



President's Message -

Coachfederation.org Gets Makeover for New Year

Professional. Dynamic. Streamlined. Useful. Easy to navigate.

Visit the new Coachfederation.org this month, and I think you will find these are apt descriptions of our wonderful redesigned Web site which officially launched February 3.

When you logon to Coachfederation.org, you will be greeted by a fresh look, sleek design, simple functionality and an impressive display of information about the ICF and professional coaching. The construction of Coachfederation.org, over more than a year of work, was informed by both research and member input. Our staff researched best practice in Web design and our members shared their wishes for the Web site through the ICF Marketing Survey, in conversations with the global ICF Marketing Committee, and through other informal channels.

While the former Web site served its purpose for several years, it was time to upgrade our site to better meet the needs of our growing global membership. This enables us to assist the public with easy to find information about us, and present a professional appearance. Our Web site is usually the first point of contact with the public, so a professional, attractive, easy to navigate Web site is key to establishing credibility in the market and reflects the exciting future of the ICF and our profession. The Web site is an essential component of our overall brand image, and

after reading the January Board Meeting Overview (see page 3), you'll see that ICF brand development is one of the Board's top priorities in 2009.

Once we understood what our members wanted from our Web site, we contracted with a vendor several months ago to create a dynamic site that meets the unique challenges of our global association. This was no easy feat! Beyond offering key services to ICF members all over the world, our Web site must also serve those looking to become a coach, potential clients seeking to hire a coach, academics and others searching for credible industry research, members of the press, or anyone who for whatever reason wants to know more not only about the ICF and the profession at large. That's quite a lot of people to please!

However, I believe the new streamlined site measures up. The end result, as you will see, is a Web experience that informs, flows well, and successfully meets a wide range of needs of our members and others.

Coachfederation.org now has a more modern color palette, fresh graphics, and simplified menus. **Continued on page 5.**



**Karen Tweedie, PCC
ICF President**

Table of Contents

- The Next Generation of Leadership 2
- January ICF Board Meeting Overview 3
- Coaching Social Entrepreneurs**
by C.J. Hayden 4
- Tips on Navigating the New
Coachfederation.org 5
- Resume Rescue by S. Khatun Huber . . 6**
- ICF Celebrates International Coaching
Week with Release of Study Findings 7
- Visit the ICF File Library 8
- ICF Online Community Training 8
- Ask the Board 8
- ICF Web site Hot Links 8
- Develop Yourself; Develop Your Chapter . . 9
- Membership Renewal to Start 9

- Get to Know Your ICF
Resource Partners 9
- Picking a Coaching Specialty**
by Cinnie Noble 10
- ICF in the Media 11
- Your Turn to Speak 11
- Want to be Published? 11
- ICF Chapter News and Events 12
- An Interview with Michelle Kunz 13**
- Ethically Speaking...Can You Copy and
Paste and Stay in Integrity? by Tina Elliot
and Liora Rosen 14**
- Upcoming ICF Virtual Education
Programs 15
- ICF Resource Partner Teleforum
with PDP 16



Gary E. Boyler
ICF Executive Director

Executive Director Notes - *The Next Generation of Leadership*

More than 200 ICF members submitted committee interest applications to be considered for appointment to a variety of volunteer roles in 2009.

The overall desire to contribute to the organization on a global level was not only impressive from a numerical standpoint, but represented exceptionally diverse experience from every corner of the world. It is also noteworthy that a number of these individuals were volunteering for the very first time to serve in such a leadership capacity.

Such a response is indicative of the commitment and passion of the membership at-large to *advance the art, science and practice of professional coaching* through the ICF.

Ken Blanchard and Marc Mushnick, authors of *The Leadership Pill*, unequivocally state that “leadership is not something you do to people, it’s something you do with them.”

They go on to outline the secret blend for effective leadership which utilizes three essential techniques for achieving results through the creation of a sustainable culture based on mutual respect and trust.

This can be achieved with the appropriate combination of the following elements:

Integrity

- Leading with integrity means being the person you want others to be.
- Trust is what happens when values and behaviors are aligned.
- People are more apt to trust and respect you when what you say and do are one and the same.

Partnership

- The key to effective leadership is the relationship you build with your team.
- Sharing the big picture puts everyone on the same page.
- It is easier to get up the hill when you climb it together.

Affirmation

- Praise is the easiest way to let people know they are appreciated.
- Each of us has the power to recognize the goodness in others.
- You will go a lot further if you stop to refuel.

The ICF Board of Directors firmly believes that volunteer committees and task forces are a viable means of recognizing and cultivating the organization’s next generation of leadership. This entails utilizing the ICF Strategic Plan priorities for 2009 in conjunction with clearly stated deliverables, fiduciary agreements, the setting of team behavioral expectations and creating a shared sense of leadership.

In fact, a substantial amount of focus is being placed on overall leadership development to not only benefit the ICF as a global entity, but, just as importantly,

to ensure professional and personal growth for individual members in this essential knowledge area. The commitment is further underscored by one of the ICF’s strategic priorities for 2009 as it relates to supporting, enhancing and growing chapters worldwide, with a particular focus on leadership skills along with member acquisition, retention and overall accountability.

I am reminded of the thoughts of 2007 ICF President Kay Cannon, MBA, MCC, pertaining to the identification of future association leaders. “The ICF is filled with extraordinarily talented and deeply committed leaders but you have to consistently search to find them. The most effective leaders are seldom the loudest and are rarely found standing in the limelight. They are the people who are quietly and courageously creating positive results through empowering others.”

She concluded that “the future of the ICF depends on such wise, forward thinking individuals who can see beyond their own deeply held individual agendas and regional viewpoints.”

The association’s leadership must embody the ICF core values of integrity, respect, excellence and collaboration. This is as it should be. A legacy of strategic, inclusive stewardship is both necessary and expected to provide a model worthy of emulation for those that follow in the years to come.

Our collective efforts to identify, develop and nurture the future leaders of the ICF is of paramount importance in order to effectively advocate on behalf of the burgeoning global coaching profession and fully realize its potential impact on the world.

Cordially,
Gary E. Boyler
Executive Director



Global 2009 ICF Board of Directors

January ICF Board Meeting Overview

Strategic Direction Set for 2009

The global 2009 ICF Board of Directors held their first meeting of the year last month. During this meeting, the Board performed an annual review of the ICF Strategic Plan and reviewed other business items.

ICF Strategic Plan Updates

The ICF operates according to a comprehensive strategic plan. This long-term plan was first prepared in 2007 by the global ICF Board of Directors in partnership with the ICF members, ICF global leadership teams, staff and an association expert.

Each year, the Board reviews the ICF Strategic Plan and sets priorities for the year ahead. Focusing on specific objectives helps the ICF meet its core purpose to *advance the art, science and practice of professional coaching*.

Rather than pursuing a lot of "good" work, the ICF Board is making sure the association is clear on what activities will produce the best value for members.

The Board made several revisions to the ICF Strategic Plan, including updating several of the organization's goals and objectives as well as setting three priorities for 2009.

After reviewing the progress on the three priorities selected for 2008, the Board selected the following three strategic priorities for 2009:

- Develop and implement a development strategy to support, enhance and grow chapters worldwide, including focus on leadership skills, member acquisition, retention and overall accountability;
- Develop a strong brand strategy for the ICF; and
- Acquire ISO 17024 compliance for credentialing program.

Look for progress updates on these priorities in future member communications. Additional detail on the **ICF Strategic Plan** is available online.

In addition to reviewing strategic plan items, the Board also reviewed several other items of business, including:

Coaching in Organizations Task

The Board authorized staff to create a task force to define the application(s) of coaching within organizations. Included in their work, the group will review and discuss differences that may exist between typical coach-specific training and internal programs (including organizational and team coaching) for managers/leaders and identify best practices for internal coach training. To do so, the task force will identify several organizations with robust internal coach-training initiatives and collect information on and compare their training, including methods and goals.

Virtual Education Teleforum Session Fee Policy

As soon as needed technology is finalized in 2009, any non-ICF member who attends an ICF Virtual Education teleforum will be charged a per session fee that is equal to \$25 (USD) per session that they attend. Non-members who attend a session will be granted a one-time \$25 (USD) discount for current ICF membership dues if they should join the organization by virtue of the educational registration form technology being developed for the ICF Web site for use with ICF Virtual Education teleforums.

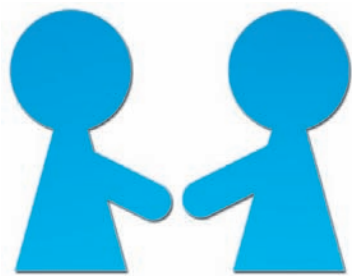
Model Standards of Conduct for Professional Coaches

The Board approved a Model Standards of Conduct for Professional Coaches prepared by the ICF Regulatory Committee in concert with the ICF Ethics and Standards Committee. The purpose of the model standards is to further strengthen the ICF's goal of maintaining self-regulation for the profession of coaching. Additional coaching organizations are being contacted for their support.

Disaster Relief Task Force

ICF President Karen Tweedie, PCC, announced the creation of a Disaster Relief Task Force which will be charged with identifying the ICF's response to both natural and man-related disasters.

Additional updates on these items will be provided in future member communications.



Coaching Social Entrepreneurs:

Changing the World One Client at a Time

By C.J. Hayden, MCC (USA)

There's a revolution going on right under your nose. A new sector of the economy is employing 40 million people worldwide, and engaging 200 million more as volunteers. Instead of focusing on a profitable bottom line, the enterprises in this new arena are choosing to pursue a **"triple bottom line" of people, planet, and profits**. The leaders of this movement are called social entrepreneurs, and you can coach them.

Social entrepreneurship is an innovative blend of social action and entrepreneurial strategies. These new enterprises take a variety of forms, and come in all sizes. Some are organized as for-profit businesses dedicated to social change. Others are nonprofit organizations paying their own way with income-earning enterprises. Still others are professionals in private practice who offer their services pro bono to people in need.

Consider the Grameen Bank, a "social business" founded by Muhammad Yunus. Grameen was established to provide collateral-free microloans to the poorest of the poor in rural Bangladesh. Grameen now has over seven million borrowers, and a 95 percent repayment rate. It is the first and only for-profit business to ever be awarded the Nobel Peace Prize.

Or the Delancey Street Foundation. Founded by Mimi Silbert and John Maher to help substance abusers and the homeless get back on their feet, Delancey Street accepts no government funding. More than 65 percent of their funds come from businesses run by the clients themselves: a moving company, restaurants, a print shop, and more. The businesses serve as vocational schools, teaching job skills to the clients. Over 14,000 people have turned their lives around at Delancey Street.

Or San Francisco chiropractor Dr. Juan Campos, who began making an annual trip to El Salvador to offer pro bono chiropractic services. He asked other chiropractors to join him and in 2005 his Chiropractic Mission to El Salvador attracted 17 chiropractors and 34 students, providing chiropractic care to 24,000 Salvadorians. Every volunteer paid his or her own way to participate.

What these enterprises have in common is that they apply business principles and entrepreneurial skills to address social issues. They use the spirit, creativity, and drive of motivated individuals to make a positive difference in the world. And those individuals need coaches. Social entrepreneurs are out to change the world. When you coach a social entrepreneur, you have the potential to change the world with your coaching.

In many ways, the challenges of coaching social entrepreneurs are the same as coaching other clients with large-scale dreams. But there are some differences. Social entrepreneurship is a relatively new and little-known field, so social entrepreneur clients often have a difficult time finding mentors, business models, and road maps.



To become a more powerful ally to these clients, take the time to learn more about the field yourself. Visit the Web sites of organizations like Ashoka or the Skoll Foundation's Social Edge. Read books like David Bornstein's *How to Change the World: Social Entrepreneurs*

and the Power of New Ideas. Expanding your own knowledge and horizons will help you keep your clients pointed in a focused, practical direction.

Social entrepreneurs may also experience more than the usual number of critics and naysayers. It's a common occurrence for well-meaning folks to tell social entrepreneurs their vision is too big or their dream is impossible. But social entrepreneurs achieve the impossible every day.

Be prepared to champion and acknowledge these clients frequently. Challenge them to new heights of learning and achievement, and call forth their greatness. Especially in the early stages of a venture, you may be the one positive voice that keeps your clients going, despite all odds.



Social entrepreneurs can be demanding clients to coach, but the work can be incredibly rewarding. Imagine what it feels like as a coach to know that your clients are helping inner-city youth find jobs, or bringing solar power to villages in India, or providing free dental care to families below the poverty line.

Social entrepreneurship is not just an appealing idea; it's a growing, worldwide movement. Maybe you should get on board.



C.J. Hayden is a business coach, and the bestselling author of Get Clients Now! and Get Hired Now! She specializes in coaching social entrepreneurs, activists, and community leaders. Find out more about C.J.'s audio series Introduction to Social Entrepreneurship and her free resources at SocialEntrepreneurCoach.com.

Tips for Navigating the New Coachfederation.org

The much anticipated redesigned Coachfederation.org was unveiled on February 3. We're sure you will be excited by the changes that you will see. Please take time to explore the new site and become familiar with its new features and organization of information. Here are a few tips for getting around the new site.

Search – The new search function is located on the top right of the homepage. If you are having trouble locating something that you frequently visited on the old site, use this function for quickly finding what you need.

Sitemap – Use the sitemap to get an X-ray view of how information on the new site is organized. Links are included for each page of the site. The sitemap link is located at the bottom left of the homepage.

Login – Logging into the member section of the Web site has never been easier. A login link is located at the top left of most pages.

Profile – A profile button is located directly below the login button. Here you can update contact information, upload a photo and edit your member and CRS profile.

Events/Presentations – Seeing what's next on the Virtual Education schedule now requires less clicks of your mouse. A preview of upcoming presentations is now available on the left hand side of most pages. This preview links to the full event calendar. Additionally, the event calendar can be accessed in the Conferences and Events section.



ICF Research Portal – Visit this portal of coaching research articles, case studies, journals, industry links, and reports under the Research and Education menu tab.

Shop ICF – See ICF studies and materials available for purchase by selecting the Shop ICF icon at the top of the home page.

Find A: - This tool has been made more visible and will assist users in quickly locating an ICF approved training program, a local ICF Chapter, an ICF Credentialed coach or an ICF member.

President's Message Continued...

In addition, other new features are located on the homepage. For example, members can now easily logon or update their member profile from the homepage - less mouse clicks means a more efficient way to interact with the site.

Upcoming Webinars and special events now appear more prominently on the homepage as well. A new search tool is also conveniently placed for quick and simple Web site searches. The "In the Spotlight" section on the homepage will keep you up to date with current news and announcements. More sections will also be translated in the future to add to the three existing microsites in French, German and Spanish.

If you are wondering what happened to all your favorite ap-

plications on the "old" Web site, you can relax. The best of the old site has been transferred to the new site. The Coach Referral Service, Virtual Education calendar, and ICF Online Community are all still easily accessible as well as the French, German and Spanish microsites. Your same login and password will work just as it did with the old site. And that's not all! We have plans to incorporate additional interactive functions in the coming weeks.

If you haven't had the chance to visit the new Coachfederation.org, I hope you will take a few minutes soon to discover its impressive transformation. If you are like me, you'll be excited and proud to point others to this professional, dynamic, streamlined and useful source of information - for us, about us, and what we do. I sincerely believe you will enjoy visiting the premier address for the global coaching profession - Coachfederation.org.

Professional. Dynamic, Streamlined. Useful. What words would you use to describe the new Coachfederation.org? ICF would love to hear your feedback on the redesigned Web site. Send your thoughts to icfpr@coachfederation.org.

**Warm Regards,
Karen Tweedie, PCC
2009 ICF President**

Resume Rescue

By S. Khatun Huber (USA)

It was freezing and well past midnight, and I found myself with seven others, hauling a man on a blood-encrusted stretcher across a small island off Massachusetts (not Nantucket, alas!). We had a grueling evacuation ahead of us so I had some time to think. I was a wilderness rescue professional, and yet I was mysteriously keen to coach top level executives to deal with the particular challenges they face. One glaring problem: I lacked any C-Level corporate experience! But it was then, under dire conditions, as I tried not to think about my shoulder being wrenched from its socket, that I had what we coaches call an "insight".

That night I was Incident Commander for a night rescue simulation. Exhausted and overwhelmed, my team and I were armed with two stretchers and a tangle of medical supplies. When our headlamps finally picked out a group of "victims" in various states of horrifying injury, there was confusion and blood everywhere. Three people were screaming hysterically. As pretend "victims" I could tell they were enjoying themselves immensely and didn't plan to stop anytime soon.

What were we dealing with? We were qualified in wilderness and urban mass-casualty disaster scenarios. Still, in the moment there is the desire to run and panic. So, calmness and a clear head are essential - in everyone, but especially the leader. My ability to make hard and fast decisions, to communicate effectively, to delegate, and to adapt and change tactics when necessary, was crucial.

It was my responsibility to be sure my team was well-prepared beforehand; that we had protocols in place for every possible outcome; that everyone knew their role and what was expected of them; and that limited supplies could be leveraged as effectively as possible in a crisis situation. I had to balance a "big picture" approach (monitoring progress, collecting reports directly from my team, etc.) while taking care not to waste time getting sucked into micromanaging particular details - however tempting! My time was almost certainly more valuable elsewhere. The opposite approach leads inevitably to mistakes and loss of valuable time - or in this case, even life.

With no 911 to call, difficult decisions must be made one way or the other even though the patient's symptoms may appear unclear at the time. Helicopter pilots are not amused at being called out for nothing - especially in bad weather! And so I made a tough choice, deciding one patient was not serious enough for emergency evac. and could be stretchered out on foot. We then came up with our "SOAP": a Subjective, Objective, Assessment Plan (this includes anticipated problems) - and moved out...

However, my decision proved fatal. Halfway back, to our horror, our stretcher patient suddenly "died". It was time for our instructor to step in. Taking a flashlight he carefully parted the patient's hair, "Here" he said, and we all looked down at what was clearly the small, only slightly bloody start point of a massive head injury. We had missed it. Whoever I might want to blame, as Incident Commander the buck stopped with me. "Sorry, guys..!" declared our "dead" patient, looking up and smiling ruefully.

Where had I gone wrong? More importantly, from a solutions perspective, how could I plan to do better next time? Who cares about that helicopter, I thought -- I could have used an executive coach! (As I expect could a few recession-ad-



Night rescue simulation Team

dled executives since the shocking implosion of the economy.)

So, what was my big insight that night? There is the main one you already spotted: that as Incident Commander operating under hugely high pressure situations, I am uniquely qualified to address the concerns of top executives trying to survive the dangerous corporate landscape. True, but my epiphany was broader: it was that as coaches trying to discern what value we can offer to the clients we'd love to work with, we may glance at our "content expertise" - and find it lacking. And yet... if we look carefully at our lives and unique experiences, it might just turn out that the value is right there. And in the most unlikely places!



S. Khatun Huber, an expat Brit, is an Executive Coach living in Manhattan. Certified by NYU, she is also trained by Wilderness Medical Associates in wilderness

SAR and urban mass-casualty disaster scenarios. A volunteer for the Red Cross Disaster Reserve, Huber also sits on the advisory Board of Amend.org, a non-profit addressing childhood road traffic injury in Africa. She has also been a regular commentator on Sirius radio on coaching and other subjects. Khatun can be reached at huber@executivestripes.com.

ICF Celebrates International Coaching Week with Release of Study Findings

Initial findings from the ICF Global Coaching Client Study unveiled

This week, February 1-7, members of the International Coach Federation joined coaches all over the globe for International Coaching Week.

Created by Jeri Udelson, MCC, in 1999, International Coaching Week (ICW) is a time set aside each year to showcase professional coaching. The ICF promotes ICW by encouraging members and chapters to hold special events during this period. Coaches participate in many ways, by providing pro bono coaching, holding special events, etc.

It is an especially important year for coaches as the ICF releases initial findings from the 2008 *ICF Global Coaching Client Study*, a study conducted by PricewaterhouseCoopers and the Association Resource Centre, Inc., to provide useful data on those who have been coached at one point in their lives.

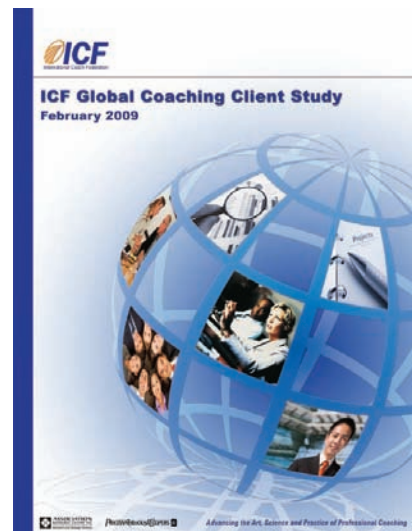
To celebrate International Coaching Week, initial findings were promoted and shared with ICF members, including the following items:

- 65 percent of coaching clients are female.
- The majority of coaching clients are between the ages of 36 and 45 (35.9 percent).
- The majority of coaching clients have acquired an advanced level of education (a post graduate degree such as a master's degree or Ph.D.).
- The duration for the average coaching relationship for survey participants was 12.8 months.
- The top three motivations for obtaining coaching are: 1) Self-esteem/Self-confidence (40.9 percent); 2) Work/Life


Balance (35.6 percent); and 3) Career Opportunities (26.8 percent).

- 96.2 percent of coaching clients report they would repeat their coaching experience.
- 82.7 percent of coaching clients report they are "very satisfied" with their coaching experience.

ICF members may [find data sheets from the study](#) at [Coachfederation.org](#). In addition to the global coaching statistics, regional specific information is available for Asia Pacific, EMEA (European/Middle Eastern/African region), Latin America, and North America.



HOW TO GET
A RUSH OF POTENTIAL
CLIENTS LINING UP TO HAVE
AN INTRODUCTORY COACHING
SESSION WITH YOU



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www.tc.columbia.edu/coachingcertification

Visit the ICF File Library

Download the February Fact Sheet Today

Accessible from Coachfederation.org, the ICF File Library in the ICF Online Community contains a collection of marketing materials and various other documents for member and chapter use. Each document has the ability to be downloaded or e-mailed for simple usability.

Among these documents is the ICF Fact Sheet. Updated monthly, the fact sheet contains the most up-to-date data information about the ICF and its membership, including current membership numbers, credential numbers and other valuable information. It will be to your advantage to have one of these fact sheets on hand during your next interview! **Visit the ICF File Library today!**



Find out what the ICF Online Community offers you!

Are you looking for a way to connect with other coaches in your area? Are you curious

about what coaches are doing on the other side of the world? Do you want to social network with other ICF members? If so, the ICF Online Community is where it can all happen.

Not only that, but the online community is where members can go to get news and updates from their local chapters, SIGs or ICF Headquarters.

The ICF Online Community is also a useful resource for marketing materials, tool kits, and other documents designed especially for members to use. Need some speaking points on the new coaching client study or a sample press release to promote your new credential status? It's all in the ICF File Library located in the **ICF Online Community**.

If you are unfamiliar with the Online Community or would like to "brush up" on how to use this system, plan to attend a 60-minute training session that will teach you what you need to know.

Two training sessions will be offered in mid-February; the first will be exclusive to Chapter leaders and SIG hosts and the second will be open to the general ICF membership.

ICF Online Community Training for ICF Leaders

- Date: Tuesday, February 10
- Time: 4 p.m. (New York), 10 p.m. (Paris); *Wednesday, February 11*: 5 a.m. (Hong Kong); 21:00 (GMT)
- Bridge line/Webinar link: **Visit the event calendar on Coachfederation.org.**

ICF Online Community Training for Members

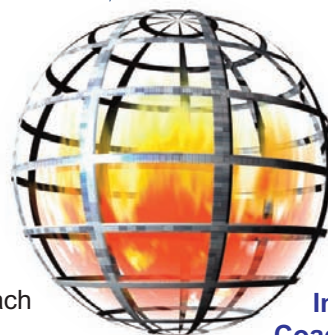
- Date: Wednesday, February 11
- Time: 4 p.m. (New York), 10 p.m. (Paris); *Thursday, February 12*: 5 a.m. (Hong Kong); 21:00 (GMT)
- Bridge line/Webinar link: **Visit the event calendar on Coachfederation.org.**

If you cannot attend one of these sessions and would like more information on how to access and use the **ICF Online Community**, training materials are available at **Coachfederation.org**.

What's on Your Mind?—Ask the Board

Have questions about the ICF or coaching? Want to hear from someone in the know? Ask a global Board member by submitting a question to ICF Headquarters at **icfpr@coachfederation.org**. A global ICF Board member will respond to your question in a future issue of *Coaching World*.

This is a great way to get answers and interact on a personal level with leaders of your professional coaching association.



ICF Web site *Hot* Links

International Coaching Week—

See what members are doing to celebrate ICW, download promotional materials for *ICF Global Coaching Client Study*, and get other ideas for promoting and celebrating coaching in your world.

Member Profile—Managing your profile was never easier. Now you can update your profile, add a photo, and keep your information current quicker with the new Member Profile button on the homepage.

Conferences & Events—Watch for updates on the 2009 ICF Annual International Conference.

Develop Yourself; Develop Your Chapter

Network, Learn & Share

Calling all ICF Chapter Leaders! Are you looking to develop yourself and your chapter in the process? Be sure to attend a Chapter Leader Webinar this month. Two webinars are scheduled:

Chapter Award Winner Panel

Date: Monday, February 9

Time: 9 a.m. (New York); 3 p.m. (Paris); 10 p.m. (Hong Kong); 14:00 GMT

Bridge line: [Visit the event calendar on Coachfederation.org](#).

Join the 2008 ICF Chapter Award winners as they discuss their marketing, public relations, and community outreach programs and what it has meant to their chapters' successes.



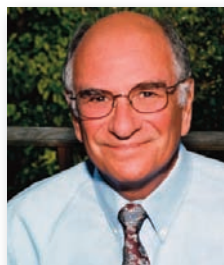
Managing Conflicts at your Chapters

Date: Tuesday, February 17

Time: 9 a.m. (New York); 3 p.m. (Paris); 10 p.m. (Hong Kong); 14:00 GMT

9 p.m. (New York); *Wednesday, February 18*: 3 a.m. (Paris); 10 a.m. (Hong Kong); 2:00 GMT

Bridge line: [Visit the event calendar on Coachfederation.org](#).



Join 2009 global ICF Board of Directors member Ed Modell, PCC, as he presents on Managing Conflicts at your Chapters.

For more information on these, or upcoming chapter leader webinars, please contact ICF Director of Membership Don Whittle at don.whittle@coachfederation.org.

Upcoming presentation information will be included at [Coachfederation.org](#) on the [event calendar](#).



Membership Renewal to Start in February

It's almost that time again...all active ICF memberships will expire March 31, 2009. Membership renewal notices will be sent beginning in early February: don't be caught without your ICF member benefits! When you receive a renewal notice, please take a moment to renew your membership with ICF in 2009.

A true professional is a member of their profession's association. By belonging to the ICF, you demonstrate your commitment to coaching excellence to your clients, colleagues and the public. Join us for another wonderful year!

Get to Know Your ICF Resource Partners

As part of your ICF member benefits, you are eligible to receive special discounts on goods and services provided by official ICF Resource Partners. Why spend more if you don't have to? For more detailed information, visit the [Resource Partner page](#) at [Coachfederation.org](#) today.

Current ICF Resources Partners and what they offer ICF members:

ACCPOW—coaching articles, tutorials, interviews, success stories, case studies and software

Annuity Managers—voluntary life and health benefit plans

AudioAcrobat—Web-based audio recording and publishing services

CertifiedCareerCoaches.com—puts clients in contact with career coaches

choice, the magazine of professional coaching—discounted subscription fee

Extended DISC—integrated assessment tools

Fitness and Wellness Insurance—professional and general liability coverage for claims arising from the rendering of professional services to others

Practice Pay Solutions—personalized and affordable credit card, electronic check and integrated shopping cart solutions

Professional Dynametric Programs—online coaching assessments and services

Staples—office supplies

The Coaches Console—an online management system

Web Power Tools—a do-it-yourself system to build a professional marketing Web site for your practice

Westminster Indemnity Ltd.—personal indemnity insurance

Picking a Coaching Specialty

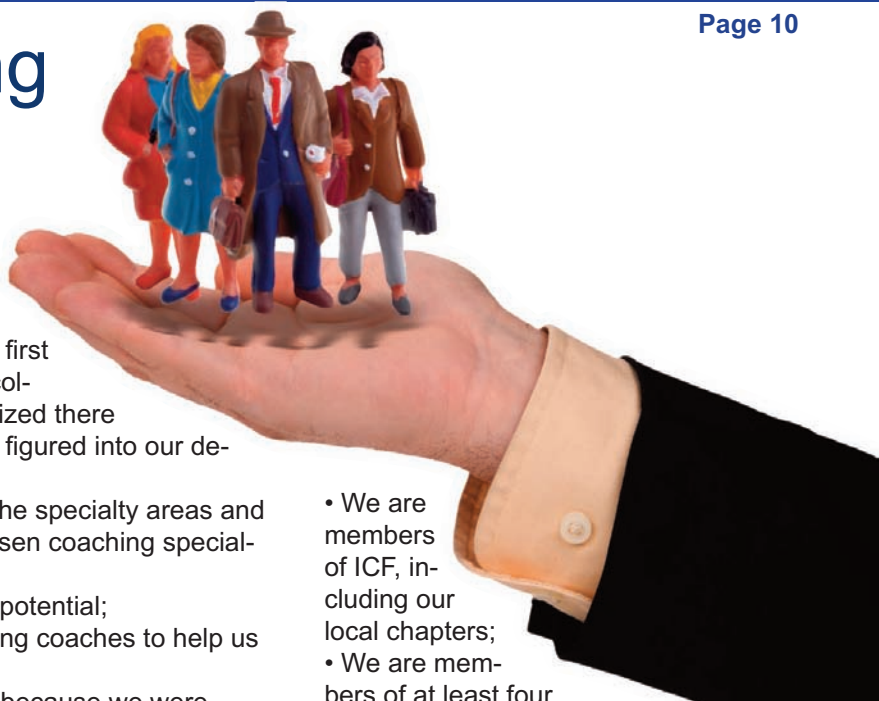
By **Cinnie Noble, ACC (USA)**

Choosing whether to have a coaching specialty was not something I had considered for almost 10 years, when I first became a coach. In a recent discussion with coaching colleagues on how we chose our particular niches, we realized there were a number of things we all had in common and that figured into our decisions about whether to pursue a specialty:

- We had experience from a previous career regarding the specialty areas and considered ourselves subject matter experts on our chosen coaching specialties;
- We were passionate about our area of interest and its potential;
- We were able to articulate our visions and were retaining coaches to help us clarify our plans;
- We believed we would be able to promote a specialty, because we were known in our specific areas of expertise and had a significant number of contacts; and
- We intended to explore a range of functions we could perform in relation to our chosen specialties, such as training, research and writing.

Those of us who proceeded to successfully develop our specialties acknowledged similar sorts of things that helped build and sustain our coaching specialties. These may be helpful to other coaches deciding whether to specialize and include:

- We developed a brand for our coaching service, that we use for all products and services we provide;
- We continually work toward establishing ourselves as thought leaders for our specialty areas in a variety of ways, including regular use of listservs, blogs and other forums;
- We publish articles on an ongoing basis, in relevant 'trade' papers, newsletters, etc., as a form of promoting our business and being seen as specialists in our subject areas;
- Some of us have written, or are writing books on our specialties;
- We regularly present at conferences that target the audiences pertinent to our niche. Some coaches have developed keynote presentations that they promote widely, through speakers' bureaus and other means;
- We periodically retain coaches, to strategize on ways to build our businesses;
- We try different ways to promote our businesses, repeating methods that work best and regularly exploring new ideas;
- We initially tapped into our networks and contacts from previous careers and requested assistance, i.e. referrals, ideas for reaching other possible referral sources, references and so on. We continue to leverage our resources to build our practices;
- We have electronic newsletters regarding our specialty that we disseminate to our target audiences on a regular basis;
- We have Web sites and keep them updated;
- Most of us incorporate electronic methods to market, train, etc., i.e. webinars, audio/visual streams;
- We spend an average of seven hours per month, marketing our business;
- We were tenacious about our vision for our specialties and never gave up, in the face of setbacks;
- We experienced 'ups and downs' in developing our business and found that it took an average of two years to begin to reap the rewards of our efforts to develop our specialties;



- We are members of ICF, including our local chapters;
- We are members of at least four other organizations pertinent to our specialties or that provide networking possibilities, actively participating in at least two of them;
- All of us network and use vehicles such as Linked In, Facebook and/or Twitter.
- Most of us have built teams with other coaches, to be able to submit proposals requiring a number of coaches and consultants; and
- We provide pro bono coaching services in varying degrees and otherwise, strive to give back to our coaching or specialty-related communities.

Specializing is certainly not for everyone. Unlike life, business, organizational and other more general categories of coaching, there are some limitations in selecting one area to focus on. On the other hand, there are many advantages to specializing. It is not a straightforward decision, of course and hopefully, some of the considerations in this article will be of help to coaches contemplating a specialty.



Cinnie Noble, ACC, LL.B., LL.M., developed the CINERGY® model of conflict coaching in 1999. She hosts the ICF's Special Interest Group on Conflict Coaching, held the last Tuesday of each month. E-mail: cinnie@cinergycoaching.com; Phone: +1.416.686.4247; Toll-free (Canada & U.S.): +1.866.335.6466; Web: Cinergycoaching.com.

ICF in the Media - *Coaching in the News*

In January, the ICF was mentioned in 34 clips with a total circulation of nearly two million. In nine of those clips, ICF Credentials were specifically referenced.

Clips that mentioned coaching in January were pulled from radio, television, print and online publications from 34 countries and territories. Clips that specifically mentioned the ICF came from Canada, Germany, Malaysia, New Zealand, Singapore, the United Kingdom and the USA.

Some of the top circulation online and print publications mentioning coaching in general in January included: *Business Week Online*; *New Straits Times* (Malaysia); *The Vancouver Sun* (Canada); *The Straits Times* (Singapore); and the *Dallas Morning News*.

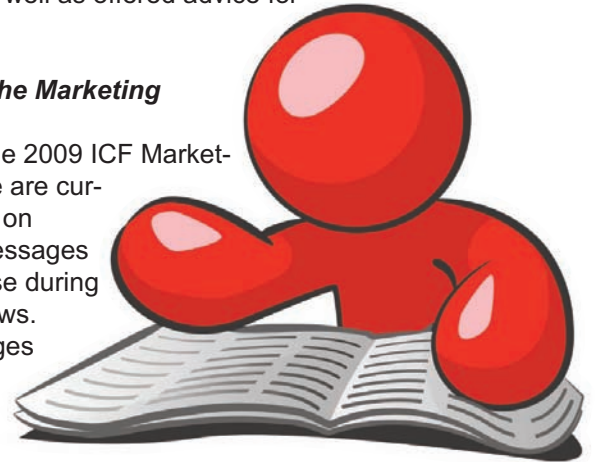
What the media had to say...

Continuing to follow recent trends, a vast majority of clips collected in January drew heavily from the current global economic situation and resulting ramifications (many articles pertained to job searching, interviewing, making oneself marketable, etc.). A second rising theme was articles

directed toward individuals interested in becoming coaches. These articles gave tips to those considering this profession, as well as offered advice for where to start.

A note from the Marketing Committee...

Members of the 2009 ICF Marketing Committee are currently working on developing messages for member use during media interviews. These messages will assist ICF members on subjects pertinent to the ICF that are often asked by the media, such as the difference between coaching and counseling; why someone might hire a coach; why the profession is dominantly female; and the like.



Your Turn to Speak

Call for conference presentations is coming soon!

Interested in presenting at the 2009 ICF Conference in Orlando, Florida, USA? The call for conference presentations will go out by early March. Look for more information to be posted on Coachfederation.org and in future issues of *Coaching World*.

Want to be published?

Submit an article to *Coaching World* today!

The ICF regularly accepts bylined articles for *Coaching World* from members who have something to say related to coaching. Whether you want to share a coaching approach, a best practice or simply something interesting that pertains to coaching, we want to see it.

Not sure what to write about? How about one of these ideas?

- Growing the value and impact of coaching;
- Using coaching in new areas/ways;
- Information on pro-bono/social responsibility projects;
- Awards/recognitions;
- Ways to grow your coaching business; and
- ICF Chapter and SIG news and event information.



Articles are accepted any time. Send your 500–700 word submission to icfpr@coachfederation.org. All submissions are subject to editing.

Along with your submission, please include a high resolution photo as well as a brief bio (between 30 to 50 words).

The ICF cannot guarantee when an article will run in *Coaching World*; articles are used as space permits.

HOW TO GET

A RUSH OF POTENTIAL CLIENTS LINING UP TO HAVE AN INTRODUCTORY COACHING SESSION WITH YOU



By Christian Mickelsen

Free
Special
Report

[Click Here](#)
To Read
It Now

ICF Chapter News and Events

ICF-New England Chapter

The New England ICF Chapter has deemed February as Social Networking Month. Join the chapter for a series of teleclasses to learn how you can benefit from using Twitter, Facebook and LinkedIn. For more information or to register, please visit lcfne.org.

Other Upcoming ICF-NE Events:

• **Monday March 9, 2009**

Dialogue with Maya Balle, MCC; Chrissy Carew, MCC; and Grace Durfee, PCC, entitled "The Future of Coaching: Emerging Trends in Our Field." For further information or to register, please call +1.508.839.4625 or visit lcfne.org.

• **Monday March 9, 2009**

ICF New England Town Hall Meeting; this is an opportunity to help shape the future of our chapter and its impact on the community and our profession. For further information or to register, please call +1.508.839.4625 or visit lcfne.org.

Attention ICF Chapter Leaders

Share news of your special events with ICF members. Forward information and photos of your events to icfpr@coachfederation.org.



ICF-North Texas Chapter's "Southwest Coaching Conference"

The North Texas ICF Chapter is co-sponsoring "The Southwest Coaching Conference" May 2-3, 2009, at the University of Texas at Dallas, Texas, USA.

The event will provide an academic-focused approach to what's new and what lies ahead for coaches of all levels of experience with an executive, organizational or professional focus.

Conference Speakers and Topics:

- Dr. Rob Hicks (UTD): Solution-focused coaching;
- Dr. Ruth Orenstein (GSAEC): Leadership (Multidimensional Executive Coaching);
- Dr. Carol Kauffman (Harvard Medical School): Positive Psychology in Coaching; and
- Dr. Terry Maltbia (Columbia Teachers College): Coaching and Leadership.
- Panel: Organizational Coaching Initiatives;
- Judy Feld, MCC – Moderator;
- Bill Behrendt (UTSW); and
- Bev Wright (IBM).

For more information, visit <http://som.utdallas.edu/coaching> and click on "Southwest Coaching Conference."

"It's time to
follow my heart and
pursue my dreams."



Now Accepting Registrations for Summer and Fall Programs

ICF Certified Professional Coach Training Program Available in Washington, DC and Seattle, WA

Follow your dream. Make a difference in the world. Become a Certified Professional Coach.

Accredited by the ICF in 1999, the Academy's prestigious transformative coach training program helps individuals manifest their dreams.



To register, visit www.invitechange.com or call 877.228.4625

An Interview with Michelle Kunz

Opera Singer, Coach and ICF Member

Since childhood Michelle Kunz, ACC, had dreamed of being a concert pianist, learning to play at the early age of five. When she realized practicing in a room alone for hours on end didn't suit her, this often described "people person" set her sights on something new and exciting: to be a "huge opera star."

But as a gifted young singer and performer, life on the road—from one venue to the next—proved to be as solitary as the lonely piano room of her childhood. This lifestyle became even more challenging after she married and became a mother. The life of a "huge opera star" stole time away from her young family.

"It was a very lonely kind of life—being on the road, auditioning in different cities, staying in hotels all the time," Kunz said of her musical stints through the United States and Europe. "When I was single I thought it was going to be a fantastic life."

The soprano recalls the time she came home from performing at a three-week long festival in The Amalfi Coast, and her nine-month-old son wouldn't come to her, an experience she described as "heart wrenching." At that point she took a close look at her life and how she could bring her career closer to her home and family in the Washington D.C. area.

That was nine years ago. Today, Kunz sings regularly with the chorus of the world-class Washington National Opera, where she has also served as the children's chorus master since 1995. Her "boss" happens to be Spanish operatic tenor Placido Domingo of The Three Tenors fame who serves as General Director of the company.

Over the years, Kunz, who holds her Doctor of Musical Arts degree in vocal performance from The Catholic University of America Benjamin T. Rome School of Music, has portrayed some of the most beloved characters in opera to critical acclaim, and has appeared in recitals such as that commissioned by the White House Historical Association in celebration of the White House bicentennial. She has appeared as a soloist in a number of oratorio and orchestral engagements as well.

When she's not singing on stage, however, Kunz works as a Certified Empowerment Coach for PEL Coaching, LLC,

the business she founded three years ago. PEL Coaching is an acronym for three pillars Kunz said are absolutely essential for teamwork—Power, Energy and Leadership.

Kunz gained more than 20 years experience working in management positions at law firms, associations, software companies and performing art organizations while teaching music and earning her doctorate. But her coaching career began 10 years ago as a life coach. Her previous management positions coupled with her role as a voice teacher conducting one-on-one lessons helped set up a natural segue into life coaching, she said. She also found a ready market, primarily working with musical artists like herself.

According to Kunz, there is one chief similarity between her chorus work and her coaching work: teamwork. The passion she holds for both her careers stems from working with other people as a team or coaching others to be a team. "I'm naturally drawn to working with others," she said.

Kunz helps her clients realize that the success of a team can rest heavily on the team's leader and how he or she communicates to team members that they are valued and vital to success.

"In the chorus, every time a new opera is put together, I am part of a new team," Kunz explained. "We are all highly skilled professionals and work with the chorus master for several weeks. Then when a new conductor comes in and doesn't speak to us, this communicates to us that we are unimportant because we are not the stars of the performance. As a result, the first interactions with this conductor are very low in energy. When Placido Domingo comes in, he's warm, friendly, and makes us feel critical to the performance. The energy goes up. He's so good at making people feel valued. This can be true for every organization, every supervisor, every team—it's about communicating with the team to make them feel valued, heard, and that everyone is critical."

A natural entrepreneur, a turning point came in Kunz's coaching career when she read *The Success Principles* by Jack Canfield three years ago.

"It was around the New Year, and I had come to a crossroads with my business and had a lot of questions on a personal level," Kunz recalled. **Continued on page 16.**



Michelle Kunz, ACC, as a warrior priestess in The Washington National Opera's production of Norma (2004).

Ethically Speaking...Can You Copy and Paste and Stay in Integrity?

By Tina Elliot, MBA, PCC (USA) & Liora Rosen (USA)

It is time to get your coaching Web site up and running or update your current Web site? Some people begin this process by reviewing other sites as a way to get ideas for what they might like to design on their own. You will most likely come across words, phrases and some fantastic language that describe who you are and what you do in this fabulous profession. Actually, you may like it so much you might just want to borrow it; no harm done, right? Everybody does it! Just copy paste and send it to your Web designer or copy and paste it into your Web site yourself.

Please reconsider. What you may not realize is United States copyright laws (as well as those in other areas) cover Web site content as well as all other written materials if registered. According to most legal jurisdictions, it is an infringement to take another's copyrighted creative writing; you could be legally vulnerable if you use another's words and represent them as your own.

In addition to potential legal ramifications, in the US and elsewhere in our global community, it is a breach of the ICF Code of Ethics.

ICF Code of Ethics reads as follows:

Part Two: The ICF Standards of Ethical Conduct
Section 1: Professional Conduct At Large

As a coach:

3) I will recognize and honor the efforts and contributions of others and not misrepresent them as my own. I understand that violating this standard may leave me subject to legal remedy by a third party.

This standard can cover the copying of any person or organization's materials. If you misrepresent the copy as your own, without noting proper attribution to the original owner, then you may be in breach of the ICF Code of Ethics.

For example, you have hired a Web designer to design and write content for your Web site. He or she uses copy that actually came from another coaches' Web site. This could be a breach of the ICF Code of Ethics because as the owner of your site, you are the ultimate presenter/owner of that information and are therefore responsible.

How is information separated from ideas? Although the United States copyright law does not protect the idea itself, it does protect the expression of that idea. There are five basic rights protected by US copyright and registration, and they are sometimes called the five "pillars" of copyright protection. The owner of copyright has the exclusive right to authorize others to do the following:

- To reproduce the work in copies or phone records;
- To prepare derivative works based upon the work;
- To distribute copies or phone records of the work to the public by sale or other transfer of ownership, or by rental, lease, or lending;
- To publicly perform the work, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and motion pictures and other audiovisual works; and
- To publicly display the work, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and pictorial, graphic, or sculptural works, in-

cluding the individual images of a motion picture or other audiovisual work. A violation of any of the exclusive rights of the registered copyright holder is said to be a copyright infringement. This applies to registered, copyrighted written materials, Web sites, articles, programs, presentations, etc.

As coaches, in a self-regulated field, we must uphold ourselves to a high degree of integrity and ethical behavior. As easy as it is to copy and paste, we urge you to step back and think of the person who provided this information; respect his or her work as you would like them to respect yours. In addition, regardless of where you coach in the world, please abide by all copyright laws.

Coaches are notifying the ICF Ethics and Standards Committee of copyright violations by other coaches, and some are using specialized software designed to scan the Web in order prevent content theft and protect their copyrighted information.

Ask yourself this question; is the legal and ethical gamble worth it? We don't think so, personally or professionally.

As you surf the Web for definition and explanation for who you are and what you do as a coach, it may feel good to find language that resonates with you. However, using your own words to describe the essence of you as a coach is much more powerful and authentic and will easily attract your desired audience.

So next time you are tempted to copy and paste, ethically speaking, please think again.

Tina Elliot, MBA, PCC, is a member of the global ICF Credentialing & Program Accreditation Committee. Liora Rosen is a member of the global Ethics & Standards Committee.

Upcoming ICF Virtual Education Programs

Continue Your Coaching Education

ICF Virtual Education sessions are for any ICF member who would like to obtain learning and networking opportunities in addition to what their local ICF Chapter offers. These meetings offer ICF coaches personal and practice development through presentations by guest speakers. ICF members attending these meetings are eligible for Continuing Coaching Education Units (CCEUs).



Upcoming sessions:

Expansion: Scaling the Benefits of Coaching for Teams

Date: February 19

Time: 10 a.m. (New York), 4 p.m. (Paris), 11

p.m. (Hong Kong), 15:00 GMT

Bridge line: [Visit the event calendar on Coachfederation.org.](#)

CCEU: 1.0 Core Competencies

Billions of dollars will be spent on coaching this year. Many global organizations have changing needs that include the potential for team coaching. Join DJ Mitsch, MCC, and ICF Past President, as she describes Team Coaching as a transformational process where a highly skilled coach partners with a team leader (manager/executive) to enroll the members in an action learning environment, as the team members work together to achieve a specific, and often extraordinary, business outcome.

Join this session if you are interested in learning more. Mitsch will:

- Review a few current trends and imperatives driving the need for team coaching;
- Define the impact of team coaching for your clients – speak to a few examples of success;
- Briefly distinguish Team Coaching from Group Coaching; and
- Describe the Team Charter process that sets the stage for Team Coaching!

DJ Mitsch was one of the first 25 individuals to receive the MCC designation by the ICF. In 1994, Mitsch founded The Pyramid Resource Group and The Corporate Coaching Company. Mitsch has translated her experience, business acumen and passion for “playing well with others,” into a coaching framework for coaching teams. The teams she has coached since 1996 have produced extraordinary results; many of those with documented results.

The Role of Emotional Intelligence in Building Coaching Presence and Authenticity

Influencing your Client toward Focused Action Using Emotional Intelligence (Series; Part 2 of 5)

Date: Tuesday, February 24

Time: 6 p.m. (New York); Wednesday, February 25: 12 a.m. (Paris); 7 a.m. (Hong Kong); 23:00 GMT

Bridge line: [Visit the event calendar on Coachfederation.org.](#)

CCEU: 0.75 Core Competencies / 0.15 Business Development / 0.15 Personal Development / 0.45 Other Tools and Skills



Mitsch

Join Dr. Ben Palmer and Richard Harmer as they present the second part of this five-part series on emotional intelligence (EI).

This session will explore:

- 1) Why Emotional Intelligence is important to the coaching relationship;
- 2) How the seven skills of Emotional Intelligence relate to a coach's active listening and questioning skills;
- 3) The three elements of active listening to a client's emotions;
- 4) The four levels of listening and how to know which level the coach is listening at; and
- 5) When listening is not enough - the use of powerful questions to deepen a client's insight.

Be sure to make special arrangements to be on this call; you will not want to miss it! Biographies of Palmer and Harmer are available at [Coachfederation.org](#), as well as more information about the presentation.

The remaining call schedule for this series on Emotional Intelligence is as follows:

- March 24: Using Active Listening and Powerful Questioning with Clients: The Role of Emotional Intelligence.
- April 21: Enhancing Client Awareness Within the Coaching Conversation Using Emotional Intelligence.
- May 19: Using a Self-Reflective Practice to Develop Greater Emotional Intelligence.

Ben Palmer is the founder and CEO of Genos, a company that designs and distributes employee coaching and learning/development programs.

Continued on page 16.



Harmer



Palmer

Coaching Strategies – How to attract and retain clients using high-profit resources

Resource Partner Teleforum with PDP

Thursday, February 26: 3 p.m. (New York), 9 p.m. (Paris);
20:00:00 (GMT);
Friday, February 27: 4 a.m. (Hong Kong)
Bridge line: [Visit the event calendar on Coachfederation.org](#).

Professional DynaMetric Programs (PDP®) provides business and life coaches with web-based resources that are quick, affordable and innovative. PDP®'s unique assessment profiler, leadership and team development and hiring applications are the hottest coaching tools now available to ICF members.

Coaching Strategies – How to attract and retain clients using high-profit resources.

During this presentation, a representative from PDP® will cover unique tools and resources for business and life coaches to:

- Show potential clients what coaching is...instead of having to explain coaching



- Easily deliver high-profit pre-packaged services and workshops
- Empower your clients using a unique profiler that provides a 'Passport to Understanding' from the inside-out.
- Create an immediate revenue stream
- Deliver quality and timely coaching value to new and existing clients
- Use profile information in a coaching model that is adaptable to your coaching style and niche
- Provide hours of on-going coaching content

To get your free profile go to <http://icf.pdpworks.com> and click on 'Take a demo now'. During the presentation, you can view slides by going to www.dimdim.com and enter the meeting ID of 'pdpworks'.

An Interview with Michelle Kunz Continued...

She soon enrolled in Canfield's 12-week *Success Principles Coaching Program*.

"I was so changed by that experience," Kunz said. "I felt clarity and motivation to put my ducks in a row as far as my business was concerned."

It was after she had moved on from the corporate world and during her coach training with iPEC Coaching, an ICF accredited coach training program, that she discovered the great impact coaching could have on teams within businesses and organizations. After establishing PEL Coaching, Kunz became a member of the ICF and earned an ACC credential, soon to complete a PCC. In addition to her coaching business, she is a Consultant Partner with Netspeed Learning Solutions, a leadership training and development company and in 2008 she became Director of the Mid-Atlantic Region for iPEC Coaching.

With PEL Coaching, Kunz assists teams and their leaders in identifying what is working and what might be missing from their current processes, synergies and structures, and where they might be more productive and engaged.

When asked how she balances her roles as mother, wife, trainer and coach with the time commitment of huge musical productions, Kunz said she plans far ahead with her family. It also helps that she loves everything she does and is "very high energy" by nature, according to friends.

Kunz said she can't imagine her life without coaching. "Coaching is not something I do. It is something I've become. It's who we are," she said.

Kunz will appear in the production of Turandot with the Washington National Opera in May and June 2009. For more information on Michelle Kunz and PEL Coaching, visit Web sites Michellekunz.com and Pelcoaching.com.

Virtual Education Continued...

In his time at Genos, he has trained hundreds of coaches and facilitators within Australia in the use of Emotional Intelligence to deliver greater organizational performance. Richard Harmer is a Ph.D. candidate, a registered psychologist and a Full Member of the Australian Psychological Society. Like Ben, Richard has trained hundreds of coaches and facilitators and has a unique style to bringing Emotional Intelligence to life in order to deliver sustained interpersonal growth.

Coaching with the Brain in Mind

Date: March 25

Time: 4 p.m. (New York), 9 p.m. (Paris), 20:00 (GMT); *Thursday, March 26*: 4 a.m. (Hong Kong)

CCEU: 0.75 Core Competencies /
0.75 Other Tools and Skills

Join David Rock as he illustrates how coaching impacts the brain.

For more information, visit the [event calendar](#) on Coachfederation.org.