



The ADVANCED COACHING section of inwards at a glance

Introductory Brief

prepared for
new clients and subscribers

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This is a summary that introduces inwards and our work to new clients and subscribers, and presents the concept and the practice of our work in the realm of coaching. All the original material has been developed and copyrighted by inwards, except the parts with resource reference.



by Yiannis Koutsoumaris,

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Dear friends, welcome to inwards!

We are a center of personal, professional learning and growth consisting of two branches.

ADVANCED COACHING is the business branch working with executives, organizations and business owners, while **SYSTEMIC THERAPY** works with individuals, executives, families, couples and parents.

Credentials: We are a team of:

- **Master Coaches**, certified by the **Behavioral Coaching Institute of US**, considered the world's leading producer of workplace coaching knowledge and practices.
- **Systemic Counselors and Therapists**, certified by the **Laboratory for the Study of Human Relations**.

We are a member of the **International Coaching Council**; the **European Association in Counseling**; the **European Mentoring and Coaching Association** and the **Hellenic Coaching Association**.

Our uniqueness is that we can and do **support executives** in every role they play and every system they engage in **business and life** (leader, manager, spouse, parent, etc.)

We believe the person has the ability to write his own life's scenario and put him/herself in the role of lead character.

The way the person perceives the world and him/herself is the outcome of a complex procedure grounded on past experiences, and their rational and emotional interpretations. Therefore, the individual view varies from person to person being temporary and changeable.

Our role is to assist the change under the condition of individual's responsibility and active participation. In light of change, productivity and vitality increase, interpersonal relationships strengthen and satisfaction arises from several sources (job, family, society).

Our people have completed long lasting personal development procedures and we have lived the stages of change in our own life before we start working with others.

Our experience: we have thousands of hours in coaching and counseling executives.

Assessments: we assess clients through targeted axiological profiles, behaviors and motivators assessments and life line exercises. We are certified assessors and we provide the client with an extensive written evaluation on top of the original on line report.

Supervision: we have an internal supervisory team and we offer professional supervision and diagnostics to coaches, business owners and HR directors.

We work with a limited number of clients and we offer state of the art services and support.

We do not work with a) "last chance" cases, b) people who do not care, c) those who are not ready yet.

The coaching process

Coaching is the trigger and the facilitation to client's mental process, leading him or her to successful results according to his or her aspirations.

Behavioral Coaching is the (evidence based) third wave psychological approach – looking forward and not backward – to achieving sustainable behavioral change in a relatively short time frame. - *Behavioral Coaching Institute*

In our professional life, the more we grow, the more our success depends on our behavior. Thus, as we gradually move up in the hierarchy, we should change the balance between coaching and training, in our development plan, in favor of coaching.

inwards implements in Greece and rest of Europe, the most contemporary and advanced behavioral coaching techniques and influences of the sciences relate to behavior such as **Psychology, Philosophy, and Neuroscience.**

The behavioral coach

Changing behavior is a complex and demanding process - for the coach- that requires multi competence and, above all, a lot of continuous work with him/herself. Knowing his/her own mechanisms and components is a good compass to navigate in others' lives helping them to see the deeper and unexplored aspects of self, distinguishing between limiting beliefs and strengths (potential). A sound previous experience in various business domains and positions may help, but is not enough in dealing with human distress.

*If you want to change the world by helping people change,
make the first step by changing yourself.
Then you can feel how others feel in change.*

The coachee

For the coachee, coaching for behavioral change is a **great** and **challenging** experience. It is great because of its scientific, comprehensive, theoretically documented and practical character that makes it work.

It is also challenging because the coachee:

- finds answers to intuitive questions he or she had but could not form them in words and
- gets triggered to ask himself or herself additional and deeper questions, finds the answers and keeps them for the rest of his/her journey.

Differences and Similarities across the several influences

Even among professionals the boundaries across the several development influences sometimes seem fuzzy. However, the experienced coach ought to know where he/she is stepping at any moment.

(H=High, M=Medium, L=Low – refers to degree of engagement in several core elements)

Core Elements	Coaching	Training	Consulting	Mentoring	Therapy
Problem Solving	H	H	H	M	H
Examining Values	H	L	M	M	H
Behavioral Change	H	M	M	M	H
Politics	H	L	M	H	L
Resistance	H	L	M	L	H
Personal Growth	H	L	L	M	H
Transfer of Learning	H	L	L	M	H
Providing Resources	M	H	H	H	M
“Expert” Role	L	H	H	H	H
Strategic Planning	M	L	H	M	L
Transformational Possibilities	H	L	L	M	H

Resource: Behavioral Coaching Institute

The role of coaching

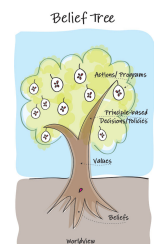
Coaching has a difficult role to play: to add value to individuals and organizations over and above of what they can do by themselves, especially today when people are overwhelmed, or completely confused. But even when they are not confused, coaching adds value because it deals with both conscious and unconscious mind and wakes up our possibilities that usually derive from our inner and unknown self rather than the conscious part of it.

In other words, coaching is determined to deal with the unconscious.

How difficult is to change behavior?

Behavior refers to our actions and responses in relation to our environment. It can be conscious or subconscious, overt or covert, voluntary or involuntary.

Changing behavior is like changing the nuts of the tree. Sometimes change has to start from the roots. Changing behavior entails re-writing part of our truth.



“You cannot become what you want to be by remaining what you are” - Max Dupree

Why behavioral coaching matters?

In our professional life behavioral advancement is linear to career development.

On the contrary, a minor behavioral deficit, is enough to make powerful executives to “lose points”. You see, since the problem is behavioral, it has a multiplied effect on others.

Although in the first career steps skills matter, as we move upwards, behavior starts entering the field and, ultimately, before we arrive at the C-level of hierarchy, behavior makes the difference and critically affects our success.

We often meet skillful employees failing in their first promotion to managerial roles, where behavioral competencies are demanded. HR should pay extra attention and distinguish the needs of **skills development** versus the needs of **behavioral development**, especially for the executives moving from middle management upwards.

When we sit high, what others see in us, is purely behavior.

When do people change behavior?

We are willing to change when:

- **either the benefit** of change is much bigger than the comfort of the current stage
- **or the pain** at the current state exceeds the fear of change.

Why successful people need coaching?

“Here” -wherever this is- is the place we arrived thanks to our advantages and despite our disadvantages. Successful people are not exceptions. *Moreover*, as the world changes, the means that created success yesterday, cannot repeat success today or tomorrow. *And even more*: in a period of crisis what yesterday was absolutely true, today it may be completely wrong.

**Successful people are suffering more in changes.
The past success usually serves as an anchor.**

The already learned paradigms, success stories, patterns and mental models we have been following for years, as well as the behaviors we have learned or discovered, do not necessary lead us where we want to go.

To keep succeeding, we must explore, discover, challenge and change our neuropaths so that we increase the level of our consciousness.

“ No problem can be solved from the same level of consciousness that created it” -Albert Einstein

Coaching successful people!

Coaching works provided that it drives a fair exchange between learning and unlearning and answers properly some relevant questions such as:

- How can we capture the old knowledge, so that it does not limit the new?
- How can we learn from our mistakes, *the right things*?
- What is the importance of unlearning and which is our learning style?

Successful people grow when they learn to...unlearn!

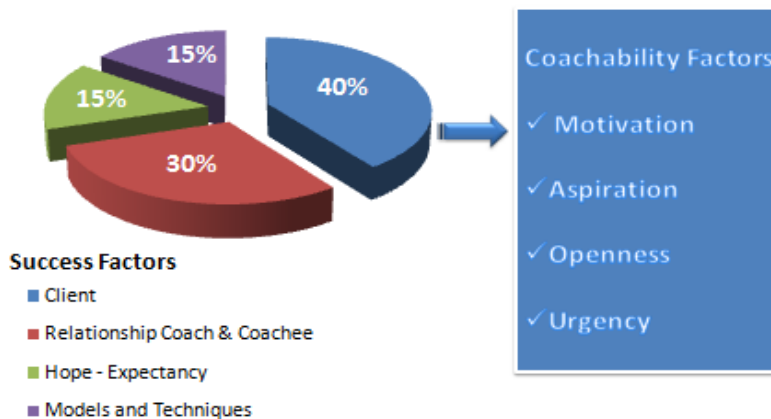
Team coaching: Are you a team or a group of capable people?

If the aforementioned questions refer to individuals, a more dynamic environment is shaped when it comes to teams in the frame of an organization, where every single factor has a multiplied impact on the others. A significant number of new parameters (related to organization) appear and lead to a complex psychological structure with extra areas of consideration such as:

- Personal Values vs Organization Values
- Stated Values vs In-use Values
- Corporate plan vs Personal Plan
- Company Culture vs Personal Attitudes
- Fears, competitiveness, politics, agendas e.t.c,
- Personal rules to relate with others
- And so on and so forth.....

What makes a coaching success?

Coaching Success Factors



Behavioral Coaching Institute

The truth is that the coachee himself/herself and his/her relationship with the coach can guarantee the outcome of the process. However, very often, HR heads, CEOs and sponsors

spend their time on the models and techniques (purple area in the chart), approaching the coaching process in a completely irrelevant manner.

Good coaches manage to:

- ✓ Reveal the relevant dimensions of the case,
- ✓ Let the uniqueness emerge with respect and trust,
- ✓ Clarify the roles. Educate and contract with both –if necessary- client and coachee,
- ✓ Juggle different identities relating to a Process Frame, Content Frame and a Relationship Frame,
- ✓ Set the right targets, measures, process and expectations,
- ✓ Involve the key persons and gain support,
- ✓ Adopt the proper style,
- ✓ Make the right decisions and be ready to reject previous hypotheses,
- ✓ Choose and set the suitable instruments and decide the degree of relying on them,
- ✓ Keep the control of the process, the stages and the progress while continually monitor the coachee's participation,
- ✓ **Ensure sustainability when they will not be present any more.**

Concluding...

Behavioral coaching is a well established, excellent documented and fully supported influence to achieving sustainable change in a relatively short time frame.

Great coaches around the world, the richest theory, meaningful ideas, adding value techniques, various instruments and researches are some of the key elements that meet simultaneously in one of the most contemporary “arts”:

THE ART OF BEHAVIORAL COACHING.

Welcome to inwards!

Yiannis

PS: The article is addressed to non experts, therefore we tried to keep it simple, easy to read and static, with single messages.

***“A bend in the road is not the end of the road...
Unless you fail to make the turn.” - Helen Keller***