CW
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# Advancing




20 YEARS ICF

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## features



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AS KNOWLEDGE INCREASES,

*wonder deepens.*

*—Charles Morgan*

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# Move Forward

A new year brings new opportunities to enhance your life and advance your career. Take steps this quarter to make 2015 your most successful year yet!

- ☐ **Save the date for ICF Advance 2015: Science of Coaching.**
  Mark your calendar for September 17 – 19, 2015, and make plans to join us at the United Kingdom's Hilton London Wembley. Following up on the success of ICF Advance 2014: Science of Coaching, this event is an intensive, interactive 2½-day educational experience that will bridge the gap between coaching scholars and practitioners and deliver in-depth content covering the theories that underpin professional coaching. Registration for ICF Advance 2015 will open in May 2015 at **Coachfederation.org/advance**.

- ☐ **Make a new habit—or break an old one.**
  ICF Global staffers have been poring over our advance copy of ICF guest blogger Gretchen Rubin's *Better Than Before: Mastering the Habits of Our Everyday Lives* (Crown), which goes on sale March 17, 2015. Readers can follow along with Rubin, the bestselling author of *The Happiness Project* (Harper, 2009) and *Happier at Home* (Three Rivers Press, 2013), as she researches the science of habit formation and tests her new learning out on herself, her friends and her family. *Better Than Before* will advance your understanding of habits in the context of your own personal and professional life, and in the lives of your clients.

- ☐ **Be the first to nominate your organizational coaching initiative for a 2015 International Prism Award.**
  In 2015, ICF's International Prism Award program will celebrate a decade of recognizing transformative organizational coaching initiatives. Visit **Coachfederation.org/prism** to learn more about the award and sign up to be the first to know when the nomination window opens during International Coaching Week 2015. (Read the story of 2014 Prism honoree CareSource on page 11.)

# 20 Years of Advancements

Here at ICF Headquarters, the first few months of 2015 can best be summed up in one word: Busy! In the first two months of this year, we've welcomed our new ICF Global Board Chair, Dave Wondra, PCC, to our offices for a whirlwind visit; worked with a team of subject-matter experts to deliver 14 hours of cutting-edge education through the 2015 Business Development Series and wrapped up final preparations for Global Leaders Forum 2015, an event bringing together ICF Chapter Leaders from around the globe to acquire education that they'll take home to enhance your ICF experience at the local level.

This busy-ness is a good thing, because it points to ICF's immense growth and evolution in the 20 years since our founding. What began as a venue for professional coaches—primarily based in North America—to connect with and provide support to one another has evolved into a diverse global organization that sets the standards for our profession, promotes consumer awareness and provides you, the coach, with the tools, resources and research to help you succeed in your career.

This issue of *CW* reflects our ongoing commitment to advancing your knowledge of theories and models that can support your coaching. On page 21, psychologist Hendrie Weisinger, Ph.D., shares insights into the science behind pressure—along with some surprising information about how so-called "clutch" situations really impact human performance. Meanwhile, if you're looking to improve your own performance as a coach, turn to page 14 to discover a model that's changed the way coaches work at Florida State University.

In this issue, we're also continuing the momentum we built during the 2015 Business Development Series to help you advance your coaching business: Turn to page 7 for an introduction to pipeline management and page 18 for tips on using Instagram to enhance your personal brand.

As ICF celebrates 20 years of advancing coaching and looks forward to our next two decades, we want to ensure that *CW* is evolving, too. Please let me know how this magazine can better serve you as your look to the next stage of *your* journey: Email me at **abby.heverin@coachfederation.org**.

Abby Heverin

Abby Tripp Heverin
*Communications Coordinator*

## Raising Generous Kids

Making sure children know the difference between right and wrong may not be enough to ensure they grow up to be generous adults. Healthy people, even small children, experience an immediate emotional response to seeing good or bad behavior, but generosity requires a more complicated thought process.

Researchers recorded children's brain activity and found the first link between implicit moral evaluations and actual moral behavior, according to a study in the December 18, 2014 issue of *Current Biology*.

"Moral evaluation in preschool children, similar to adults, is complex and constructed from both emotion and cognition," said Jean Decety, a professor of psychology and psychiatry at the University of Chicago. "However, we found that only differences in neural markers of the latter predict actual generosity."

Toddlers are notorious for their unwillingness to share their toys, but studies have shown that even infants can perceive inequality and preschoolers are capable of acting for the benefit of others.

So, how does generosity develop in small children? Decety and fellow researcher Jason Cowell monitored the electric brain activity of children, aged three to five, while the kids watched helpful and harmful scenarios and while they made decisions about how to treat another, anonymous child.

The children were given 10 stickers and told the "rewards were theirs to keep." They were told that the next child to come in would not be given any stickers and asked if they wanted to give any of their stickers to the unknown child by placing them in a box when no one was looking. On average, the children shared just under two of their stickers.

Their brain activity suggested that the children's moral judgments depended on early and automatic processing while observing the helping and harming scenes, as well as a thoughtful evaluation of those scenes. However, it was the appraisal of the scenes alone that predicted whether or not a child shared his or her stickers.

A child's ability to distinguish between right and wrong is just the first step in becoming a generous person. "These findings provide an interesting idea that by encouraging children to reflect upon the moral behavior of others, we may be able to foster generosity," Decety said.

*—Lisa Barbella*

## Global View of Anger

For individuals in the USA and many other Western countries, it's a familiar refrain: Manage your anger, or risk your health.

However, new findings by a cross-cultural team of researchers from the U.S. and Japan suggest that, in some cultures, anger may be associated with better health, instead of worse.

According to Shinobu Kitayama, a University of Michigan psychologist and a lead investigator for the project, the circumstances eliciting anger have a stronger relationship to health than the expression of anger itself. "Many of us in Western societies naively believe that anger is bad for health, and beliefs like these appear to be bolstered by recent scientific findings. ... But our study suggests that the truism linking anger to ill health may be valid only within the cultural boundary of the 'West,' where anger functions as an index of frustration, poverty, low status and everything else that potentially compromises health," he explained.

Conversely, in some Asian cultures, the expression of anger can be associated with high status, power and privilege, Kitayama said. These sociocultural markers are typically associated with better health.

To explore the link between anger and health, Kitayama and his team examined data from the *Midlife in the United States* (MIDUS) and *Midlife in Japan* (MIDJA) surveys. To measure overall health risk, they looked at a combination of biomarkers for inflammation and cardiovascular functioning. They also looked at measures gauging various aspects of anger and aggression. The data showed that while greater anger expression was associated with increased biological health risk among research participants in the U.S., it was associated with reduced biological health risk among Japanese participants.

The researchers didn't find a link between other facets of anger (e.g., chronic propensity toward anger, the extent to which participants suppressed feelings of anger) and health outcomes.

"Our point is that anger expression is a complex phenomenon likely motivated by a variety of factors, many of which could be culture-specific," the researchers wrote. "These cultural factors must be taken into account to achieve a full understanding of the link between anger and health."

The findings appear in the January 6, 2015, issue of the journal *Psychological Science*.

*—Abby Tripp Heverin* CW

# Understanding Your Pipeline

Regardless of your coaching niche, your live pipeline is the best indicator of your future earnings. A pipeline is composed of three parts: leads, sales opportunities and lost opportunities.

Leads are potential clients who have made a generic expression of interest in your coaching services. An example of a lead would be an inquiry submitted via your website's contact form that reads, "I'm looking for a Leadership Coach because I'd like to learn more about emotional intelligence." The interest may be there, but the urgency is not. There's no hurry for the client. "I'd like to …" is all you've got.

A sales opportunity differs from a lead in that your potential client has a compelling reason to act (CRA). The more the client is compelled, the stronger the sales opportunity. An example of this inquiry might read, "I'm looking for a Leadership Coach because I want to learn more about my own emotional intelligence. I was just promoted to a new role, but I don't know how to manage my team. I don't want to fail." In the example, the client is compelled not once, but twice: He wants to manage his people effectively, and he doesn't want to fail. Although the client's timeline is not explicit, strong CRAs are usually associated with shorter timelines: The sooner he can begin working toward his goals, the better.

A lost opportunity is simply something that is not going to happen. There are many symptoms that might help you identify a lost opportunity; e.g., budget concerns, an unidentified timeframe or an unclear coaching topic. However, all lost opportunities share the same cause: the lack of a CRA.

The sooner you flush a lost opportunity from your pipeline, the better. Keeping lost opportunities in your pipeline negatively impacts your numbers, your forecast projections and your success rate.

As you're building your pipeline, make sure you understand what is what: Learn how to identify and nurture your prospective client's CRA in order to turn a lead into a sales opportunity instead of a missed opportunity. By managing your pipeline, you'll be able to identify leads and sales opportunities by quarter for a more accurate annual forecast and the confidence that comes with knowing how much money you're going to earn this year.

## STAYING IN CONTROL

In order to manage your pipeline, consider investing in customer relationship management (CRM) software. A well-designed and implemented CRM system will enable you to track leads and sales opportunities and eliminate dead-in-the-water lost opportunities. Regardless of your business' size or budget, there's likely a CRM application that's the right fit for you.

**Max di Gregorio, Ph.D., PCC**

*Max worked for two decades in sales before founding European Coach Academy, a digital firm that provides Executive, Sales and Business, and Mentor Coaching, as well as leadership-development programming. Max holds a doctoral degree in economics and has studied at London Business School. He also holds professional certifications in sales, training, emotional intelligence and applied behavioral psychology.*

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# Owning Your Faux Pas

As coaches, we may sometimes inadvertently say things to our clients before realizing—sometimes almost immediately—that it was not the best thing to have said. In these instances, we model being authentic and human when we own our faux pas.

The coach who is confident in herself and her coaching skills has more capacity to show humility—and to let her clients know she is just as human as they are.

We are not perfect: There is no such thing as perfection when dealing with human beings, just a perspective shift to see that everything that happens may be perfect in the moment—even if we don't like what's happening. (That includes our faux pas!)

**Core Competency #3:**

## Establishing Trust and Intimacy with the Client

Ability to create a safe, supportive environment that produces ongoing mutual respect and trust.

**Core Competency #4:**

## Coaching Presence

Ability to be fully conscious and create spontaneous relationship with the client, employing a style that is open, flexible and confident.

**Carly Anderson, MCC**

*Carly is a trainer of coaches, a Mentor Coach and an active member of the community of ICF Assessors. She lives in California, is originally from Australia and has an international client base. Carly has a vision of supporting 1,000 new MCCs to be credentialed by 2018 and has created a model of the ICF Core Competencies called "The Target Approach: Demystifying the ICF Core Competencies." She is the co-director of Stellar Leadership Performance and co-leader of The Mentor Coaching Group. You can visit her blog (where this article was adapted from) and website at www.carlyanderson.com.*

## Spotting a Faux Pas

A faux pas occurs anytime we say something that we subsequently realize is not being in full support of our client. For example, a coach might ask a question with an edge in her tone of voice that signifies she is holding her own agenda, rather than the client's. Maybe the coach expected that her client would complete a set of stated actions by the next session and, when the expectation isn't met, the coach's tone communicates, "You aren't able to keep your commitments," and comes across as parental or judgmental.

Another example would be when a client is transitioning to a senior role in his organization and having difficulty with being micromanaged by his superior. The coach's questions communicate that the client needs to do what his boss says, instead of supporting him in finding ways to have a difficult conversation with his superior.

A faux pas can also be more subtle. As a Mentor Coach who listens to a lot of recorded coaching sessions, one example I often hear is when the energy of the client goes down. This often occurs when a coach takes the client off track from the stated, desired outcome for the coaching session and asks questions that don't add any value to the conversation or the client.

## Responding with Grace

If you recognize during the coaching session that you have said something that felt "wrong" to you, simply own it. Apologize to your client. If you notice the client's energy going down and recognize you have taken her away from her desired outcome, state that clearly (e.g., "I notice your energy has gone down and I may have contributed to that. I notice I'm asking you about x when you wanted to talk about y. I apologize for doing that. I'd like to regroup and ask you where you'd like to go from here.").

If you only recognize something was "off" after the session has ended, reflect on that. Then, reach out to your client by phone or email and let her know your thoughts (e.g., "I was reflecting on our coaching session yesterday and realize I may have inadvertently communicated in a way that wasn't empowering to you. I just wanted to check in with you and see if there was anything that I could have done differently."). Even if the client doesn't recognize it, it's good that you've picked up on your faux pas and corrected it. In so doing, you'll also demonstrate that you're a human being who is aware that your way of thinking and behavior affects your client.

By owning your faux pas, you'll be demonstrating how to communicate difficult and challenging thoughts and feelings. In my experience as a Leadership Behavior Coach, this is often one of the things our clients want and need to gain more experience doing for themselves. By modeling how to have a challenging conversation and own your behavior, you are being a masterful coach and being of service to your client beyond measure.

## Building Trust

If you are sensitive and conscious to your coaching presence, you will recognize when you have said something that may lessen trust. This level of vulnerability builds trust and intimacy. Trust is built when we have an open and honest relationship with our clients and show we are as human as they are. So turn your faux pas into opportunities for all-around learning. CW

20 YEARS ICF

*As ICF celebrates our 20th anniversary in 2015, look for this button in each issue of* Coaching World. *It denotes an article or column that communicates an aspect of ICF's history and legacy as the world's leading organization for trained professional coaches.*

The ICF Core Competencies were developed in 1998 through the efforts of ICF's first Exam Committee. In the same year, the first ICF Credentials were awarded at our conference in Scottsdale, Arizona, USA.

Today, ICF's 11 Core Competencies form the foundation for our credentialing and program accreditation processes, as well as set high standards for professional coach practitioners.

Each quarter, this *CW* column explores a tool or technique that coaches can apply in service of specific ICF Core Competencies.

Learn more about the ICF Core Competencies at **Coachfederation.org/corecompetencies**.

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Membership is **free!**


Photos courtesy of CareSource

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International Coach Federation 2014 PRISM Award

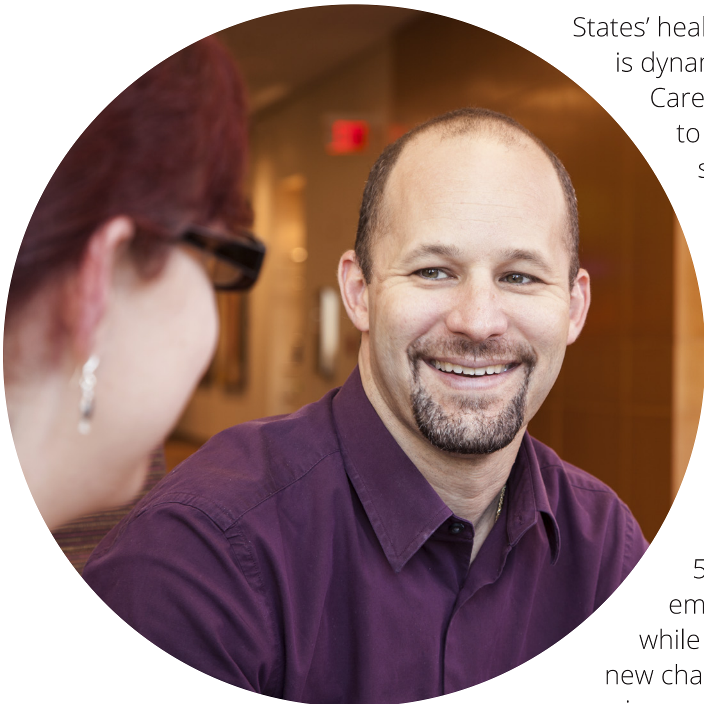
## Honoring Coaching Excellence

*CareSource was recognized with an honorable mention in the 2014 ICF International Prism Award program. In 2005, ICF Global adopted the Prism Award, a concept developed by ICF Toronto recognizing businesses and organizations that demonstrate how professional coaching pays off on many fronts. The award represents the epitome of what professional coaching can accomplish within organizations of all sizes and in all sectors.*

*The 27 programs nominated for the 2014 award were evaluated by a panel of ICF Members from around the world according to four criteria: yielding discernible and measurable positive impacts, fulfilling rigorous professional standards, addressing key strategic goals, and shaping organizational culture.*

*The nomination window for the 2015 ICF International Prism Award will open during International Coaching Week 2015. To learn more, visit* ***Coachfederation.org/prism****.*

*Read about the 2014 ICF International Prism Award winner, J.K. Organisation, in the November 2014 issue of Coaching World.*



# Smooth Transitions

Based in Dayton, Ohio, USA, CareSource is a nonprofit organization that fills a unique niche in the health care sector. As one of the largest public-sector managed care companies in the United States, CareSource serves more than 1.3 million consumers in Ohio and Kentucky.

"Our vision is to transform lives through innovative health and life services," explains Jackie Smith, vice president of the organization's training arm, CareSource University. "Our mission is to make a lasting difference in our members' lives by improving their health and well-being, and we do that by providing health care benefits and services."

Due to legislation, such as the Affordable Care Act, the United States' health care environment is dynamic. Organizations like CareSource need the ability to adapt rapidly. "We see changes within the industry and within our business every day," Smith says.

At CareSource, these changes have prompted rapid growth. In the last half-decade, the organization has grown by more than 57 percent of its total employee population, while also encountering the new challenges posed by a growing cadre of mobile employees (another outcome of new legislation). As the organization supports this growth by adding new leaders—both by hiring externally and promoting from within—coaching has become a cornerstone of CareSource's talent-development strategy, ensuring that new leaders have the tools they need to rapidly adapt to their new roles and assimilate into a unique organizational culture.

CareSource has long boasted a robust training program via a university structure emphasizing performance management, leadership development and succession planning. However, as the organization grew, so did the demand for training.

"We had formal training in place for our first-time leaders, but they could go three months before they actually attended their formal training," says Matt Becker, M.Ed., PCC, coaching and mentoring manager for CareSource. With informal coaching conversations already taking place between Becker and new leaders in the organization, there was ample opportunity to institutionalize a coaching initiative that would supplement existing training for new leaders.

In January 2009, Smith and Becker took a proposal for Leadership Transition Coaching (LTC) to CareSource's executive team members, who embraced it enthusiastically. CareSource's CEO, Pamela Morris, was an especially vocal supporter of LTC from day one, Smith says.

Although support for LTC emanated from the top, down, the initiative itself has a bottom-up structure designed to reach new managers and leaders. The structure of LTC engagements (which typically span six months) enables new leaders to address their challenges in a tailored way. The first three sessions are designed to help clients clarify their goals and desires for the engagement, with Becker asking questions about the vision they have for their legacy, their objectives for their team and/or department, and their own expectations for the coaching relationship.

Coaching addresses the challenge of assimilating new leaders into CareSource's culture head-on by empowering leaders with the tools they need for success and providing a safe space to explore issues and concerns. Becker cites one success story of a high-level director hired from outside the organization who, after completing LTC, confided that she "would not have stayed with the organization were it not for coaching." LTC has been credited with retaining several high-potential employees for a savings of $396,602 USD.

CareSource reports additional savings in leader and employee efficiency, overtime reduction and avoidance of contracting/consulting fees. Overall, the organization conservatively estimates a savings of $744,632 USD and a return on investment of 211 percent over five years. LTC has also been credited with an 18 percent increase in employee engagement (from 52 percent in 2005 to 70 percent in 2013).

CareSource also measures LTC clients' return on expectations. After clients identify their expectations for the coaching engagement, Becker asks them to use a 10-point scale to assess their confidence in achieving each goal. They're asked to repeat the exercise at the end of the engagement. Current ROE numbers show a 91 percent increase in leaders' confidence in their ability to achieve their goals after coaching.

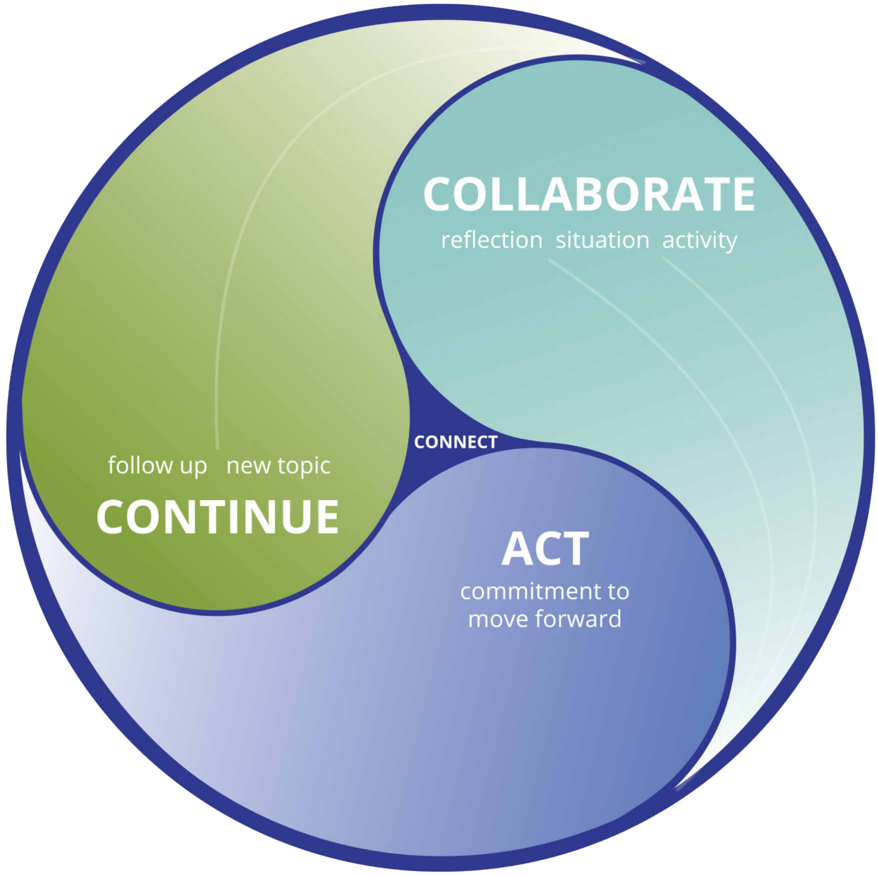
Smith says one of the most powerful illustrations of LTC's impact is the way coaching skills have been put into action across the organization.

"When I'm doing three- to four-month post-coaching evaluations, I often hear, 'I now use the coaching questions that were used with me with my staff, and that's making them more effective,'" Smith says. "Their personal goal for coaching may be to become more effective as a leader, but the longer-term effect is that they in turn are using these skills with their staff, thereby allowing them to be more effective and become more empowered."

Prior to September 2014, Becker—whose job description allocates 75 to 85 percent of his work time to coaching—was one of only two internal coach practitioners serving LTC clients. (The second internal coach had 25 percent of his time allocated to coaching. CareSource also keeps an Executive Coach, and ICF Member, on retainer to partner with senior leaders as requested.) As CareSource continued to grow, however, the demand for coaching in LTC outpaced Becker's availability. As a result, the organization added a second ICF Professional Certified Coach with 15-plus years of experience to the team.

Becker says the addition of another full-time staff resource helps ensure the program's continued success by enabling LTC clients to lengthen engagements on request and providing for expanded training of managers and leaders to use coaching skills.

Becker and Smith encourage other nonprofit talent-development professionals to invest in coaching for their organizations—however lean their operating budget. "As a nonprofit, we put roughly 93 cents of every dollar back into our members' care," Smith says. "Yet, in the midst of all that, we have chosen to invest in coaching our leaders. Having an internal coaching program in our organization is *that* critical." CW




**Jennifer Santoro**

*Jennifer is a Certified Professional Coach through the Institute for Professional Excellence in Coaching. Jennifer combines her 10 years of professional business communication experience with her coach training and coaching experience to assist clients in reaching their full business and personal potential. She served as a Senior College Life Coach at Florida State University, and currently specializes as a strategy coach for entrepreneurs with Globe on Demand's Niche Dominance program. Email her at coachsantoro@gmail.com.*

**John Keenan, III**

*John is a sport psychology consultant with six years of experience training athletes, students, soldiers and individuals within organizations to realize their full performance potential. Keenan has managed sales and marketing in the private sector and served as a College Life Coach at Florida State University. Most recently, he was a trainer and performance expert for the U.S. Army at Fort Bragg, North Carolina, USA. Email him at jjkeenan3@gmail.com.*

# A Model for Organization

What makes a strong coach? The list is long, and the ability to help a client remain focused on her movement forward is high on the list. For coaches—particularly those who partner with a high volume of clients (e.g., Life Coaches partnering with students through a university-based coaching program; internal coaches whose job descriptions dedicate a large proportion of their time to coaching activities)—staying organized is key to achieving this goal.

As team members at Florida State University's (FSU) Center for College Life Coaching, we developed and piloted the Dynamic Circular Coaching Model to help coaches keep client engagements on track both during and between coaching sessions. After the model was tested in more than 1,000 coaching meetings at FSU, it was adopted as the preferred coaching model for use in all FSU College Life Coaching engagements.

Authenticity is a significant quality of a strong and impactful coach; therefore, it was imperative to create a model that honors the organic process of coaching. Since the power of the coaching relationship lies not just in what happens during the coaching meeting itself, but also in what happens in between coaching meetings, the model is based on the entire coaching relationship.

The design is meant to be fluid. A coach may begin with the component of the model that is most appropriate for the client, flowing through the model in any direction to best support the client and his needs.

Since the power of the coaching relationship lies not just in what happens during the coaching meeting itself, but also in what happens in between coaching meetings, the model is based on the entire coaching relationship.

## Connect

In *The Gifts of Imperfection* (Hazelden, 2010), Brené Brown, Ph.D., LMSW, defines connection "as the energy that exists between people when they feel seen, heard, and valued; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship." This is the intention of what the coach provides for the client throughout the full coaching experience while practicing this model.

"Connect" is centrally placed in the model and its lines extend to encompass all other components of the model. This is because the concept of connection is central to and infused through all aspects of the coaching relationship.

## Collaborate

The "collaborate" component is a process whereby the coach and client work together to discuss multiple areas of the client's life to determine what will be in their best interest to focus on, as the defined movement forward, for that moment in time.

At this stage, the coach can leverage the competency of powerful questioning (e.g. "What's happening in your life right now?"; "What are your current plans or goals?"; "What are some of the challenges you're facing right now?"; "What are you celebrating right now?"; "For you to feel confident moving forward right now, what do you feel would be the best topic to focus on?"). Once a topic is identified, it is then time to determine the most effective way to support the client in moving forward.

This model offers the coach and client three routes to consider:

### *Situation*

A situation occurs when the coach and client have discussed different areas of life and have determined that a particular situation would be most useful to focus on or that there is a pressing matter the client needs to further discuss. A coach will recognize a situation by the fact that it is something the client has intense energy around, and therefore is where her focus clearly is.

**Client Example:**
"I have a conference to attend, but it is during my child's recital."

### *Reflection*

Reflection is most appropriate when the client requires extra reflection space to critically think and make meaning of a past, present or pending experience; as opposed to a "situation" where the client is not in need of deep reflection. This is an opportunity for the client to connect the dots of his experiences and the effect those experiences have on his present and future life.

**Client Example:**
"I have a huge presentation coming up in one of my classes. I'm prepared, but for some reason this one is making me really nervous."

### *Activity*

An activity is a structured, tangible exercise that can be prompted by the client's need to plan for or further understand a past, present or future circumstance. The intention of the activity is to assist the client in making abstract thoughts into tangible tools and provide clarity on her defined, desired movement forward.

**Client Example:**
"I need to figure out my budget for the month."

Ultimately, all three categories lead to an action (movement forward) through the coaching process.

## Act

Action in this model can be defined as the client committing to a conscious choice in her life that will assist her in reaching her potential, with the goal of acting upon that conscious choice moving forward.

In this component, the coach empowers the client to explicitly define action steps for moving forward and commit to taking those action steps, based on a reflection, situation and/or activity. Examples of an initial action might include making a conscious change in perspective or behavior, or partnering with the coach to draft an action plan for making and meeting SMART goals.

**Client Examples:**

**Situation:** The client figures out that she can attend the recital and skip the first day of the conference. Her action step is to request her supervisor's permission to do so.

**Reflection:** The client realizes that his class presentation focuses on a topic he is extremely passionate about and recognizes that it could shift his career path. His

CONTINUED ON NEXT PAGE >

action step is to conduct research on possible career paths connected to this topic.

**Activity:** After completing a budgeting exercise, the client commits to executing it for seven days and assessing the results at week's end.

## Continue

The continue component has two functions: facilitating follow-up and starting a new topic. This is the component of the model that best illustrates the continuity of the coaching relationship.

The function of follow-up allows for the power of accountability in the coaching relationship. This is when the coach and client continue from a previous conversation or meeting in an effort to assess progress on the previously stated action steps.

If the client did not accomplish the intended, previously stated action, the follow-up is an opportunity to reassess and commit to a different action that is perhaps more realistic and/or beneficial. In this exchange, the relationship moves from "continue" back to "act," demonstrating the model's flexibility and recursivity.

If a coaching session has included the "collaborate" and "act" components and time permits, the coach may ask the client permission to continue the meeting by starting a new topic. If the invitation for a new topic is accepted, the meeting will continue, flowing into collaboration. Once again, the goal will be to reach the "act" component so the client may establish a committed action to movement forward.

The coaches who have utilized the Dynamic Circular Coaching Model in their coaching practice have reported that the model has indeed allowed them to stay organized, while staying true to the organic nature of coaching. CW

# Instagram BY THE Numbers

## 70 million photos

SHARED PER DAY

20 billion photos shared since
Instagram's October 2010 launch

## 300 million

MONTHLY ACTIVE USERS

20% of global Internet users
aged 16 – 64 have Instagram accounts

INSTAGRAM USERS:

## 51% male / 49% female

41% are aged 16 – 24

## 70% of users

LOG IN AT LEAST ONCE DAILY

35% check Instagram
multiple times per day

Source: Digital Marketing Ramblings (http://expandedramblings.com/index.php/important-instagram-stats/)

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# Instagram for Coaches: 5 Tips

As a coach, chances are good that you've already leveraged the power of social media in service of growing your business or advancing your personal brand. There's a strong rationale behind investing in a social media presence: Consider that, in January 2014, the Pew Internet Project found that 74 percent of online adults used social networking sites. Meanwhile, in late 2014 BI Intelligence found that Americans spend more time on social media than any other major Internet activity, including email.

**Abby Tripp Heverin**

*As ICF's Communications Coordinator and the managing editor of CW, Abby is passionate about telling the story of ICF and its members. Outside of the office, she uses Instagram to tell the story of her life as a beagle owner, a college basketball fan and an aunt to two girls whose photos require no filter.*

Although LinkedIn is still the preferred social media platform for coaches, followed by Facebook, Twitter and Google+, a growing number of professional coaches are turning to Instagram to promote their offerings and cultivate their personal brands.

Financial Coach Ashley Feinstein, ACC (USA), uses a variety of social media platforms, but says that Instagram is one of her favorites. "I love the Instagram platform because it's a fun way for my family, friends and followers to get to know me and what I am up to," she explains.

Instagram isn't the right social media platform for every coach, but if you have basic smartphone-photography skills, a passion for visual storytelling and a target client demographic that you know to be engaged with the platform, it's worth educating yourself in a few IG basics.

Keep these 5 tips in mind as you build your Instagram presence.

## 1. Focus on producing quality content.

You can post a powerful conversation starter on your Facebook page, share a provocative article on LinkedIn and tweet inspirational quotes on Twitter. While these are all activities that demand common sense and careful curation, no specialized technical expertise is required. However, to successfully build your Instagram brand, it pays to invest time and energy in honing your smartphone photography skills. At a minimum, brush up on the basics of composition, pay attention to lighting, and commit to taking multiple shots of the same thing in order to select the best photo for your post.

## 2. Caption with care.

Many immature brands litter their Instagram captions with hashtags in an attempt to net more likes and followers. Resist this temptation, and instead focus on short, thoughtful captions that enhance your followers' appreciation and understanding of the image you've shared. However, this doesn't mean you need to forgo hashtags altogether: Used judiciously, they're a powerful way to build buzz around your brand and help you connect with current and prospective clients. Consider creating a hashtag specific to your business (e.g., #janedoecoaching) or an element of your brand (#WealthyWednesday is a favorite of Ashley's) that helps tie some or all of your posts together.

> Consider creating a hashtag specific to your business.

## 3. Invite engagement.

As with any social media platform, create opportunities for your followers to engage with you—and even with one another. You might choose to include a discussion question in your photo caption, encourage followers to use a shared hashtag in posts around a common topic or even organize an Instagram "challenge" with a unifying hashtag (e.g., post a photo of something you're grateful for 20 days or share one step you're taking toward your goals).

## 4. Share words of wisdom.

Although photos will probably comprise the bulk of your Instagram feed, inspiring words are welcome, too. "I love sharing inspirational quotes or tips with my followers," Ashley says. If you have a knack for hand-lettering, you might choose to photograph a page from your sketchbook or notebook. However, if handwriting isn't your strong suit, there are a host of easy-to-use apps and software options that enable you to pair text and image for social sharing. (Two popular options for Instagram marketing are Canva, a free, web-based software service, and a paid app, called A Beautiful Mess.)

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## AN INSTAGRAM GLOSSARY

**Filter:** an overlay that allows Instagram users to change the appearance of a photo or video before it's uploaded

**Follower:** someone who subscribes to receive your updates

**Geotagging:** storing and broadcasting the latitude and longitude of your geographic location with your photo

**Hashtag:** a word or unspaced phrase prefixed with a pound sign (#) to create a searchable label

**Like:** a demonstration of admiration or enjoyment of an image, achieved by double-tapping on the photo or tapping the heart icon below the image



Instagram is a great platform to let your authentic personal brand shine.

## 5. Instagram with integrity.

Your personal brand is just that—it's about who you are, and not just what you do—and Instagram is a great platform to let your authentic personal brand shine. Use Instagram as a means of connecting your coaching business with the experiences and passions that make you, you. "I do a mix of personal and business-related posts," Ashley says. In addition to motivational quotes and snapshots from her coaching business (e.g., workshops, networking events), her followers have also gotten a behind-the-scenes look at her culinary experiments, holiday celebrations and, most recently, wedding festivities. Although she acknowledges that her Instagram has not opened up any new revenue opportunities (i.e., she hasn't yet acquired a new client because of her Instagram presence), she says her integration of personal and business-related content helps enhance her relationship with existing clients who follow her online. CW

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# Under Pressure

How often has a client chalked a personal or professional challenge he's facing up to "pressure" during a coaching session? For that matter, how often do *you* feel pressure in your own life and work?

Unlike stress, which can be beneficial, pressure is never helpful. Pressure adversely impacts cognitive success tools, such as judgment, decision-making, attention and memory. Emergency room nurses under time pressure, for example, make critical omission errors in charting. Students' performance on math and English tests worsens when pressure to do well is increased, and chess and bridge players make more blunders in tournament play than in practice play.

Pressure also impacts team performance. Heidi K. Gardner, an assistant professor of business administration at Harvard Business School, has demonstrated what she calls the pressure performance paradox: When teams face significant performance pressure, they tend to eschew innovation for safe, tried-and-true solutions, deferring to high-status members instead of using the subject-matter expertise of lower-status team members. Pressure can derail interpersonal communication, causing us to stammer, forget crucial facts and perhaps speak in anger. Pressure can even challenge an individual's ethical code: Consider the top student who cheats on her final exam or the manager who distorts his team's performance during his annual review.

For coaches, understanding how to identify pressure moments and support proactive responses can be an important step toward supporting clients who struggle in pressure moments to succeed.

## The Clutch Myth

It's a popular conception that there are people who are particularly gifted at exhibiting grace under pressure—those who always rise to the occasion, whether it's by hitting the clutch three-point shot in the final seconds of the game or making the sales pitch that nets their team's biggest account yet. We believe these people have nerves of steel and are made better by pressure.

In fact, ***nobody*** "rises to the occasion" in a high-pressure situation. Some of us are just more skillful at not ***succumbing*** to pressure. We often see examples of this in the world of professional sports. Former Major League Baseball shortstop Derek Jeter was often called a "clutch player." However, Jeter's lifetime batting average (310) equaled his playoff batting average. Jeter didn't "rise to the occasion" during playoff games and deliver better-than-average (for him) performances. His edge was that he didn't turn in a *below-average* performance under pressure.

The clutch myth is dangerous, because it represents an unattainable ideal—and causes a hit to individuals' self-esteem when they can't reach it. By helping your clients to understand that the clutch myth is just that—a popular narrative with no empirical support—you can empower them to pursue their goals unfettered by this common, damaging source of false comparison.

## A Natural Reaction

It's inevitable that your clients will face instances of pressure en route to achieving their goals, and it's likely that

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**Hendrie Weisinger, Ph.D.**

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they'll want to avoid them. After all, humans are hardwired to avoid distress. It is easy to understand why pressure is inherently threatening when you consider that in humankind's early "pressure moments," failure to perform could be fatal: If you didn't make the leap from one mountain ledge to another, there was no second chance. The notion of "succeed or perish" was not far-fetched.

In today's world, most pressure moments won't have life-or-death consequences. Furthermore, the emotional responses that helped our ancestors stay alive (e.g., fear and anxiety) can actually ***deter*** your client's ability to perform effectively and achieve her goals.

Often, individuals threatened by pressure will make excellent progress ***toward*** their goals, until the moment in which they must "deliver the goods," and take the step that will yield a true change (e.g., confronting a teammate, quitting a job, filing articles of incorporation for a new business). Perhaps you've had a client say, "I know what I have to do; I just have to do it." This roadblock may represent an attempt to sidestep pressure rather than meeting it head on. As a coach, you can support your client in reframing action as an opportunity or challenge, thereby increasing the likelihood that she'll successfully move forward and achieve her goals.

## Understanding Pressure Moments

Pressure moments are situations where individuals perceive that something at stake is dependent on their performance. Pressure moments typically share three characteristics. Recognizing and understanding these characteristics can help you and your client recognize pressure moments and respond accordingly.

Pressure moments are associated with situations your client perceives as very important: The higher the perceived importance, the greater pressure your client is likely to feel. The more (or more urgently) your client brings up a particular situation during your coaching conversations, the more likely it is that she's assigned a high level of importance to it.

Pressure moments are also associated with situations where there's an element of uncertainty about achieving desired outcomes.

Finally, pressure moments are associated with those situations where a client feels that the burden of responsibility for the outcome is hers alone—whether or not this is in fact true. Recognizing these common denominators of a pressure moment and educating your client about them can lead to powerful new insights about why and how she experiences pressure in a particular way, and what she can do to address the experience proactively.

## Relief Valves

Earlier, I used the example of shortstop Derek Jeter, whose lifetime and playoff batting averages demonstrated his consistency in the face of pressure. However, Jeter was an exception rather than a rule. The reality is that many individuals do choke under pressure and perform below their average capacity. One reason for this is the development or "worry cognitions," or thoughts that spur immense self-consciousness (e.g., "How am I doing? What is my supervisor thinking? What will happen if he doesn't agree with me?"). These thoughts can take an individual off-course by monopolizing working memory space and causing him to forget crucial information or lose a train of thought. Additionally, the distressing feelings pressure generates, such

> Invite your clients to engage in creative brainstorming to identify other tactics and strategies they can use to thrive in (rather than succumb to) pressure moments.

as anxiety, fear of failure, stress and embarrassment, can disrupt every aspect of performance.

If your client can minimize these distressful feelings and rid himself of distracting worry cognitions, it's more likely that he'll be able to stay focused and increase his chances for success not only in the pressure moment, but every day.

There are dozens of evidence -based strategies that can help individuals reduce distressful feelings associated with pressure moments, stay focused and guide their behavior toward a successful outcome.

Sian Beilock, a professor in The University of Chicago's department of psychology, has demonstrated that writing down a list of anxieties and fears the night before an imminent pressure situation will yield better performance. This "structured worry" exercise helps clients get worries out of their system in advance, reducing the likelihood that they'll surface in the pressure moment.

Clients can also use holistic word/image cues to enhance their performance in pressure moments. At the University of Hong Kong, researcher Wing Kai Lam found that young basketball players taught to associate free-throw shooting with the image of putting a cookie in a cookie jar performed better in a free-throw shooting contest than those who were given an explanation of the shot's mechanics. Your client can achieve a similar benefit by focusing on a single word that she wants to embody during the pressure moment (e.g., "cool," "relaxed," "fun").

Invite your clients to engage in creative brainstorming to identify other tactics and strategies they can use to thrive in (rather than succumb to) pressure moments.

## COTEs of Armor

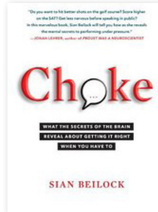
Today, we associate confidence, optimism, tenacity and enthusiasm (COTE) with individuals' psychological capital. However, long before the rise of positive psychology, these traits were psychological adaptations that arose to help humans be effective in the face of everyday threats.

From an evolutionary perspective, these attributes are the natural tools to combat the injurious effects of pressure. Individuals with high levels of self-confidence do not see pressure moments as threats; they see them as challenges and opportunities. A highly enthusiastic individual is more likely to embrace a new decision than feel anxious about it. A highly tenacious individual is more likely to move forward despite setbacks, and someone with a high level of optimism will believe that a goal *is* reachable, even in the face of significant obstacles. Someone who possesses all of these attributes is dressed for success in a COTE of armor.

Frequently, clients who report seeing pressure as a threat and choke in pressure moments also report lower COTE. Thus, supporting clients in cultivating these attributes can have a secondary benefit of enhancing their response to pressure.

Although most pressure moments don't have life-or-death ramifications for your clients, this doesn't mean they won't feel that way. However, by enhancing your own awareness of what pressure looks like and how it operates, empowering your clients to do the same, and fostering strategies for addressing pressure proactively, you can support positive, effective responses to pressure moments. CW

## FURTHER READING

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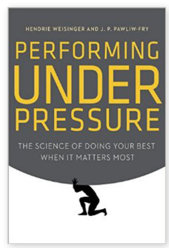


*Performing Under Pressure: The Science of Doing Your Best When It Matters Most*, by Hendrie Weisinger and JP Pawliw-Fry (Crown Business, 2015)

"Relax, NBA Players Choke Too," by Art Markman, Ph.D. Read here.

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