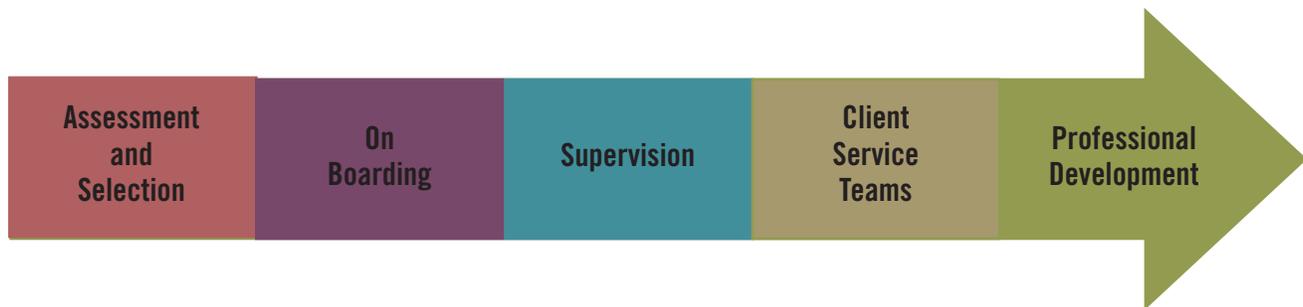
Ancillary Coaching Services: Assessment Instruments

In addition to building one on one coaching relationships with coaching clients, we are often asked to conduct targeted psychological and professional assessments. Mobius can add any of the following assessment tools into its coaching offerings:

- Bar-On EQ-i
- Bob Kegan's Four Column Commitment Tool
- Center for Creative Leadership 360° feedback instrument
- DISC Inventory
- Hay-McBer Emotional Competency Instrument (ECI)
- The Firo-B Leadership Assessment
- The Hogan Instrument
- Leadership Accelerator®
- Leadership Circle
- Leadership Competencies for Managers
- Leadership Practices Inventory
- Myers Briggs Type Indicator
- Richard Barrett's Cultural Transformation Tools & Assessments



TRAINING THE MOBIUS COACHING CADRE



Assessment and Selection:

Mobius Coaching Competency Grid includes knowledge of coaching theory and practice; psychological competence; corporate knowledge and business acumen; and professionalism including integrity, ethics, and ongoing coaching supervision. In addition to emotional intelligence and emotional self-management we expect that coaches will have a grasp of key ideas and concepts from adult learning theory and their relevance to coaching; understanding of key theories of organizational development and change management; and familiarity with a range of disciplines in psychology including but not limited to person centered, cognitive behavioral, psychodynamic, and gestalt approaches.

Level I: The potential coach must apply and be accepted by the leaders of the Mobius Coaching Practice based on an interview, an evidence-based assessment process with master coach evaluators and ICF accreditation. Priority is given to those coaches with operational leadership experience in a large company and master coach certification (PCC or MCC) from the ICF.

Level II: From a wide global pool of several hundred Mobius coaches with an array of backgrounds and experience, a group of candidate coaches are selected to meet the sponsor organization's coaching needs and requirements. This becomes the dedicated pool of coaches who then familiarize themselves extensively with the organization's culture and its goals for the coaching initiative.

Level III: A final matching process occurs, in partnership with the sponsoring organization, when individual clients select or are matched with particular Mobius coaches. This match is based on the client's needs and preferences, the organization's perceived needs of the individual, and the knowledge the Mobius coaching practice has about the unique attributes of each coach. Once assigned a client, Mobius coaches confer throughout a coaching engagement to share insights that arise from the coaching relationships within a particular organization.

On Boarding: Upon entrance to the Mobius coaching community, our executive coaches listen to a twelve part Master Class on coaching. Each of the twelve podcasts presents coaching thought leaders presenting an hour long overview of their key concepts and models and then demonstrating their approach with an actual coaching client. The Mast Class includes sessions from Richard Strozzi-Heckler and Jennifer Cohen (somatic coaching), Julio Olalla and Robert Dunham (ontological coaching), Robert Hanig (Organizational Learning), Bob Putnam (action science), John Carter (Gestalt coaching), Angela Wagner (coaching for business results), Roger Burton (Structural Intervention) Leah Kedar (mindfulness) and others. In 2011, Mobius plans to add an e-learning element to this professional development experience. Mobius coaches are also asked to attend several key training programs in Mobius core intellectual property including Negotiation Essentials, Masterful Conversations and the Personal Insight Workshop.

Supervision: Mobius provides ongoing supervision groups for its coaching cadre. All coaches actively serving clients are required to participate while others participate at their own discretion. Supervision offerings include open case supervision and other groups focus on a specific element of the Mobius Transformational Coaching Approach such as somatic awareness or action science or neuroscience.

Client Service Teams: In cases where Mobius is providing a team of coaches to a given organization that group of coaches constitutes itself as a client service team and is overseen by a project manager. The project manager regularly checks in with the coaches and oversees a monthly CST call in which themes from the coaching are aggregated as reconnaissance for the client and the overall organizational dynamics and health are discussed. These CST meetings also enable us to inform the coaches on wider transformational work and culture change efforts that are the broader system-wide context in which their coaching is taking place.

Professional Development: Mobius coaches are strongly encouraged to commit to their own ongoing professional development. Mobius offers multiple resources for learning to its global practitioner network and requires engagement with at least one modality of ongoing learning to remain involved in the practitioner community.

Each year Mobius hosts a practitioner gathering for both development and fellowship purposes. These programs include presentations from key thinkers in the fields of leadership development and coaching. Past speakers have included Ron Heifetz, Bob Putnam, Amy Edmondson, Srini Pillay, Robert Hanig, Roger Burton, Carole Kammen, Paul Silverman, Terry Real, Jennifer Cohen, Robert Dunham, Anne Gottlieb, and Erica Fox. The programs have also included break out sessions for supervision on client cases using action science two column case methodology offered by its pioneers Bob Putnam, Dianne Argyris and Phil MacArthur. There have also been sessions on related topics such as personal mastery, somatic awareness, leadership presence, personal effectiveness, and micro-behavioral coaching. In the last several years we have also offered sessions of the Personal Insight Workshop to ensure the practitioners are aware of the key mindset and behavior tools being used in the wider culture change work we are contributing to. Each year we offer train the trainer programs in our core frameworks from Harvard Law School, introducing our practitioners to the Harvard Method and the communication models in masterful conversations as well as the frame-action-results coaching frame.

Mobius regularly issues white papers on topics related to leadership and executive development along with its quarterly practitioner newsletter the Mobius Strip. We also have a private part of the Mobius website dedicated to making relevant thought leadership available. In 2011 we are completing a series of leadership CD's by key thought leaders in dialogue with our colleague Daniel Goleman which will become part of our practitioner development pathway. Thought leaders who have agreed to participate include Peter Senge, Warren Bennis, Richard Boyatzis, John Gottman, and George Kohlreiser.

We maintain an ongoing calendar in which opportunities for study in any of the disciplines within our transformational coaching model are presented.

These include but are not limited to the following trainings offered by our alliance partners:

- Five Day Action Science Institute
- Three Day Introduction to Adaptive Leadership by Cambridge Leadership Associates
- Three Day Introduction to Neuroscience and Coaching with NeuroBusiness Group
- Three Day Orientation to Organizational Learning with Society for Organizational Learning
- Five Day Introduction to Somatic Coaching by Rancho Strozzi and/or Somatic Leadership by Center for Meaningful Leadership
- Three Day Personal Mastery Intensive with Pathways Institute
- Three Day Emotional Intelligence Certification by Hay McBer
- Ten Day training in Gestalt Intervention with John Carter

CONVERSATIONS WITH MASTERS



LEARN FROM AND ENGAGE WITH TOP PRACTITIONERS IN THE FIELD

CONVERSATIONS WITH MASTERS ON COACHING AND INTERVENTION SKILLS

Integral Leadership and Coaching and Mobius Executive Leadership are proud to present an unprecedented opportunity to spend time with some of the true masters in the fields of Executive Coaching and Organizational Development.

If you are an executive coach or working in a complementary field, this is the course for you. Conversations with Masters is a seven-month series of teleclasses for coaches with pioneers and thought leaders in the field of coaching and Organizational Development. Join us to...

- Learn from and engage with top practitioners in the field
- Add powerful new best practices to your tool kit
- Learn about the most impactful approaches to coaching from the people who developed them
- Take your own practice to a new level

Coaching & Leading in the Emerging World	Julio Olalla
A Coach-Approach to Leadership	Angela Wagner
Compassionate Communication	Curtis Watkins
Human Dynamics	Sandra Seagal and David Horne
The Language of Ontological Coaching and the Contributions of Fernando Flores	Robert Dunham
Somatic Coaching	Richard Strozzi-Heckler
Neuroscience of Leadership and Coaching	Janet Crawford
Transformational Coaching for a Complex World	Alex Trisoglio
Inner Dimensions of Listening	Leah Kedar
Systemic Intervention: The nature of Change	Robert Hanig
Powerful Confrontation and Handling Resistance	Jennifer Cohen
Ontological Consulting: A Ground Breaking Approach to Coaching and Consulting	Roger Burton
Micro-Observation and Action Science	Dianne Argyris
Enhancing Coaching Capability /Capacity: A Gestalt OSD Perspective	John Carter and Veronica Hopper Carter



BACKGROUND: THE COACHING HORIZON: ANTICIPATED TRENDS IN COACHING INDUSTRY OVER THE NEXT FIVE TO TEN YEARS



Executive Summary

In an annual strategic planning meeting of the International Coaches Federation's Executive Board held in early November 2006 a series of global trends were identified as factors influencing the future shape of the coaching industry.

Coaching as a field of practice is enjoying a period of rapid growth and broad acceptance. It is increasingly recognized as a vital part of supporting leadership development within companies and an invaluable tool for senior executives to utilize. Having an objective sounding board for key strategic questions, as a confidant for leadership challenges, and as a mirror for intrapersonal development is an enormous resource. The coaching field itself, as it matures and becomes embedded within companies, is influenced by external environmental and contextual factors. Among the trends being watched, globally, by leaders in the coaching movement are the following:

Globalization: An increasing globalization geographically, politically, and environmentally. Companies will be trying to survive in an increasingly global, interconnected business ecosystem. A recent issue of *Business Week* notes, "While corporations used to do most of their manufacturing, product development, and administrative work in-house the emphasis is now on using outsiders. Terms such as "extended enterprises" (companies that outsource many functions), "innovation networks" (collaborative research and development programs) and "co-creation" (designing goods and services with input from consumers) are the rage."

Complexity: An increasingly complex, fast-paced and over stimulated culture requiring a stronger focus on balance, harmony and renewal. Effective coaching relationships offer an opportunity for reflective dialogue in an unhurried and private setting. This consultative relationship can provide a welcome pause from the constant execution of tasks and enable a more restorative and educational organizational environment.

Talent Gap/Talent Exodus: In 2001, industry insiders started to flag the growing need to focus on talent development and a companies talent pipeline. Most notably was the groundbreaking book *The War for Talent* by Ed Michaels, Helen Handfield-Jones, Beth Axelrod which put the world on notice of this immanent crisis. The consulting firm McKinsey & Company coined the phrase "War for Talent" several years ago when its surveys revealed a diminishing talent pool. The basic McKinsey principle asserts that employers must adopt innovative recruitment techniques. In their seminal book, the authors offer many examples from companies like the Limited, Enron and Amgen. Among their suggestions: offer mentoring programs; encourage employees to switch departments; and with senior hires, look for "leadership style and values" consistent with "the company's culture."

Continuing the discourse, a Deloitte research paper on the failure of Acquisition and Retention Strategies in talent management (2004) noted that "CEO's of successful companies are worried about the dwindling supply of talent. In just a few years, they posited, two emerging trends will "force organizations to start paying unprecedented attention to their critical talent: the retirement of the baby boomers and the struggle of many schools to meet the demand for qualified talent. As its foreword noted, "Companies that want to dominate their industries must be able to attract and retain talented employees. They must also engage people like never before

[We need to] focus not just on the building of more knowledge but on the fashioning of new relationships to the knowledge we already have. Perhaps we will learn to move our Big Assumptions to a place where we have them, rather than the more customary place where they have us. Perhaps we need leaders who are able both to start processes of learning and to diagnose and disturb already existing processes that prevent learning and change.

ROBERT KEGAN & LISA LASKOW LAHEY
How the Way We Talk Can Change the Way We Work

if they want to innovate and grow. Only those companies that win the hearts and minds of their top talent will be able to deliver value over both the short and long terms.” This more personal engagement with the workplace and an alignment between the corporate mission and an employee’s sense of career planning and involvement are part of the coaching mandate.

Genius is nothing but a greater aptitude for patience.

BENJAMIN FRANKLIN

Creating a Coaching Culture: Increasingly companies will not just hire external coaches or even have a small scale coaching initiative for senior executives but rather will establish a coaching culture for their organization, building a cadre of strong internal coaches who provide ongoing coaching to all but the top tier of the organization. They will also train managers to provide greater ongoing talent development, performance feedback and coaching to their direct reports.

Managing a Global Workforce: An increasingly global workforce will significantly change work/life issues and create demand for more flexible and inclusive work environments that increasingly welcome the whole person as employees arrive to their workplace.

Each of these factors would inform any coaching solution provided by Mobius Executive Leadership.

Who are we as humans in language? Every day we find ourselves in conversation, effortlessly stringing words like beads, telling stories and connecting with others. In general, we think of language as descriptive of things that happen. But, in fact, while that is not incorrect there is a very important distinction that is missing.

Words do describe how we see the world, but more importantly, they are powerfully generative. When we speak we are revealing and declaring “our very being-ness”. When we listen, we are generating meaning. When we become acutely aware of our thoughts and how they generate our relationships, actions and future, our very way being shifts.

When things are going along swimmingly our words and our actions are transparent. But when some event triggers us, all of a sudden the easy transparency of life is gone. There is a break in the action. Suddenly there is an issue. The world didn’t behave like we thought it should. Our very personal interpretations kick in, “this shouldn’t be happening,” and now, we are paying attention.

This is the defining moment. Now, “who we are and how we are” in the world reveals itself. If we become aware of this critical distinction, rather than this moment being a problem, it is an awakening. With this simple look my very core can shift. The world looks different. I am no longer the same observer. This is an ontological shift.

Ontological coaching is about increasing one’s awareness of the blinding transparency we call life. And it is about busting the stories that drive behaviors that do not serve us as individuals, or as leaders. With that comes a new awareness, a new observer, and a new interpretation of the world.

We are not static beings stuck in the stories we have collected. Rather we are unfolding humans speaking, listening and learning into our future.

CHUCK WISNER

Mobius Senior Consultant and Executive Coach



Mobius uses the ICF Code of Ethics as it's ethical guidelines for its transformational coaching cadre and team interventionists.

THE ICF CODE OF ETHICS

Part One: The ICF Philosophy of Coaching

The International Coach Federation adheres to a form of coaching that honors the client as the expert in his/her life and work and believes that every client is creative, resourceful, and whole.

Standing on this foundation, the coach's responsibility is to:

- Discover, clarify, and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

Part Two: The ICF Definition of Coaching

Professional Coaching is an ongoing professional relationship that helps people produce extraordinary results in their lives, careers, businesses or organizations. Through the process of coaching, clients deepen their learning, improve their performance, and enhance their quality of life.

In each meeting, the client chooses the focus of conversation, while the coach listens and contributes observations and questions. This interaction creates clarity and moves the client into action. Coaching accelerates the client's progress by providing greater focus and awareness of choice. Coaching concentrates on where clients are now and what they are willing to do to get where they want to be in the future. ICF member coaches and ICF credentialed coaches recognize that results are a matter of the client's intentions, choices and actions, supported by the coach's efforts and application of the coaching process.

Part Three: The ICF Standards of Ethical Conduct

Professional Conduct At Large.

As a coach:

- 1) I will conduct myself in a manner that reflects positively upon the coaching profession and I will refrain from engaging in conduct or making statements that may negatively impact the public's understanding or acceptance of coaching as a profession.
- 2) I will not knowingly make any public statements that are untrue or misleading, or make false claims in any written documents relating to the coaching profession.
- 3) I will respect different approaches to coaching. I will honor the efforts and contributions of others and not misrepresent them as my own.
- 4) I will be aware of any issues that may potentially lead to the misuse of my influence by recognizing the nature of coaching and the way in which it may affect the lives of others.
- 5) I will at all times strive to recognize personal issues that may impair, conflict or interfere with my coaching performance or my professional relationships. Whenever the facts and circumstances necessitate, I will promptly seek professional assistance and determine the action to be taken, including whether it is appropriate to suspend or terminate my coaching relationship(s).
- 6) As a trainer or supervisor of current and potential coaches, I will conduct myself in accordance with the ICF Code of Ethics in all training and supervisory situations.
- 7) I will conduct and report research with competence, honesty and within recognized scientific standards. My research will be carried out with the necessary approval or consent from those involved, and with an approach that will reasonably protect participants from any potential harm. All research efforts will be performed in a manner that complies with the laws of the country in which the research is conducted.

- 8) I will accurately create, maintain, store and dispose of any records of work done in relation to the practice of coaching in a way that promotes confidentiality and complies with any applicable laws.
- 9) I will use ICF member contact information (email addresses, telephone numbers, etc.) only in the manner and to the extent authorized by the ICF.

Professional Conduct With Clients

- 10) I will be responsible for setting clear, appropriate, and culturally sensitive boundaries that govern any physical contact that I may have with my clients.
- 11) I will not become sexually involved with any of my clients.
- 12) I will construct clear agreements with my clients, and will honor all agreements made in the context of professional coaching relationships.
- 13) I will ensure that, prior to or at the initial session, my coaching client understands the nature of coaching, the bounds of confidentiality, financial arrangements and other terms of the coaching agreement.
- 14) I will accurately identify my qualifications, expertise and experience as a coach.
- 15) I will not intentionally mislead or make false claims about what my client will receive from the coaching process or from me as their coach.
- 16) I will not give my clients or prospective clients information or advice I know or believe to be misleading.
- 17) I will not knowingly exploit any aspect of the coach-client relationship for my personal, professional or monetary advantage or benefit.
- 18) I will respect the client's right to terminate coaching at any point during the process. I will be alert to indications that the client is no longer benefiting from our coaching relationship.
- 19) If I believe the client would be better served by another coach, or by another resource, I will encourage the client to make a change.
- 20) I will suggest that my clients seek the services of other professionals when deemed appropriate or necessary.
- 21) I will take all reasonable steps to notify the appropriate authorities in the event a client discloses an intention to endanger self or others.

Confidentiality/Privacy

- 22) I will respect the confidentiality of my client's information, except as otherwise authorized by my client, or as required by law.
- 23) I will obtain agreement from my clients before releasing their names as clients or references, or any other client identifying information.
- 24) I will obtain agreement from the person being coached before releasing information to another person compensating me.

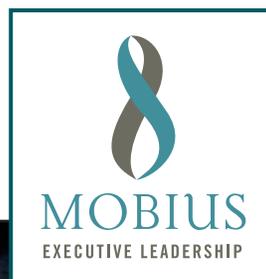
Conflicts of Interest

- 25) I will seek to avoid conflicts between my interests and the interests of my clients.
- 26) Whenever any actual conflict of interest or the potential for a conflict of interest arises, I will openly disclose it and fully discuss with my client how to deal with it in whatever way best serves my client.
- 27) I will disclose to my client all anticipated compensation from third parties that I may receive for referrals of that client.
- 28) I will only barter for services, goods or other non-monetary remuneration when it will not impair the coaching relationship.

Part Four: The ICF Pledge of Ethics

As a professional coach, I acknowledge and agree to honor my ethical obligations to my coaching clients and colleagues and to the public at large. I pledge to comply with the ICF Code of Ethics, to treat people with dignity as independent and equal human beings, and to model these standards with those whom I coach. If I breach this Pledge of Ethics or any part of the ICF Code of Ethics, I agree that the ICF in its sole discretion may hold me accountable for so doing. I further agree that my accountability to the ICF for any breach may include loss of my ICF membership and/or my ICF credentials.

APPENDICES





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