



The Human Dimension

THE LEADER WITHIN

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"We help both people and productivity flourish by developing a positive culture of shared leadership."

We find improved performance is the reward for your investing in people.

The emphasis in THE LEADER WITHIN is on the changes and growth we make within ourselves, as leadership is basically a personal growth experience over time.

'For things to change first I must change.'

How corporate coaches help your organisational evolution.

Rapid responses to the marketplace will be possible only in those organizations, which promote continual advances in knowledge within their cultures. To do this, organizational leaders and members alike must radically shift the way they think and act in relationship to work. They must place a new emphasis on learning and the harnessing of individual and collective creativity. This will require a new type of workplace relationship, based on aligning vision, values and behaviours.

Coaching provides both a technology and a process for such a relationship, and is one of the cornerstones for organizational evolution.

Coaching ...

1. Emphasizes collaboration, partnership and mutual growth, and this reduces the fear inducing among people regarding their status in the organization.
2. Is a relationship rooted in mutual respect and rapport
3. Is anchored in constructive, respectful language.
4. Is endorsing rather than diminishing of people's skills and abilities.
5. Assists individuals to see more possibilities than limitations in their organization.
6. Supports individuals to take personal responsibility for managing their fear by challenging their distorted and limiting assumptions.
7. Helps people to overcome personal obstacles to their success, including attitudes, beliefs and behaviours.
8. Provides a structure for establishing and measuring performance goals fairly and objectively.

9. Offers a model for giving and receiving constructive feedback for improving performance.

Some of what corporate coaches can help with:

1. Embracing change: Never has the pace been more rapid than it is in today's market place. Organizations must respond quickly and be innovative to survive, let alone have a competitive advantage. This requires a flexible, adaptable workforce. Corporations simply do not have the reserves to tolerate anything less. This translates to a variety of new work arrangements, including changing work assignments, flexible work schedules and frequently re-forming work teams.

2. Learning to thrive on uncertainty: Flatter, leaner organizational structures mean that there is less day-to-day direction from the top. Individuals will be expected to form networks within and outside their organizations, master the skills of creative collaboration, respond to frequently changing priorities, and assume personal responsibility for setting their own direction.

3. Staying abreast of technology: The internet is rapidly becoming the hub of the global marketplace, and the corporation's workforce will need to develop and maintain its proficiency in computer and telecommunications technology in order to be viable. Teleconferencing and virtual learning are but two examples of how organizations are orienting their practices in the global economy.

4. Learning to make the most of network relationships: Increasingly, organizations are entering into alliances, mergers and joint ventures with former competitors. The ability to manage lateral relationships will be a critical determinant in peoples' ability to achieve results. No longer can organizations afford internal compartmentalization and the associated redundancy characteristic of traditional management structures. Cross-functional work teams and matrix structures are becoming commonplace, and they require a more demanding set of interpersonal skills.

5. Making the most of learning opportunities: Organizations, which survive and thrive in the 21st century, will be those, which are continually renewing and learning. People who work in or with them will be expected to assume full responsibility for managing their learning in response to changing organizational needs. Learning will be different than that in traditional organizations as well. Rather than prescribed curriculum being handed down from "experts", people will be responsible for creating their own learning opportunities to harness their individual creativity and talents.

6. Developing a different perspective on career advancement: Career advancement in the traditional organizational structure consisted of upward promotions throughout one's career. Leaner organizational structures preclude that expectation within 21st century corporations. Instead, career advancement, and the ability to add value to the organization, will increasingly be evidenced by "career latticing". People will develop a broader base of experience and more extensive networks by making a number of crisscross career moves.

7. Adding value: The organization can no longer afford the workforce that merely meets expectations. Increasingly, standards are being raised to ensure competitive advantage, and exemplary performance will be the norm. People who thrive in organizations will be those who pursue opportunities to add value. They will see themselves as stakeholders in the enterprise.

8. Altering expectations about employment: Contract work, outsourcing, temporary employment, telecommuting, virtual organizations—these are but a few of the changes in the way people are already being "employed" as organizations are downsizing and restructuring to be more competitive. The workforce of the 21st century will not expect to have a lifelong relationship based on dependency with one employer. Instead, people will have a series of short-term relationships throughout their careers in which they contribute their knowledge and expertise in response to particular business needs. They will have to operate more like business owners whose customer is the corporation.

Call to Action:

Ensure you engage a certified coach!

Since coaching is a new profession (about 10 years formally) and certification and licensure are not yet required in most countries, there are many individuals who are calling themselves coaches today. Many who call themselves coaches have not been formally trained in specific coaching skills and are transferring skill sets from other professions into their coaching. Often this results in an inadequate or ineffective coaching experience for clients.

Coaching has its own unique skills it employs and for many coaches "unlearning" old skill sets from other professions has to occur before they can competently pick up the new skill sets used in coaching.

There are three levels of Coach Credential from the ICF. We have briefly outlined the differences below and the basic requirements for each level:

1. Associate Certified Coach (ACC)

- a. 60 hours of coach specific training
- b. 100 hours of coaching experience with clients
- c. Satisfactory completion of oral exam
- d. Agreement to adhere to the Code of Ethics as outlined by the ICF

2. Professional Certified Coach (PCC)

- a. 125 hours of coach specific training
- b. 750 hours of coaching experience with clients
- c. Satisfactory completion of written and oral exam
- d. Agreement to adhere to the Code of Ethics as outlined by the ICF
- e. Continued professional development to renew credential every three years.

3. Master Certified Coach (MCC)

- a. 200 hours of coach specific training
- b. 2500 hours of coaching experience with clients

- c. Satisfactory completion of written and oral exam
- d. Demonstrated leadership within the profession
- e. Agreement to adhere to the Code of Ethics as outlined by the ICF
- f. Continued professional development to renew credential every three years.

If you are considering hiring a coach, be diligent in asking the coach if they have been specifically trained in coaching skills and currently hold or in the process of acquiring an ICF credential. This is the case with all of the coaches working with us. Don't be misled to think a coach is a competent coach because they have other professional credentials or set high fees.

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